

# Stanislaus

in California's Central Valley



Healthcare Industry Cluster  
January 2012

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## **Why Healthcare?**

The enormous economic value of the healthcare sector, not to mention its vital contribution to the quality of life, is undeniable. Locally, it directly employs more than 19,000 workers, representing very nearly one in eight payroll positions in Stanislaus County. During the past decade of incredible economic volatility, healthcare has been far and away the leading Stanislaus job generator. The industry continues to offer above average pay for those with skills in tune with the practice of modern medicine. Therefore, continually developing the local healthcare workforce through education and training is of paramount importance to the Stanislaus economy

This healthcare report is part of a continuing Alliance series featuring various target industry clusters in Stanislaus County, California. These targeted clusters are in alignment with sectors identified by the California Partnership for the San Joaquin Valley as being good strategic fits with the dynamics of the greater region. A primary motivation for exploring these segments is to grow and diversify the local economy by identifying needs and opportunities for new and expanding employers alike.

Stanislaus County possesses an extensive medical infrastructure, featuring excellent facilities, professionals, and practices, making it a regional healthcare hub. This report catalogues the local healthcare sector, along with its related demographics, workforce, and training resources. Possible economic opportunities for the region are then raised, with the goal of spurring further discussion on this important topic.

Nationally, the challenges associated with providing medical care are being widely discussed. The landscape in which providers operate is rapidly evolving, particularly in the areas of reimbursement, records management and technology. These concerns are reflected in Stanislaus County and throughout the Central Valley. Healthcare has become an important social and economic barometer measuring a region's quality of life. The Alliance acknowledges the correlation between economic well-being and healthcare standards by publishing this report.

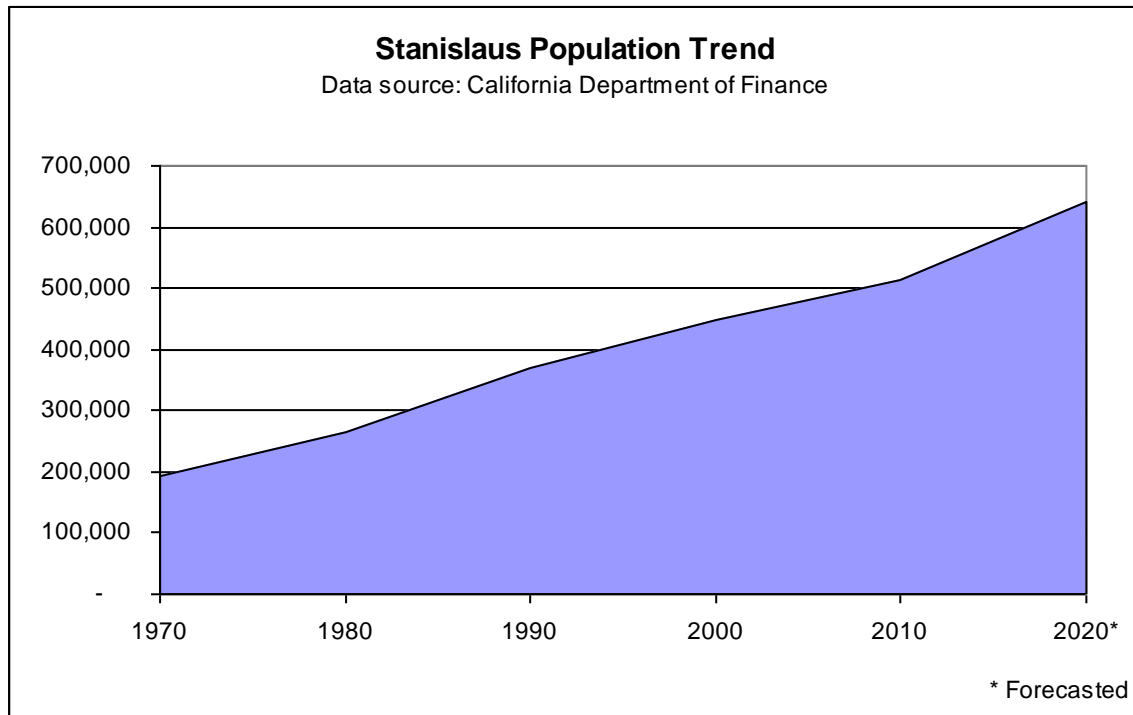


## Location

Situated in California's heartland, the Great Central Valley, Stanislaus County is within a 90-mile drive of San Francisco, Sacramento, the Silicon Valley, and Yosemite National Park. California's coastline is also within easy reach. Proximity to the Bay Area affords access to its amenities, but with a significantly lower cost of living. Featuring a mild Mediterranean climate, the County covers a land area of 1,495 square miles.

## Demographics

Stanislaus County's population demonstrates a pattern of growth, rising from 194,506 in 1970 to 517,685 in 2011, with the total projected to reach 640,876 in 2020. The greater region (all bordering, non-Bay Area counties) has approximately 1.6 million residents. Although growth has eased in recent years, over the past four decades, the County's population has expanded by an average of 2.5% annually. This rate of increase is two-and-a-half times the national average, and is about half-again as fast as California's overall expansion rate. About 79% of the Stanislaus population lives in one of nine incorporated cities. These communities range in size from the county seat of Modesto with over 202,000 residents to the newest city, Hughson, with 6,707 people.

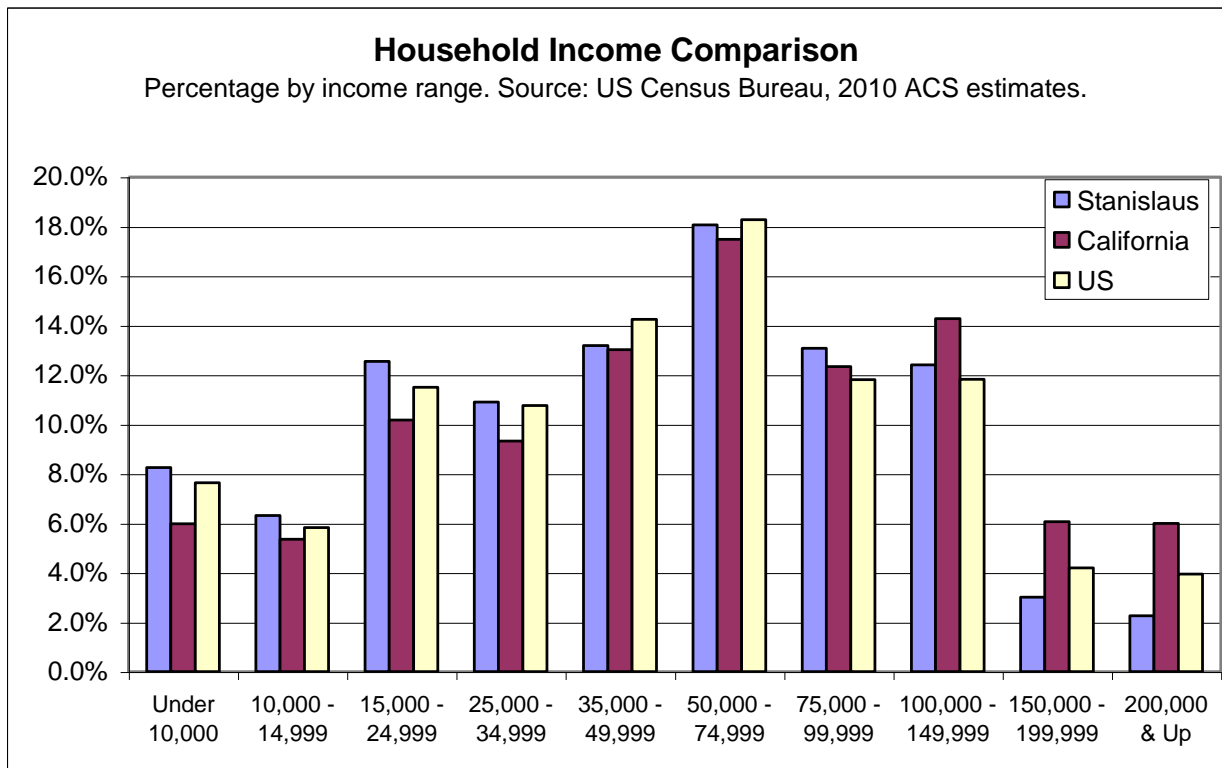


Factors fueling the population rise include relatively high birth rates, coupled with a young population, and net in-migration from other areas. During the recent housing boom, many Bay Area residents relocated to the Central Valley in pursuit of affordable housing. With the real estate downturn, this pattern has ended, at least for the time being. Nevertheless, estimates still point to a steadily rising population in coming years.

The age distribution of County residents has shifted over the years and differs significantly from national averages. The local population is relatively young, with a median age of 32.6, versus 34.9 years for California, and 36.8 for the U.S. Accordingly, the average household size and the relative number of births are greater than the state and national averages as well. In recent years, Stanislaus has seen from 16 to 17 births annually for every 1,000 people, compared with approximately 14 births per 1,000 nationally.

Significant shifts in Stanislaus County’s ethnic make-up are underway. Most notably, the proportion of Latino or Hispanic residents has risen dramatically. In 1990, 22% of the population was Latino, while that figure recently exceeded 40%. It is projected that by the year 2020, Latinos will account for about half of all Stanislaus residents. Census estimates for 2010 indicate that over 20% of county residents were born outside of the United States, with roughly a quarter of these individuals entering the country since the year 2000. Approximately 17% of Stanislaus residents report speaking English “less than very well”. By way of comparison, California’s rates of foreign birthplace (27%) and non-proficiency in English (19.8%) both modestly exceed those of the county.

Per household, the median income in Stanislaus is slightly below the national level. Although it also trails California in terms of income, the cost of living is likewise lower than the state average, particularly compared with the San Francisco Bay Area, or the greater Los Angeles region. Housing-related expenses are a major reason for this living expense disparity. For example, median home prices in Los Angeles and San Jose were recently 2.3 and 3.4 times, respectively, higher than those in Stanislaus County.



Health insurance coverage levels within Stanislaus, according to Census estimates, are nearly identical with statewide averages at approximately 82%. However, there is a greater mix of public insurance coverage locally and in the Central Valley than for California as a whole. Private insurance coverage has declined largely due to job losses during the economic downturn.

Organizations such as the Great Valley Center and others have described at length some of the health issues facing residents in California's heartland. In particular, regional levels of obesity, diabetes, and asthma occur at higher rates than the overall state. The Centers for Disease Control and Prevention have also noted that the percentage of adults that are physically inactive is relatively high.

### **Economy**

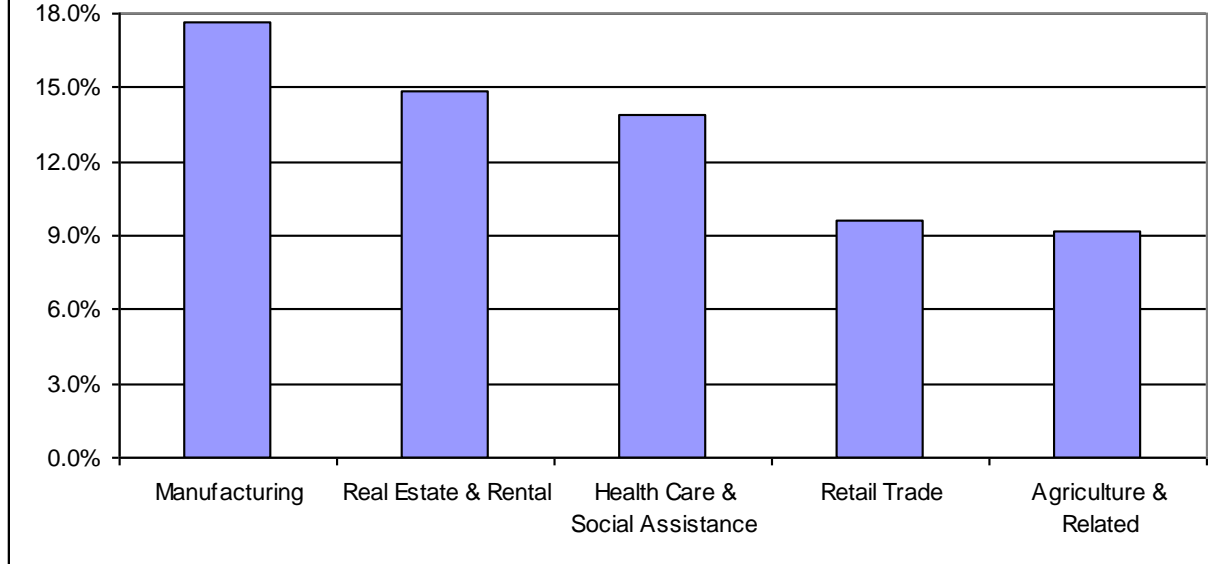
The gross domestic product (GDP) of Stanislaus County was estimated to be \$15.2 billion in 2010, 87.4% of which was in the private sector. Reflecting the area's rural landscape and favorable climate, agriculture is a key force in the economy, with the value of farm commodities exceeding \$2.5 billion in 2010. Food processing and the wine industry are related drivers of economic activity in Stanislaus County. Representative firms include E & J Gallo Winery (headquarters), Seneca Foods, Del Monte Foods, Foster Farms, Foster Farms Dairy (headquarters), Stanislaus Food Products (headquarters), Frito-Lay, and Bronco Wine Company (headquarters). Supporting industries, including packaging and services providers, are also clustered in the immediate vicinity.

Stanislaus, along with most of California and the Central Valley, has been deeply impacted by the nationwide housing crisis. Housing starts in the County, after peaking at nearly 5,000 units per year, recently measured in the low hundreds. Impacts upon the construction sector have rippled through the economy. Unemployment rates are higher, and wages are lower, than levels found in the nearby San Francisco Bay Area. As a result, the 13,000 plus Stanislaus residents commuting to jobs in the Bay Area represent an especially important contribution to the local economy.

Healthcare is an important growth engine of the local economy. The sector, coupled with social assistance, contributed \$901 million to the local GDP in 2001. By 2010, Healthcare was worth well over \$1.8 billion, representing an increase of 105% during this nine-year period. As the following chart illustrates, the sector and closely related activities now account for approximately one-seventh of the Stanislaus private sector economy.

## Largest Stanislaus Economic Sectors in 2010

Share of Private Sector GDP. Source: Bureau of Economic Analysis.

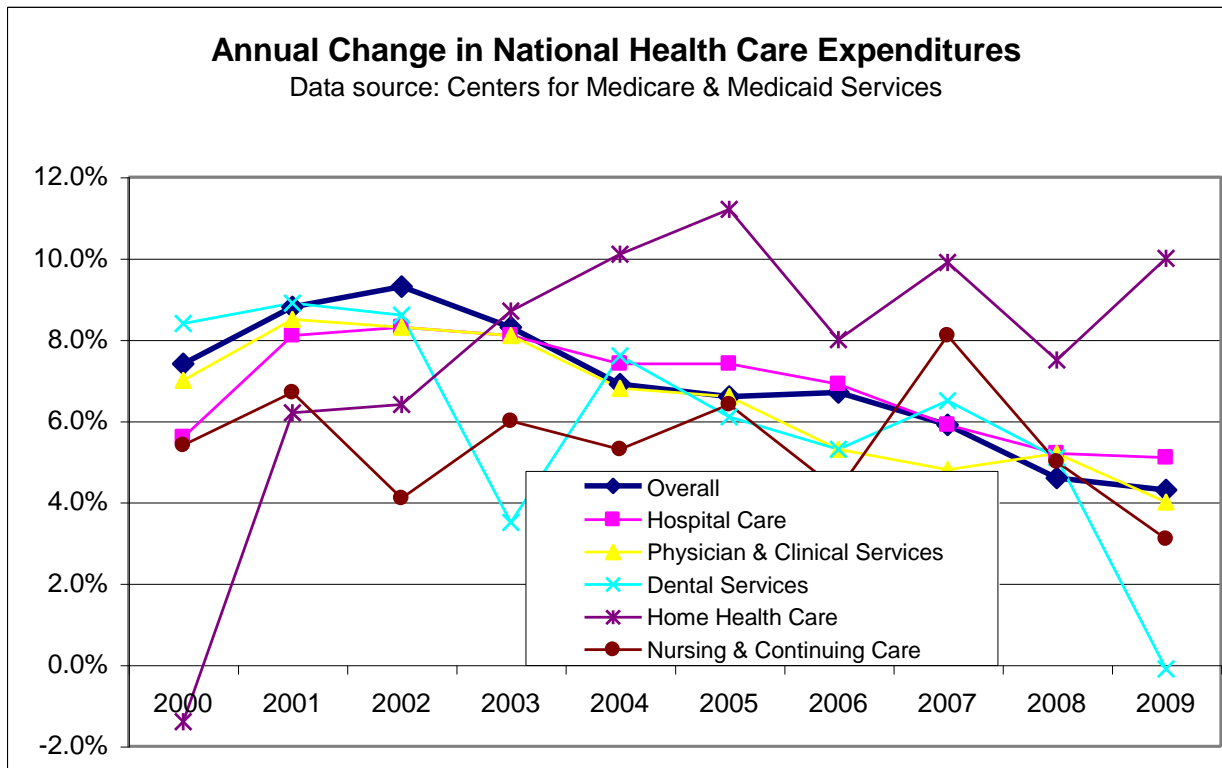


In addition to its GDP contribution, revenue is another way in which to gauge the impact of healthcare on the local economy. Sales for the industry in Stanislaus exceeded \$2.5 billion in 2007, representing a 24.8% increase over a five-year period. This growth rate provides a benchmark for comparing sub-sectors of healthcare locally. Meanwhile, payrolls totaling \$894.3 million were generated. According to Census data, the health industry employed 18,331 that same year. Additionally, there were nearly 800 related, non-employer establishments in operation, typically representing solo operators earning part or all of their income by providing health services.



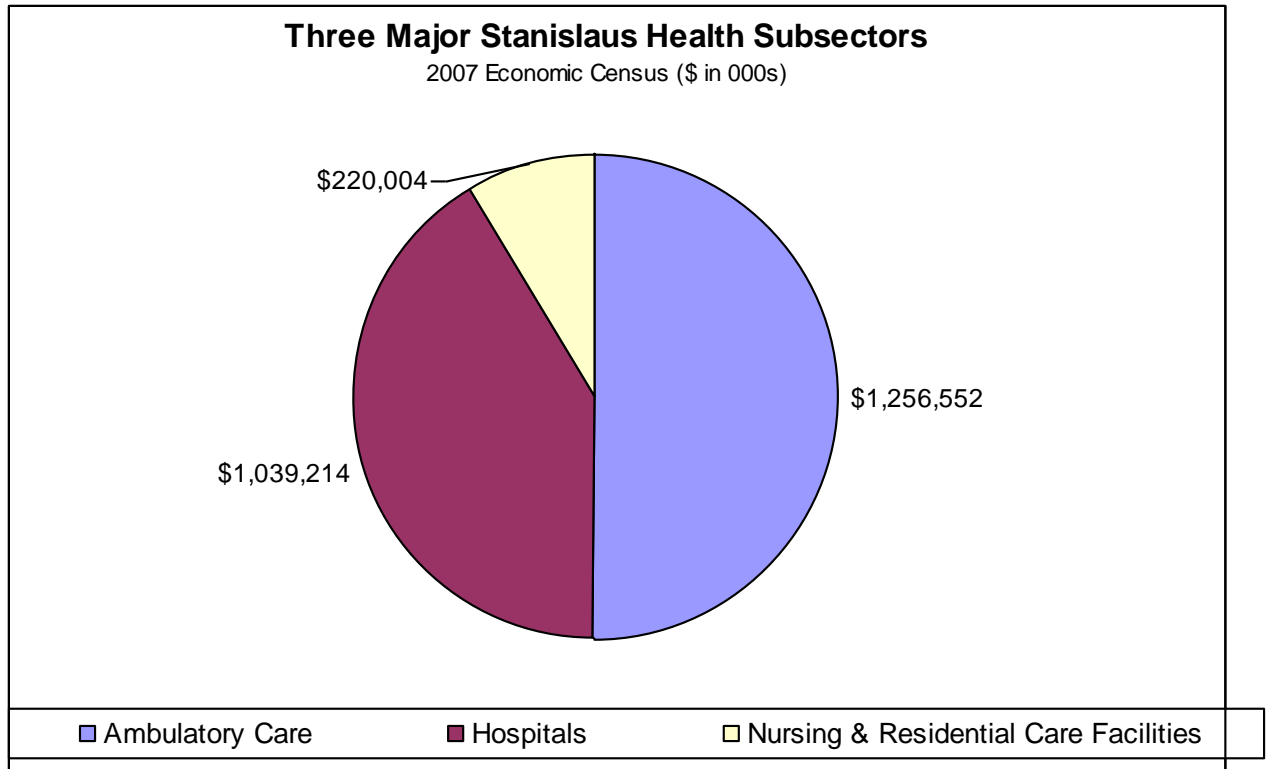
## Healthcare Expenditures – National Perspective

According to the Centers for Medicare & Medicaid Services (CMS), healthcare expenditures accounted for 17.9% of the nation's GDP in 2010, compared with 13.8% a decade earlier. As seen in the chart below, the rate of growth in medical outlays has shown an easing trend in recent years across most categories. However, the cost curve may not continue to arc downward, as the CMS forecasts an 8.3% spending increase during 2014 as insurance coverage expands under the Affordable Care Act. During 2010, it is estimated that spending rose 3.9%.



## Healthcare Services – Local Industry

The provision of health services is a widely diverse field, where care may be administered in an office setting, in a clinic, at the patient’s home, in a hospital, or even in transit. Utilizing the North American Industry Classification System (NAICS), healthcare services can be divided into three main subcategories: ambulatory care, hospitals, and nursing & residential care facilities. These three groups, in turn, will also be broken down into their component parts.<sup>1</sup>



### Ambulatory Care

Generally speaking, ambulatory care refers to medical services delivered on an outpatient basis. In this report, the definition encompasses medical practices, clinics, laboratories, home healthcare, and ambulance services, among others. Ambulatory care is the largest health segment in Stanislaus, accounting for nearly half of all industry revenues at nearly \$1.3 billion. The segment’s sales growth of 28.1% between 2002 and 2007 modestly exceeded the 24.8% rise in overall healthcare revenues in the county over the same period.

Most of ambulatory care, in turn, is provided through professional medical practices. The impact of these practices is illustrated by looking at three major office categories; physicians, dentists, and other healthcare practices.

<sup>1</sup> Note: unless otherwise indicated, the data on revenue and employment in this section of the report date to 2007, when the last Economic Census was conducted.

**Medical Offices in Stanislaus (Revenues and Payroll in thousands)**

	<i>Offices with Employees</i>				<i>Nonemployers</i>	
	Offices	Revenues	Payroll	Employees	Offices	Revenues
Physicians	330	692,904	261,402	3,746	173	20,252
Dentists	207	169,242	61,115	1,542	37	2,926
Chiropractors	67	14,952	4,364	179	35	1,513
Optometrists	38	26,259	7,670	269	7	452
Mental Health Practitioners	13	8,441	4,579	190	82	3,005
Specialty Therapists	28	15,471	7,142	211	43	1,072
Other Health Practitioners	15	3,699	963	43	133	5,907
<i>Source: 2007 Economic Census.</i>						

Physician practices alone comprise well over one-half of the ambulatory sector, generating \$713.2 million in revenues. This sales volume is divided across more than 500 offices, with employment generation exceeding 3,700 jobs, including many in clerical and other supporting positions. Revenue growth for the five-year period between the two most recent Economic Census periods has been a robust 33.7%. Among offices with employees, the average revenue volume was \$2.1 million. Out of this amount, the average payroll was \$792,000, or about 38% of sales, with 11 people employed per office.

Federally Qualified Health Centers constitute an important resource in serving the lower income, underinsured and uninsured population. Golden Valley Health Centers provides care from approximately 13 locations in the county. Likewise, the Stanislaus County Health Services Agency operates multiple medical offices. The Salvation Army Collaborative Health Clinic, built with help from area Rotary, Soroptimists, Lions, and Kiwanis clubs, will initially offer dental and vision services, starting in early 2012. It is intended to serve residents of the Salvation Army shelter, with medical services donated by local health professionals.

Offices of dentists are the second largest part of the professional practices sector. The 2007 Census showed 244 dental offices having \$172.2 million in revenues. Among offices with paid employees, each location averaged \$818,000 in sales and \$295,000 in payroll. Sales growth for the dental segment slightly lagged overall health industry increases for the most recently available five-year period. Similarly, nationwide spending on dental services has struggled to match health sector growth rates. Government data actually showed a national decline in dental expenditures in 2009.

Dentistry offers a relatively large direct employment impact. Combined, Stanislaus dental practices earned a bit less than one-fourth the sales of physician's practices, yet they employed about 40% as many people. It appears that the current supply of dentists and hygienists is more than adequate in the local market area. Reflecting recent conditions in the overall economy, many consumers are delaying treatment, either due to a lack of dental coverage or high insurance deductibles, coupled with limited available funds.

Combined, the remaining types of medical offices (chiropractors, optometrists, mental health practitioners, specialty therapists, and others) generated \$80.8 million in sales during 2007. Revenue growth has lagged behind the healthcare norms, rising just 5.7% over five years. Among the aforementioned groups, the chiropractic segment has been particularly hard hit, with sales falling by 38.7%. Although the local area's significant blue-collar workforce represents an attractive market due to the physical demands of the workplace, sales in the sector were impacted by significant reforms in California workers' compensation guidelines. As a result, practices focused on this revenue stream were especially vulnerable.

Clinics or outpatient care centers, including kidney dialysis centers and freestanding surgical and emergency centers, account for approximately one-tenth of ambulatory care revenues in Stanislaus County. Category sales, worth \$127.6 million in 2007, were nearly flat with the levels seen five years earlier. Meanwhile, employment slipped by 150 positions to 975 during the same time period.

Medical and diagnostic laboratories relay vital information to healthcare providers by providing body fluid analysis and diagnostic imaging services. Laboratories generated revenues of \$70.7 million in 2007, an increase of 24.3% from the levels seen during the preceding Census and generally on par with overall health sector growth.

Home healthcare includes a range of services provided in the comfort of a patient's home. A few of these services include skilled nursing, personal care, physical therapy, counseling, and intravenous therapy. Fueled largely by the needs of an aging population, segment revenues vaulted 171.3% for the five years ending in 2007, reaching sales of \$39.9 million. Nationally, expenditures have grown at an above average rate, too, including a 10.0% rise in 2009 alone. (Note: some of these services are closely aligned with segments tracked in the Nursing and Residential Care section of this report.)

Other ambulatory services generated \$52.2 million in sales during 2007. The lion's share of this business pertains to ambulance services. Among ambulance services with employees, sales rose 80.1% over the measured period. This growth rate is more than triple that experienced by the overall Stanislaus health industry over the same time span.

## **Hospitals**

Hospitals provide a range of care, often on an in-patient basis. General and surgical hospital revenues in the local market were \$1.039 billion in 2007, or up 22.2% from five years earlier. Stanislaus County's six acute care hospitals include two privately owned facilities and four nonprofits.

These facilities are a focal point for care provision in the community. As such, they have borne much of the burden in caring for the uninsured population, often in an emergency room setting. It remains to be seen as to the degree to which the healthcare reform legislation increases the ratio of insured individuals starting in 2014.

### Doctors Medical Center

Located in Modesto, this 465-bed, multi-specialty hospital is part of Tenet Healthcare, a nationwide provider of health services. Doctors Medical Center has been recognized as one of the top five performing hospitals in the state for coronary artery bypass graft (CABG) outcomes. The Center is a regional trauma center having heart surgery and premature infant care specialties.

### Emanuel Medical Center

Emanuel is a 209-bed nonprofit facility located in Turlock. Cancer and cardiac treatment are among the specialties featured at the hospital. A new cardiac catheterization lab, providing cardiac intervention and radiology, opened in 2010. Affiliated and co-located with the Center is Brandel Manor, a 145-bed skilled nursing facility.

### Kaiser Permanente Modesto Medical Center

Completed in 2008, this nonprofit, 113-bed facility (with expansion capacity to 220 beds), is located in north Modesto. It combines innovations in environmentally friendly design with leading-edge medical technology and the latest thinking in patient comfort. Some of the treatment specialties include a birthing center and surgical suites.

### Memorial Medical Center

Situated in Modesto, this 423-bed hospital is a nonprofit organization affiliated with Sutter Health. It provides a range of care including: 24-hour emergency care, inpatient and outpatient surgery, obstetrics, pediatrics, nuclear medicine, dialysis therapy, diagnostic imaging, intensive care services, physical therapy and home health.

### Oak Valley Hospital

A 150-bed facility located in Oakdale. Oak Valley Hospital is a nonprofit organization serving the Oak Valley Hospital District. Available to anyone, services are designed to meet healthcare needs of residents in the district area. Construction of a new, 123,000 square foot facility is well underway, with plans to open in stages starting in early 2012.

### Stanislaus Surgical Hospital

This hospital is a 23-bed, privately owned medical and surgical center with eight operating rooms and three treatment rooms. Covering a variety of specialties and averaging over 15,000 cases per year, it achieved the highest ratings in 2010 from Consumer Reports for hip and knee replacement as well as neurosurgery. Stanislaus Surgical takes a concierge approach to service.

Access to a regional network of highly specialized medical care complements the care available at the county's six hospitals. One example is the Stanford Emanuel Radiation Oncology Center, which provides advanced radiation therapy. Another such connection involves Children's Hospital Central California in Madera, which connects locally via telemedicine and through its Modesto specialty center.

## **Nursing and Residential Care**

Stanislaus County has a well-developed continuum of care for individuals requiring assistance on an extended basis. Combined, the following care segments are a \$218 million business in Stanislaus County.

Nursing care facilities provide inpatient nursing and rehabilitative services. These establishments typically have a permanent, core staff of registered or licensed practical nurses that provide continuous personal care. Examples include convalescent homes, homes for the elderly with nursing care, hospices and skilled nursing facilities. During 2007, a total of 18 Stanislaus facilities generated \$107.8 million in revenues and had a payroll of \$48.6 million. Data from the state recently showed a local capacity of 1,755 beds in local nursing care facilities.

Under the NAICS classification system, there is a separate category for facilities providing residential care to people with intellectual development disabilities or substance abuse problems. Among these 26 entities in Stanislaus County, which are not licensed to provide hospital care, \$23.8 million in sales were generated in 2007.

Assisted living facilities offer residential and personal care services for the elderly and other persons who are unable to fully care for themselves as well other persons who do not desire to live on their own. Care at these facilities typically includes room, board, supervision, and assistance with routine household tasks. Services can be tailored to accommodate the needs of residents. These establishments sometimes provide skilled nursing care for residents in separate on-site facilities. Segment revenues were \$70.6 million during 2007, accounting for approximately one-third of Stanislaus County's nursing and residential care sector.

A similar concept to assisted living is offered by "board and care" facilities. Often situated in a single-family dwelling, these facilities frequently house a handful of residents who live in private or shared rooms. As in assisted living, help with meals, medications, and other tasks of daily living is provided. More than 30 board and care sites are located in the area.

Just as the name implies, adult day care provides a setting in which the elderly and others gather to be involved in a variety of activities, with the goal of engaging their mental and physical faculties. For institutionalized or housebound individuals, these facilities can represent an important source of stimulation away from their normal place of residence. More importantly, the goal of such care is to promote health and reduce the need for inpatient care. Due to state budget issues, the historic funding stream for adult day care is in the process of winding down. Alternative funding through the new Community Based Adult Services program is being made available in 2012, although providers must comply with new rules in order to qualify.

## Public Health

Responding to health threats through the control of communicable diseases, maintenance of vital records, assurance of maternal and child health, and provision of health promotion information all fall within the domain of public health. It also addresses health concerns such as injury prevention, emergency preparedness and chronic diseases, including heart disease, asthma and diabetes. Additional public health services encompass assessment of the health status of residents, disease prevention, immunization, testing and laboratory functions, disease control, community mobilization, outreach, education, and policy development to improve health and well-being.

Stanislaus County's Public Health Division of the Health Services Agency (HSA) focuses on three initiatives, known as the "three P's," as follows.

1. Prevention of injury, disease, and death.
2. Promotion of healthy behaviors and environments.
3. Protection from disease and dangerous conditions.

HSA published its *2008 Stanislaus County Community Health Assessment (CHA)* to examine the County's health and its determinants. The CHA, a joint effort among over a dozen hospitals, healthcare plans, and government and human services organizations, is a report addressing the County's health and well-being. Report topics include access to care, education, basic needs, and the built environment. The report examines over 70 indicators including the broad social, behavioral, economic and environmental determinants of health.

Designed to amass relevant information about local health and well being of the community the report identifies community needs and highlights success stories, which can serve as models for future efforts. The information collected was made available to the public as well as to local health and human service organizations to improve program design and service delivery. Since its publication in 2008, the CHA report has been utilized by over a dozen organizations in writing grants.

The 2008 CHA was also the impetus for a community-wide initiative to improve the community's health and well-being, the *Framework for a Thriving Stanislaus* (see <http://www.schsa.org/PublicHealth/mainpages/coalitionPartnerships/framework.html>). Over 50 organizations and 100 individuals played a role in developing this plan to tackle priority issues within four broad determinants of health: access to health information and health care, education, basic needs, and the built environment. The next CHA, which will be used to measure progress made on the *Framework's* goals, is currently in the planning stage, with more than a dozen organizations discussing its scope and focus.

### **Healthcare Districts**

California's healthcare districts are governed by an elected board of directors and are independent from city or county governments. Designed to address unmet needs in an area, these districts are engaged in a range of community-based health and wellness facilities and activities. Stanislaus has three healthcare districts. Since 1949, Del Puerto Healthcare District has served western Stanislaus County through Patterson Ambulance and the Del Puerto Health Center. Oak Valley Hospital District serves residents in Oakdale and the surrounding community through Oak Valley Hospital. The UC Davis School of Medicine selected Oak Valley Hospital to participate in a rural medical outreach program, Rural PRIME. *PRograms In Medical Education*, encourages third year medical students to select small communities as their first choice to practice medicine. The West Side Community Healthcare District serves the Newman area through ambulance services.

### **Healthcare Shortage Areas**

Special federal designations exist for some locations facing healthcare challenges. Available designations include Medically Underserved Areas, Medically Underserved Populations, and Health Professional Shortage Areas. The latter category divides into shortages areas relating to primary care, dental health and mental health. Depending on its designation(s), a qualifying location may make a primary care provider eligible for special incentives ranging from educational loan forgiveness and rural health clinic certification to Medicare incentive payments.

The US Health Resources and Services Administration website provides a search function for ascertaining whether an address is located in a designated shortage area. <http://bhpr.hrsa.gov/shortage/shortageareas/index.html>

California's Shortage Designation Program assists primary care providers seeking federal recognition for a location. Designation area maps are also available from this source. [http://www.oshpd.ca.gov/HWDD/Shortage\\_Designation\\_Prog.html](http://www.oshpd.ca.gov/HWDD/Shortage_Designation_Prog.html)

### **Health Exchanges and Electronic Records**

Passage of the Affordable Care Act in 2010 stands to affect the local market in multiple ways. The number of uninsured individuals could be reduced by nearly half due to the insurance mandate, increased Medi-Cal eligibility, and the California Health Benefit Exchange. With health insurance slated to be available in 2014, California's Exchange plans to provide a website with standardized comparisons on qualified health benefit plans, a cost calculator, and an eligibility determination portal for individuals. Tax credits and subsidies will be available to individuals earning between 133% and 400% of the federal poverty level (\$29,726 to \$89,400 for a family of four in 2011). Firms with less than 100 employees will also be able to purchase insurance through the Exchange.

In addition to an exchange related to insurance benefits, California has a separate but related exchange for information. Cal eConnect seeks to ensure that electronic health information is readily accessible to eligible providers. It has awarded a grant to EKCITA (East Kern County Integrated Technology Association) related to the uninsured populations in Fresno and Stanislaus Counties. In partnership with a number of local care providers and agencies, EKCITA's plan focuses on receiving structured lab results, sharing patient care summaries, interfacing with immunization registries, and e-prescribing.

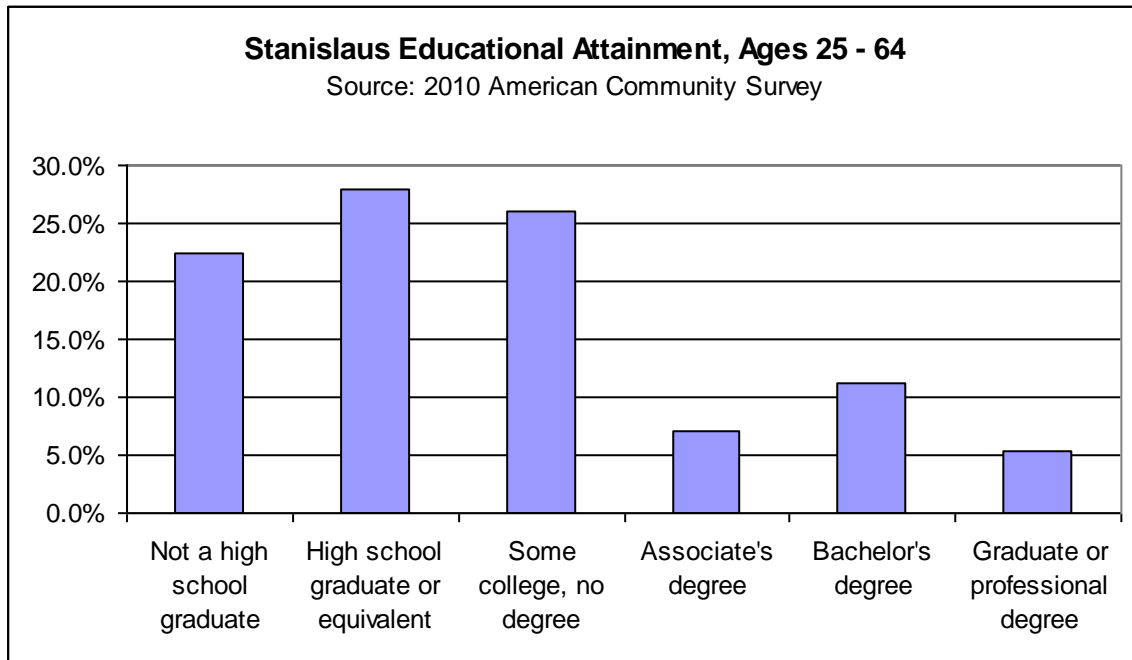
Significant financial incentives are in place to encourage the adoption of electronic health record systems. Starting in October 2011, California's Medi-Cal program has provided funding to eligible practitioners and hospitals related to the meaningful use of electronic health records. To access the program, first register with the Center for Medicare and Medicaid Services. Next, application can be made at the state level registry. Visit <http://medi-cal.ehr.ca.gov> for more information. Federal mandates call for the "meaningful use" of electronic medical records by 2014.

### **Accountable Care**

Accountable care organizations (ACOs) represent a means of linking provider reimbursement with the overall cost of healthcare and the quality of patient outcomes. Successful ACO implementations require a high level of integration and information sharing across business and clinical functions, whereas much of the industry is still compartmentalized. Kaiser Permanente, with its comprehensive organization and emphasis on wellness, is frequently cited as a pioneer in the field. Blue Shield of California recently awarded an ACO-related grant to Doctors Medical Center, with the goal of reducing readmissions of discharged patients. Modesto-based AllCare Independent Physician Association is a partner in the project.

### **Workforce**

Countywide, there is a resident labor force of over 237,000 people. This figure includes approximately 41,000 unemployed individuals. Additionally, Stanislaus has a net of more than 16,000 people who commute outside of the community to their workplace. Among those aged 25-to-64 years, nearly half have at least some college experience, with over 23% possessing an Associate's degree or higher.



The healthcare industry accounted for 12.2% of Stanislaus payroll positions during 2010, significantly higher than the 8.8% of employment seen statewide. During the past decade, a period in which overall employment gains were muted, the local health sector added 5,300 jobs. This rise represents an increase of more than one-third, accounting for a total of 19,300 jobs in 2010.

Overall wages in Stanislaus County are highly competitive with many alternative California locations, particularly in comparison with the nearby San Francisco Bay Area. The following table shows a sampling of health-related occupations along with median wages for alternative locations. Additional Stanislaus wage data, covering over 50 occupations and including the lower and higher ends of the wage scale, is available in Appendix A.

## REPRESENTATIVE HEALTHCARE MEDIAN WAGES (1st Quarter 2011)

SOC Code**	Occupational Title	Stanislaus Employment*	Stanislaus County	Alameda County	Sacramento County	Santa Clara County
11-9111	Medical & Health Services Managers	350	\$44.42	\$49.15	\$48.24	\$59.09
43-6013	Medical Secretaries	1,010	\$14.00	\$19.08	\$18.00	\$17.11
<b>29-0000</b>	<b>Practitioners &amp; Technical (all)</b>	<b>9,010</b>	<b>\$36.28</b>	<b>\$43.53</b>	<b>\$40.26</b>	<b>\$48.24</b>
29-1051	Pharmacists	280	\$66.15	\$61.80	\$62.52	\$60.68
29-1111	Registered Nurses	3,150	\$44.91	\$50.38	\$45.87	\$59.68
29-2021	Dental Hygienists	240	\$46.64	\$48.19	\$47.29	\$46.56
29-2041	EMTs & Paramedics	740	\$20.80	\$18.04	\$20.98	\$20.21
29-2052	Pharmacy Technicians	490	\$18.35	\$20.03	\$18.34	\$19.75
29-2061	LVNs & Licensed Practical Nurses	580	\$25.36	\$28.16	\$25.84	\$28.32
<b>31-0000</b>	<b>Healthcare Support (all)</b>	<b>4,770</b>	<b>\$13.03</b>	<b>\$14.55</b>	<b>\$14.18</b>	<b>\$15.55</b>
31-1011	Home Health Aides	530	\$9.30	\$10.51	\$10.16	\$10.04
31-1012	Nursing Aides, Orderlies & Attendants	1,830	\$12.57	\$14.82	\$13.96	\$15.80
31-9091	Dental Assistants	580	\$14.55	\$21.42	\$17.76	\$16.98
31-9092	Medical Assistants	910	\$14.26	\$15.45	\$14.04	\$17.31

Data Source: California Employment Development Department - Median Hourly Wages

\* May 2010 Employment estimates for Stanislaus County

\*\* Standard Occupational Classification code

### Labor Demand

Although the medical sector has been an outstanding job creation engine in the region, there has been a noticeable easing in new employment demand in recent years due to the economy. Even within the nursing field, historically an especially tight labor market, opportunities for new graduates have been harder to come by as employers seek out experienced candidates. Reduced demand for new hires is being exacerbated by the tendency of incumbent nurses to postpone retirement due to economic pressures and concerns. This trend has been observed at the state level, too, with the California Institute for Nursing & Healthcare reporting that 43% of recent nursing graduates had not found work prior to being surveyed. On the other hand, CSU Stanislaus noted in early August that 90% of its 2011 nursing graduates had already been hired by area hospitals and medical facilities. Certain hard-to-fill roles, including physicians, nurse practitioners, public health nurses, and health information technology specialists, generally remain in tight supply.

Despite some challenges for new graduates, the industry remains one of the hottest job fields. Federal estimates put the jobless rate at just 2.6% among those classified as healthcare practitioners or in related technical occupations. In contrast to the more highly skilled fields, U.S. jobless rates are several times higher for healthcare support occupations, characterized by positions like home health aides, nursing aides, and medical assistants. In addition to careers directly related to care provision, the medical sector offers a broad range of occupational opportunities, from clerical and managerial jobs to technical and janitorial positions.

## **Recruitment Services and Hiring Incentives**

The Stanislaus Economic Development and Workforce Alliance Business Services Unit works closely with employers to find the best possible match for their employment needs. Current and prospective employers are invited to call (209) 558 4473 for assistance, or to visit the Alliance Business Services office at 1010 Tenth Street, Suite 1400, Modesto, CA 95354.

Much of Stanislaus County is located in an Enterprise Zone. State tax advantages can apply to businesses operating or investing within zone boundaries. The Hiring Tax Credit is one of the benefits offered through participation in the program. Firms may earn up to \$37,420 over a five-year period in State tax credits for each qualified employee hired. Contact the Alliance Enterprise Zone Director at (209) 523-9663 for more information or assistance.

## **Workforce Skills Development**

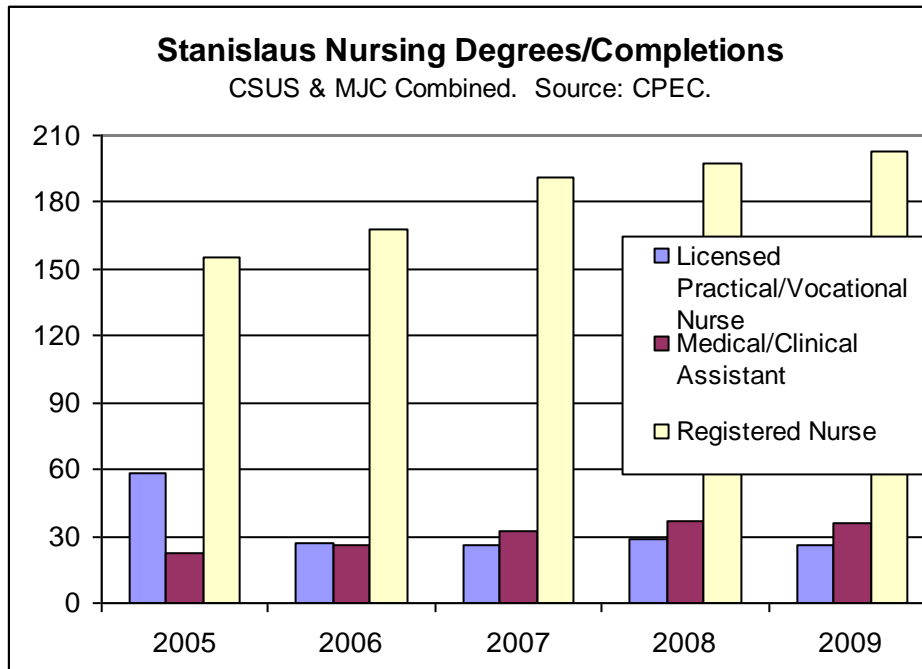
In addition to recruitment services, the Alliance Worknet provides workforce screening and training assistance. Since 2005, it has authorized over \$1 million in Workforce Investment Act funds to train more than 200 individuals in allied healthcare related occupations. The Alliance Worknet recently teamed with area colleges to fund psychiatric technician training for qualified, dislocated workers in anticipation of a new facility opening in a neighboring county. It also assists businesses in upgrading skills of incumbent workers through utilization of the Employment Training Panel program. The On-the-Job Training program provides partial wage reimbursement for employers that hire and train employees who do not have all the skills or knowledge necessary to meet minimum job qualifications.

## **Alliance Education Department**

As the economic development organization for Stanislaus County, the Alliance values the role of education in meeting employer needs. The Alliance Education Department actively works with area education providers at every level to coordinate and implement innovative educational initiatives. Working as a partner, the Department's goal is to build a globally competitive workforce for the 21<sup>st</sup> century in Stanislaus County. For more information, visit the Alliance Education web page at: [www.stanalliance.com/indexes/index-education-home.php](http://www.stanalliance.com/indexes/index-education-home.php)

## **Education – Postsecondary**

Stanislaus County and its surrounding region offer a range of higher education opportunities. In addition to a public university and a community college, the county is home to a full range of private training providers. In the field of registered nursing alone, California State University Stanislaus and Modesto Junior College produce a combined total of over 200 graduates annually.



California State University Stanislaus (CSUS)

CSUS offers baccalaureate degrees in multiple fields as well as teaching credentials, master’s degree programs, and other professional studies. The School of Nursing has two tracks leading to a Bachelor of Science degree in Nursing (BSN). A Master’s degree in Nursing is also offered with emphasis in Nursing Education or Gerontology. A representative list of degree and certificate offerings at CSUS includes:

- |                                       |                             |                        |
|---------------------------------------|-----------------------------|------------------------|
| B.S. Nursing - Accelerated 2nd Degree | B.S. Nursing, LVN to BSN    | Gerontology/Geriatrics |
| B.S. Nursing, RN to BSN               | M.S. Gerontological Nursing | Pre-Health Professions |
| B.S. Nursing, Pre-licensure BSN       | M.S. Nursing Education      |                        |

Modesto Junior College (MJC)

MJC’s Allied Health programs educate students for professional employment in hospitals, long-term care facilities, rehabilitative care facilities, public health facilities, and other health settings. A variety of Associate’s degrees (A.S.) and certificates are offered, including the following:

- |                         |                           |                       |
|-------------------------|---------------------------|-----------------------|
| Medical Assisting       | A.S. Nursing (for RN)     | A.S. Respiratory Care |
| A.S. Medical Assisting  | Nursing, LVN Upgrade      |                       |
| Nursing Assistant (CNA) | A.S. Nursing, LVN Upgrade |                       |

Founded in 2009, the Modesto-based Valley Consortium for Medical Education provides residency opportunities for medical school graduates. The Consortium recently had 30 residents enrolled in the three-year program. It is the only program in California to receive 2011 Teaching Health Center designation from the Department of Health and Human Services, with an initial award of \$625,000.

An additional breadth of training is available in neighboring counties. Just 30 miles to the north is the University of the Pacific, home to one of the premier pharmacy schools in the nation and the Dugoni School of Dentistry. Also to the north, Delta College's Health Science Division offers seven distinct programs. In a new partnership with CSU Stanislaus at its Stockton campus, the Kaiser Permanente School of Allied Health Sciences is launching unique programs in phlebotomy, radiography, and sonography. To the south, the UC Merced San Joaquin Valley Program in Medical Education has announced its first cohort of six medical students. This effort represents another step in the UC Merced's plans for developing a school of medicine in the heart of the Central Valley.



## **Education – Business, Trade, and Vocational Schools**

Stanislaus County is home to a number of private business, trade, and vocational schools. Many of these institutions offer career training in the medical field. Available programs include training in care provision as well as supporting and back office roles.

### **Private Postsecondary Training Providers in Stanislaus**

Representative listing. Sources: California Bureau for Private Postsecondary Education & the training providers.

#### **A.C.I. Career College**

Health Information Specialist  
Medical/Dental Administrative Assistant  
Medical/Dental Receptionist  
Medical Clinical Assistant  
Pharmacy Technician  
Phlebotomy

#### **Abrams College**

Emergency Medical Technician  
Emergency Room Technician  
Medical Assistant  
Medical Transcription  
Orthopedic Technician  
Pharmacy Technician  
Phlebotomy  
Phlebotomy & EKG Technician

#### **Brandman University/Chapman University**

Ed.S. School Psychology  
M.A. Education Psychology

#### **Career Express Dental Assisting School**

Dental Assisting

#### **Community Business College**

Medical Administrative Assistant  
Medical Office Specialist  
Medical Billing & Coding

#### **Computer Tutor**

Administrative Medical Clerk

#### **Dental Assisting Institute**

Dental Assisting

#### **Gurnick Academy Of Medical Arts**

Vocational Nurse  
Continuing Education: Phlebotomy, CPR & IV Therapy

#### **Heald College**

Dental Assisting  
Medical Assisting  
Medical Insurance Billing & Coding  
Medical Office Administration

#### **Institute Of Technology**

Medical Billing/Coding Specialist  
Medical Office Administration  
Pharmacy Technician  
Professional Medical Assistant  
Vocational Nursing

#### **Kaplan College**

A.S. Occupational Studies Respiratory Therapy  
Dental Assisting  
Medical Assistant  
Medical Office Specialist  
Therapeutic Health Technician

#### **Network Professional Training Academy**

Medical Front Office

#### **San Joaquin Valley College**

Clinical/Administrative Medical Assisting  
Clinical Medical Assisting  
Pharmacy Technology  
Therapeutic Health Technician

#### **University of Phoenix**

B.S. Health Administration with concentrations in:  
Health Information Systems, Long Term Care,  
Emergency Management, Health Management  
B.S. Nursing, RN to BSN  
M.S. Health Administration with concentrations in:  
Education, Gerontology, Informatics  
M.S. Nursing  
M.S. Nursing/Health Administration  
M.S. Nursing Healthcare Administration

#### **Worldwide Educational Services**

Secretary/Medical Office Assist I



## **Education – Secondary School Programs**

Several local high schools offer training directly related to preparing the future healthcare workforce. At the Davis High School Health Careers Academy (Modesto), a college preparatory curriculum as well as vocational experiences for students interested in careers in medicine are offered. Through the Regional Occupational Program (ROP), students at Downey High School (Modesto), Oakdale High and Turlock High are exposed to the medical field. For example, Downey ROP includes nursing assistant pre-certification, as does the Turlock program. The Oakdale ROP Hospital Health Services Occupations program includes learning aid and/or assistant skills in an area such as X-ray, physical therapy, respiratory therapy, emergency services, pharmacy, optometry, laboratory, veterinary medicine, among others.

## **Challenges**

### *Looming worker shortage*

Nationally and locally, most prognosticators foresee a looming shortage of skilled medical workers. Dramatic increases in the number of elderly persons coupled with approaching retirement for many nurses and doctors, plus a likely expansion in the insured population are driving factors behind this challenge. Regional demand for talent is projected to rise with the opening of new facilities near Stockton - a Veterans Administration hospital (opening in 2018) and a prison healthcare facility expected to have a \$220 million annual payroll once it opens in 2013. Despite a promising long-term employment outlook, a slow economy has made it more difficult for newly trained graduates, even in the nursing field, to gain practical, on the job experience. Maintaining the educational structure through the current period of slackened demand in order to meet future needs is crucial.

### *Limited access to care*

Stanislaus County has some truly outstanding facilities and healthcare professionals, but not all of its residents can readily access them. Sometimes, this situation reflects a lack of adequate insurance, often coupled with unemployment. In other cases, individuals reside in outlying areas, far removed from some of the premier facilities.

### *Excess capacity*

In response to a loss of insurance coverage, higher deductibles, or a general lack of funds, many consumers have deferred elective or preventative health procedures. Exacerbating the financial impact of this trend on care providers, population growth in the Central Valley has undershot projections in recent years, even as new capacity has come online. Exemplifying these issues, some assisted living facilities have been forced to offer deep discounts in order to attract residents.

### Technological change

Technology holds enormous promise in improving the quality of care and controlling costs at every level, including remote monitoring of patient vital signs, reducing medical errors, coordinating treatment regimens between providers, sharing records, and implementing accountable care. Although there are hundreds of software products that meet government norms, evolving rules and a lack of comprehensive, industry-wide technology standards remain challenges. Early adopters of technological solutions in this field have risked massive cost overruns while pursuing the mantra of data sharing.

### Reimbursement and regulatory change

Whatever the merits of federal healthcare reform legislation, its exact implementation is still evolving. Budgetary pressures at every level of government represent another major uncertainty for the healthcare industry, especially now that public programs account for about half of all medical spending. Providers of care to indigent populations are under particular stress. On the other hand, if half of the uninsured population gains coverage in 2014, some care providers could see a major improvement in their fortunes.

### **Opportunities**

Virtually every challenge discussed above generates a corresponding opportunity. For example, technological change may lead to lower cost, or even service enhancement through fields such as telemedicine. Some additional healthcare-related opportunities worthy of further discussion or active pursuit locally include the following:

### Healthy lifestyles

Correcting poor lifestyle habits is a low cost, preventative approach to reducing future medical costs. Efforts are already well underway to promote improved eating and exercise habits in Stanislaus County. A few of the many examples include the City of Riverbank's recent policy on healthier food in school vending machines, the Westside Health Advisory Task Force's Healthy Choices campaign, and community collaborations spearheaded by the Stanislaus Health Services Agency. Kaiser Permanente has long been a proponent of total health, recently exemplified by a \$1 million grant in the Modesto area alone to promote healthy eating and active living.

### Medical careers

Whatever the current challenges, most experts believe the longer-term demand for skilled healthcare workers will be robust. Even in the current economic climate, the national unemployment rate in such professions is only a fraction of that seen in the overall economy. Additionally, these professions earn above average wages. Maintaining current training programs should be considered a minimum floor for addressing future demand. Encouraging workers currently employed in nursing assistant or health aide roles to follow career paths to higher skilled roles is also a large opportunity.



According to the Association of American Medical Colleges, the nation faces a 90,000-doctor deficit in the next ten years. Rural areas are expected to be particularly hard-hit. To preempt this looming shortage, it is vital to fully engage in programs like the UC Merced Medical School, and opportunities for increasing the availability of physician assistants deserve consideration. Nurse practitioners and physician's assistants also have roles to play in filling this pending void.

#### Economic development

There is a relationship between the economic prosperity of an area and the overall health of its residents. Employed individuals are far more likely to live active lifestyles and have health insurance coverage than those that are jobless. So the role of economic development in facilitating a positive business climate presents a significant opportunity not only for job creation, but also for improving the quality of life.

#### Retirement community

Many of Stanislaus County's attributes hold appeal for those approaching retirement. Positive factors include an excellent healthcare infrastructure, affordable housing, a Mediterranean climate, and proximity to many of California's attractions. The area offers a particularly good fit for Bay Area residents seeking a nearby community that allows them to maintain long-held connections, yet with a lower cost of living.

Attracting retirees to Stanislaus County (or one or more of its cities) would bring additional income to the area while simultaneously addressing the current housing imbalance. Such an influx could place additional burdens on the existing healthcare infrastructure, however. Role models for pursuing the retiree market are well established, as cities and towns in the southern United States have long viewed the segment as a tool of economic development. In 2006, Texas launched a Certified Retirement Community program with the designation of three cities. More than 30 communities in that state now possess certified status. To maximize results, the program requires each city to complete a retirement desirability assessment, develop a marketing plan, and provide a long-term plan to maintain and improve its retirement characteristics.



## **Navigating Uncertainty**

As an industry, healthcare is journeying through an incredibly tumultuous period. A soft economy is impacting demand, particularly for discretionary procedures. Government, which now comprises roughly half of revenues, is pressuring prices. Healthcare reform as posited in the Affordable Care Act should increase the ratio of patients with insurance, but the exact percentages are unknown. Despite possible judicial actions during the interim, it is quite likely that reform as currently postulated will be in doubt through at least the November 2012 election. In this challenging environment, care providers remain under pressure to decide how and when to embrace new technologies for the sharing of medical data and files.

The community is taking collaborative steps to improve the health and well-being of local residents. As spelled out in the *Framework for a Thriving Stanislaus*, more than 50 agencies and organizations are working together, following a roadmap for improving access to care, educational attainment and other key drivers of a high quality of life. This collaboration provides a rallying point for maximizing the use of scarce resources.

Despite the present uncertainties, the longer term holds great promise. Stanislaus County's rising population and shifting demographics portend an expanding market. The medical field has proven to be a powerful job engine in the community. As a career option, it offers some of the strongest job markets, and those with good skills can find opportunities virtually anywhere in the country. As a regional healthcare hub, Stanislaus is endowed with an excellent medical infrastructure that provides a foundation for future growth.



## Sources and Resources

Many sources were utilized in the preparation of this report. The gracious assistance of more than a dozen area healthcare practitioners and other healthcare experts was an essential component of the research process. Additionally, the following list includes some of the major data and informational resources utilized in the creation of this report. See also Appendix A for expanded facility listings and other detailed information.

Association of American Medical Colleges [www.aamc.org](http://www.aamc.org)

Cal eConnect [www.caleconnect.org](http://www.caleconnect.org)

California Bureau for Private Postsecondary Education <http://bppe.ca.gov>

California Community Care Licensing Division <http://cclcd.ca.gov>

California Department of Aging [www.aging.ca.gov](http://www.aging.ca.gov)

California Department of Finance [www.dof.ca.gov](http://www.dof.ca.gov)

California Employment Development Department [www.edd.ca.gov](http://www.edd.ca.gov)

California Health and Human Services Agency [www.chhs.ca.gov](http://www.chhs.ca.gov)

California Health Benefit Exchange [www.healthexchange.ca.gov](http://www.healthexchange.ca.gov)

California HealthCare Foundation [www.chcf.org](http://www.chcf.org)

California Healthline [www.californiahealthline.org](http://www.californiahealthline.org)

California Office of Statewide Health Planning and Development [www.oshpd.ca.gov](http://www.oshpd.ca.gov)

Centers for Medicare & Medicaid Services [www.cms.gov](http://www.cms.gov)

Economic Modeling Specialists Inc. [www.economicmodeling.com](http://www.economicmodeling.com)

First Research [www.firstresearch.com](http://www.firstresearch.com)

Great Valley Center [www.greatvalley.org](http://www.greatvalley.org)

Modesto Bee [www.modbee.com](http://www.modbee.com)

National Association of Home Builders [www.nahb.org](http://www.nahb.org)

Stanislaus County Agricultural Commissioner [www.stanag.org](http://www.stanag.org)

Stanislaus County Health Services Agency [www.schsa.org](http://www.schsa.org)

US Census Bureau [www.census.gov](http://www.census.gov)

US Department of Commerce, Bureau of Economic Analysis [www.bea.gov](http://www.bea.gov)

US Department of Health and Human Services [www.hrsa.gov](http://www.hrsa.gov)

Valley Consortium for Medical Education [www.valleymeded.org](http://www.valleymeded.org)

Wikipedia [www.wikipedia.org](http://www.wikipedia.org)



## **About the Stanislaus Economic Development & Workforce Alliance**

Established in 2002, the Stanislaus Economic Development and Workforce Alliance (The Alliance) is a 501 (c)(6) nonprofit organization advancing both economic development and workforce development in Stanislaus County. The Alliance positions the County as a strategic choice for expanding businesses, and supports existing companies. Job creation, workforce preparation, and business assistance and retention drive this vision forward.

Offering a one-stop solution to business needs, the Alliance implements its vision through the following departments.

### *Economic Development*

This department assists with site selector and established business needs alike. It provides access to resources and partners in economic development, finance, government, regulatory agencies, and real estate; supplies demographic information as needed; conducts site tours; plus coordinates planning and consultation meetings.

### *Business Resource Center*

The Center provides research support for established and start-up businesses on a walk-in or appointment basis. Alliance researchers utilize Census data, public and proprietary databases, and other resources to meet business needs. The Center also publishes surveys, guides, and reports, including the Industry Cluster Report series.

### *Small Business Development Center (SBDC)*

The Alliance SBDC is a member of the UC Merced Regional SBDC Network in cooperation with the U.S. Small Business Administration. The SBDC provides planning, counseling, and resources to start-up businesses and established companies. Expert help is available through one-on-one sessions, workshops, and seminars.

### *Alliance Worknet*

Providing a comprehensive set of workforce development solutions, the Alliance Worknet serves employers involving recruitment, screening, skills assessment, training and more. It also provides job seekers access to a wide variety of employment services.

### *Education Department*

This department works actively with area education providers at every level to coordinate and implement innovative educational initiatives. In addition, the Alliance Educational Foundation is a 501 (c)(3) nonprofit educational charity that provides funding for innovative educational programs and services.

For more information on the Alliance and its services, visit [www.stanalliance.com](http://www.stanalliance.com) or call (209) 567.4985

# Appendix

## A

# Listing of Tables

## **Economic Census Data for Stanislaus**

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## **State Licensed Facility Listings in Stanislaus**

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Table 4.	Specialty Care Clinics
Table 5.	Hospitals
Table 6.	Long Term Care Facilities
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## **Employment Data in Stanislaus**

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Table 11.	Healthcare Support Occupations
Table 12.	Additional Healthcare Related Occupations
Table 13.	Leading Job Titles in Healthcare

**TABLE 1. Stanislaus Healthcare Sector in 2007. Source: Economic Census.**

<u>NAICS</u>	<u>Description</u>	<u>Employer Establishments</u>	<u>Employer Revenues (\$ in 000s)</u>	<u>Annual Payroll (\$ in 000s)</u>	<u>Paid Employees in March</u>
<b>621</b>	<b>Ambulatory healthcare services</b>	<b>789</b>	<b>1,214,117</b>	<b>447,896</b>	<b>8,548</b>
6211	Offices of physicians	330	692,904	261,402	3,746
621111	Offices of physicians (except mental health specialists)	316	687,799	258,463	3,704
621112	Offices of physicians, mental health specialists	14	5,105	2,939	42
6212	Offices of dentists	207	169,242	61,115	1,542
6213	Offices of other health practitioners	161	68,822	24,718	892
62131	Offices of chiropractors	67	14,952	4,364	179
62132	Offices of optometrists	38	26,259	7,670	269
62133	Offices of mental health practitioners (except physicians)	13	8,441	4,579	190
62134	Offices of specialty therapists	28	15,471	7,142	211
62139	Offices of all other health practitioners	15	3,699	963	43
621391	Offices of podiatrists	9	2,515	489	27
6214	Outpatient care centers	40	127,290	43,069	975
62142	Outpatient mental health and substance abuse centers	9	D	D	20 - 99
62149	Other outpatient care centers	28	120,459	40,551	885
621492	Kidney dialysis centers	8	D	D	100 - 249
621493	Freestanding ambulatory surgical and emergency centers	4	D	D	100 - 249
621498	All other outpatient care centers	15	37,417	15,375	473
6215	Medical and diagnostic laboratories	17	69,348	22,347	272
621511	Medical laboratories	8	D	D	20 - 99
621512	Diagnostic imaging centers	9	D	D	100 - 249
6216	Home healthcare services	20	36,386	14,916	547
6219	Other ambulatory healthcare services	14	50,125	20,329	574
62191	Ambulance services	5	39,273	15,301	440
62199	All other ambulatory healthcare services	9	10,852	5,028	134
621999	All other miscellaneous ambulatory healthcare services	8	D	D	100 - 249
<b>622</b>	<b>Hospitals</b>	<b>7</b>	<b>D</b>	<b>D</b>	<b>5,000 - 9,999</b>
6221	General medical and surgical hospitals	5	1,039,214	352,422	5,998
<b>623</b>	<b>Nursing and residential care facilities</b>	<b>105</b>	<b>218,009</b>	<b>93,990</b>	<b>3,785</b>
6231	Nursing care facilities	18	107,778	48,569	1,699
6232	Residential mental health facilities	26	23,751	10,094	444
62321	Residential mental retardation facilities	16	D	D	100 - 249
62322	Residential mental health and substance abuse facilities	10	D	D	250 - 499
6233	Community care facilities for the elderly	36	70,606	26,545	1,277
623311	Continuing care retirement communities	5	38,741	15,708	621
623312	Homes for the elderly	31	31,865	10,837	656
6239	Other residential care facilities	25	15,874	8,782	365

D: withheld to avoid disclosing data for individual companies; data are included in higher level revenues.

N: not available or not comparable.

**TABLE 2. Stanislaus Healthcare Sector in 2002.** Source: Economic Census.

<u>NAICS</u>	<u>Description</u>	<u>Employer Establishments</u>	<u>Employer Revenues (\$ in 000s)</u>	<u>Annual Payroll (\$ in 000s)</u>	<u>Paid Employees in March</u>
<b>621</b>	<b>Ambulatory healthcare services</b>	717	940,242	373,396	8,045
6211	Offices of physicians	280	509,591	226,595	3,752
621111	Offices of physicians (except mental health specialists)	272	507,562	225,496	3,743
621112	Offices of physicians, mental health specialists	8	2,029	1,099	9
6212	Offices of dentists	190	137,851	45,762	1,421
6213	Offices of other health practitioners	172	68,007	20,458	768
62131	Offices of chiropractors	83	25,006	6,215	261
62132	Offices of optometrists	38	21,323	6,576	258
62133	Offices of mental health practitioners (except physicians)	11	4,441	2,298	47
62134	Offices of specialty therapists	24	13,029	4,283	155
62139	Offices of all other health practitioners	16	4,208	1,086	48
621391	Offices of podiatrists	9	2,119	335	19
6214	Outpatient care centers	30	126,037	51,164	1,125
62142	Outpatient mental health and substance abuse centers	8			
62149	Other outpatient care centers	20	113,142	45,084	891
621492	Kidney dialysis centers	3			
621493	Freestanding ambulatory surgical and emergency centers	2			
621498	All other outpatient care centers	13	75,986	33,780	587
6215	Medical and diagnostic laboratories	19	55,693	11,715	218
621511	Medical laboratories	13			
621512	Diagnostic imaging centers	6			
6216	Home healthcare services	14	13,312	7,466	413
6219	Other ambulatory healthcare services	12	29,751	10,236	347
62191	Ambulance services	4	21,807	7,856	227
62199	All other ambulatory healthcare services	8	7,944	2,380	120
621999	All other miscellaneous ambulatory healthcare services				
<b>622</b>	<b>Hospitals</b>	6			
6221	General medical and surgical hospitals	4	850,255	233,017	6,250
<b>623</b>	<b>Nursing and residential care facilities</b>	107	169,980	73,859	3,668
6231	Nursing care facilities	20	91,736	42,294	1,878
6232	Residential mental health facilities	25			
62321	Residential mental retardation facilities	14			
62322	Residential mental health and substance abuse facilities	11			
6233	Community care facilities for the elderly	44	50,669	18,489	1,105
623311	Continuing care retirement communities	10			
623312	Homes for the elderly	34			
6239	Other residential care facilities	18			

D: withheld to avoid disclosing data for individual companies; data are included in higher level revenues.

N: not available or not comparable.



**TABLE 3. State Licensed Primary Care Clinics as of June 30, 2010. Source: California OSHPD.**

<u>Facility Name</u>	<u>Address</u>	<u>City</u>	<u>Zip</u>	<u>Facility Type</u>
Golden Valley Health Center	1114 6th Street	Modesto	95354	Community Clinic
Golden Valley Health Center	1200 W Main Street	Turlock	95380	Community Clinic
Golden Valley Health Center	1510 Florida Avenue, Suite B	Modesto	95354	Community Clinic
Golden Valley Health Center	637 Merced Street	Newman	95360	Community Clinic
Golden Valley Health Center	1121 Hammond Street	Modesto	95351	Community Clinic
Golden Valley Health Center	200 C Street	Patterson	95363	Community Clinic
Golden Valley Health Center	2101 Tenaya Drive	Modesto	95354	Community Clinic
Golden Valley Health Center	2760 Third Street	Ceres	95307	Community Clinic
Golden Valley Health Center	1141 North Olive Avenue	Turlock	95380	Community Clinic
Golden Valley Health Center	1130 6th Street	Modesto	95354	Community Clinic
Golden Valley Health Center	1717 Las Vegas Street	Modesto	95358	Community Clinic
Golden Valley Health Center	301 Howard Road	Westley	95387	Community Clinic
Hope Medi-Van	1601 Coffee Road	Modesto	95355	Free Clinic
Modesto Pregnancy Center	3025 McHenry Avenue, Suite M	Modesto	95350	Community Clinic
Planned Parenthood	1431 McHenry Avenue	Modesto	95350	Community Clinic
Sierra Health Center	1801 Tully Road, Number F1	Modesto	95350	Community Clinic

**TABLE 4. State Licensed Specialty Care Clinics as of June 30, 2010. Source: California OSHPD.**

<u>Facility Name</u>	<u>Address</u>	<u>City</u>	<u>Zip</u>	<u>Facility Type</u>
Ceres Dialysis Center	1768 Mitchell Road	Ceres	95307	Chronic Dialysis Clinic
Modesto Kidney Center, LLC	305 East Granger	Modesto	95350	Chronic Dialysis Clinic
Oakdale Kidney Center	1405 West F Street	Oakdale	95361	Chronic Dialysis Clinic
Parkway Kidney Center	2200 Plaza Parkway, STE. B1-B4	Modesto	95350	Chronic Dialysis Clinic
Salida Surgery Center	5712 Pirrone Road	Salida	95368	Surgical Clinic
Satellite Dialysis	1329 Spanos Court	Modesto	95355	Chronic Dialysis Clinic
Satellite Dialysis	1315 10th Street	Modesto	95354	Chronic Dialysis Clinic
Satellite Dialysis	1729 N. Olive Ave., Suite 9	Turlock	95382	Chronic Dialysis Clinic
Turlock Dialysis Clinic	50 W. Syracuse Avenue	Turlock	95380	Chronic Dialysis Clinic

**TABLE 5. State Licensed Hospitals as of December 31, 2010. Source: California OSHPD.**

<u>Facility Name</u>	<u>Address</u>	<u>City</u>	<u>EMS Level</u>	<u>Beds</u>
Brandel Manor - D/P SNF Of Emanuel Medical	1801 North Olive Street	Turlock		145
Doctors Medical Center	1441 Florida Avenue	Modesto	Emergency - Basic	394
Doctors Medical Center-Behavioral Health	1501 Claus Road	Modesto		67
Emanuel Medical Center, INC	825 Delbon Avenue	Turlock	Emergency - Basic	209
Kaiser Foundation Hospital-Modesto	4601 Dale Road	Modesto	Emergency - Basic	135
Kindred Hospital Modesto*	730 17th Street	Modesto		100
Memorial Hospital Medical Center - Modesto	1700 Coffee Road	Modesto	Emergency - Basic	423
Oak Valley Care Center D/P SNF	275 South Oak Street	Oakdale		115
Oak Valley District Hospital (2-RH)	350 South Oak Street	Oakdale	Emergency - Basic	35
Stanislaus Surgical Hospital	1421 Oakdale Road	Modesto		23

\*Kindred Hospital Modesto is in suspense status.

**TABLE 6. State Licensed Long Term Care Facilities as of June 30, 2010. Source: California OSHPD.**

<u>Facility Name</u>	<u>Address</u>	<u>City</u>	<u>Beds</u>	<u>Facility Type</u>
Acacia Park Nursing & Rehab Center	1611 Scenic Drive	Modesto	99	Skilled Nursing
Alexander Cohen Hospice House	2201 Euclid Avenue	Hughson	16	Congregate Living
Avalon Care Center - Modesto	515 East Orangeburg Avenue	Modesto	70	Skilled Nursing
Bel-Aire Lodge Convalescent Hospital	180 Starr Avenue	Turlock	31	Skilled Nursing
Casa De Modesto	1745 Eldena Way	Modesto	59	Skilled Nursing
Country Villa Modesto Nursing & Rehabilitation	159 East Orangeburg Avenue	Modesto	99	Skilled Nursing
Covenant Village Care Center	2125 North Olive Avenue	Turlock	50	Skilled Nursing
Crestwood Manor - Modesto	1400 Celeste Avenue	Modesto	194	Skilled Nursing
Elness Convalescent Hospital	812 West Main Street	Turlock	99	Skilled Nursing
English Oaks Convalescent & Rehab. Hospital	2633 West Rumble Road	Modesto	180	Skilled Nursing
Evergreen Nursing & Rehabilitation Care Center	2030 Evergreen Avenue	Modesto	175	Skilled Nursing
Garden City Healthcare Center	1310 West Granger Avenue	Modesto	104	Skilled Nursing
Ha-Le Aloha Convalescent Hospital	1711 Richland Avenue	Ceres	46	Skilled Nursing
Hy-Lond Healthcare Center - Modesto	1900 Coffee Road	Modesto	120	Skilled Nursing
Riverbank Nursing Center	2649 West Topeka Street	Riverbank	99	Skilled Nursing
San Luis Care Center	709 N Street	Newman	71	Skilled Nursing
Turlock Nursing & Rehabilitation Center	1111 East Tuolumne Road	Turlock	144	Skilled Nursing
Vintage Faire Nursing & Rehabilitation Center	3620 B Dale Road	Modesto	99	Skilled Nursing

**TABLE 7. State Licensed Home Health Agencies and Hospice Facilities as of June 30, 2010. Source: California OSHPD.**

<u>Facility Name</u>	<u>Address</u>	<u>City</u>	<u>Facility Type</u>
Addus HealthCare - Parent	817 Coffee Road, Suite B	Modesto	Home Health Agency
Central Valley Home Health Services	1216 H Street	Modesto	Home Health Agency
Community Hospice, Inc. - Hospice	4368 Spyles Way	Modesto	Hospice
Covenant Care At Home	1550 Fulkerth Road	Turlock	Home Health Agency
Global Healthcare Services, LLC	1301 I Street	Modesto	Home Health Agency
Hospice of Emanuel	825 Delbon Avenue	Turlock	Hospice
Interim Healthcare of Central California	1110 Tully Road	Modesto	Home Health Agency
Optimal Hospice Care	122 W. Granger Avenue	Modesto	Hospice
Visiting Nurse Association of the Central Valley	1316 Celeste Drive	Modesto	Home Health Agency

**TABLE 8. State Licensed Residential Care for the Elderly. Based on a June 2011 query of California CCLD.**

<u>Facility Name</u>	<u>Street Address</u>	<u>City</u>	<u>Zip</u>	<u>Capacity</u>
A Safe Harbor	2700 Kidd Avenue	Modesto	95358	3
Ana's Home Care	3128 Amos Court	Modesto	95355	6
Anderson's Care Center	5348 Kiernan Avenue	Salida	95368	48
Arun's Board And Care Home	2705 Peek Court	Modesto	95358	2
Aurelia Loving Care Home	3205 Hummingbird Lane	Modesto	95356	6
Becker Court Home	2413 Becker Court	Modesto	95358	6
Beta Care Home	709 Northwood Drive	Modesto	95350	6
Bethany Gardens	1319 E. Monte Vista Ave.	Turlock	95382	6
Bethel Assisted Living	2325 Scenic Drive	Modesto	95355	166
Blossom Home Care li	3709 Coye Oak Drive	Modesto	95355	6



Camelia's Home Care	1317 Coffee Villa Drive	Modesto	95355	6
Casa De Luz	3509 Scenic Dr	Modesto	95355	6
Casa De Modesto	1745 Eldena Way	Modesto	95350	84
Casa De Modesto-Casitas A	1824 Plaza De Maria	Modesto	95350	5
Casa De Modesto-Casitas B	1812 Plaza De Maria	Modesto	95350	5
Casa De Modesto-Casitas C	1716 Plaza De San Joaquin	Modesto	95350	5
Chancellor Manor	5707 Chancellor Way	Riverbank	95367	6
Clark's Care Home II	1400 Walnut Street	Oakdale	95361	4
Corina's Elderly Care Home	5397 Port Alice Way	Salida	95368	6
Country Manor Of Samaritan Village	7700 Fox Road	Hughson	95326	96
Covenant Care-Turlock Residential	1101 E. Tuolumne Road	Turlock	95380	49
Covenant Village Of Turlock	2125 N Olive	Turlock	95382	375
Crossroads Manor, Inc.	5603 Portico Drive	Riverbank	95367	6
Cypress Of Emanuel	1801 North Olive Avenue	Turlock	95380	49
Dale Commons Assisted Living Community	3900 Dale Road	Modesto	95356	110
Davey's Care Home	1309 Oakwood Drive	Modesto	95350	6
Davis Guest Home #3	1628 Nadine Avenue	Modesto	95351	8
Davis Guest Home #5	2405 Mauna Loa	Ceres	95307	8
Davis Guest Home Vi	1209 Central Avenue	Modesto	95351	9
Dn Christinne Victorhia's Board & Care	431 West "J" Street	Oakdale	95361	15
Dutchollow Suites	3601 Dutchollow Way	Modesto	95356	6
Dutchollow Suites 2	2608 Veneman Avenue	Modesto	95356	6
Foothill Manor	405 South 4Th Street	Patterson	95363	15
Georgia's Guest Home Of Empire	102 South G Street	Empire	95319	15
Golden Age	3521 Effingham Lane	Modesto	95357	6
Golden Age II	3112 Iron Gate Drive	Modesto	95355	6
Golden Age III	3101 Iron Gate Dr.	Modesto	95355	6
Golden Haven Care Home	3100 Dovehouse Lane	Modesto	95355	6
Graceful Living At Modesto	3709 Corrine Lane	Modesto	95356	6
Graceful Living At Oakdale	580 Buckaroo Court	Oakdale	95361	6
Graceful Living At Riverbank*	5708 Amberwood Lane	Riverbank	95367	4
Haven Ii, The	3652 N. Veneman Ave.	Modesto	95356	3
Haven, The	3636 N. Veneman Avenue	Modesto	95356	6
Hospitality House	5400 Kiernan Street	Salida	95368	80
Immaculate Conception Residential Care	802 Barham Court	Modesto	95350	6
J & L Guest Home	237 S. Abbie	Empire	95319	32
Kanno's Comfort Elderly Care	3900 Julene Drive	Modesto	95357	6
Kiernan Village Assisted Living	5412 Kiernan Avenue	Salida	95368	32
Kind Care Home	1024 Jayhawk Way	Modesto	95358	6
Las Palmas Estates	1617 Colorado	Turlock	95382	89
Laurel Crest Manor	700 Laurel Avenue	Oakdale	95361	49
Legends Care	3708 Bold Ruler Court	Modesto	95355	6
Lidia's Blessed Home	3209 Hummingbird Lane	Modesto	95356	6
Lifespring Senior Campus	936 Geer Road	Turlock	95380	40
Lindbrook Quality Care	2843 Lindbrook Drive	Riverbank	95367	6
Margaret's Care Home	1230 Crescent Drive	Modesto	95350	6
Mary-A Home	1080 Edwards Drive	Turlock	95380	9
Modesto Guest Home	1344 E. Orangeburg Avenue	Modesto	95355	31



Nellie's Manor For Elderly	420 Coralwood Road	Modesto	95356	5
Orangeburg Manor	1248 Nelson Avenue	Modesto	95350	90
Pacifica Senior Living At Modesto	2325 St. Paul's Way	Modesto	95355	73
Paradise Guest Home	670 Paradise Road	Modesto	95351	27
Paramount Court Senior Living	3791 Crowell Road	Turlock	95382	90
Prathna Residential Care	3708 Carlisle Court	Modesto	95356	5
Rainbow Haven Guest Home	1413 E. Linwood	Turlock	95380	15
Rick & Kate's Guest Home #3	1325 Houser Lane	Modesto	95351	24
Royal Home Care	4445 Morrow Road	Modesto	95356	6
Ryanlee Manor	2226 Ryanlee Drive	Riverbank	95367	4
Serenity Hill Residential Care Home	643 Hill Road	Oakdale	95361	6
Sherwood Forest Manor 2	601 E. Rumble Road	Modesto	95350	6
Silver Leaf Villa	3117 Londonderry Road	Modesto	95350	6
St. Francis Assisted Care	120 20th Century Boulevard	Turlock	95380	56
St. Thomas Retirement Center	2937 North Berkeley Avenue	Turlock	95382	49
Stratford At Beyer Park, The	3529 Forest Glenn Drive	Modesto	95355	107
Sundial Palms Assisted Living & Memory	808 McHenry Ave	Modesto	95350	96
Temescal Manor	2208 Temescal Drive	Modesto	95355	6
Valley Comfort #5	2809 Lou Ann Drive	Modesto	95350	92
Valley Royale Care	701 Fleetwood Drive	Modesto	95350	6
Vintage Faire Residential	3620-A Dale Road	Modesto	95356	49
Walnut Grove	2801 Lou Ann Drive	Modesto	95350	61
Waterbury Court Home	3109 Waterbury Court	Modesto	95350	6

\*Status is pending

**TABLE 9. State Licensed Adult Day Care. Based on a June 2011 query of California CCLD.**

<u>Facility Name</u>	<u>Street Address</u>	<u>City</u>	<u>Zip</u>	<u>Capacity</u>
Arc Of Stanislaus-Community Training, The	4801A Stratos Way	Modesto	95356	90
Central Valley Training Center, Inc.	1405 Kansas, Suite C	Modesto	95351	77
Cole Vocational Services - Modesto	2125 Wylie Drive #12	Modesto	95355	45
Community Continuum College	1731 Colorado	Turlock	95380	110
Howard Training Center	1424 Stonum Road	Modesto	95351	320
Miller's Place Alzheimer Daycare & Resource Ctr.	730 McHenry Avenue	Modesto	95350	30
United Cerebral Palsy Of Stanislaus County	4265 Spyres Way, Suite #2	Modesto	95356	75
Valley Caps	1900 Blue Gum Suite B	Modesto	95368	120

**TABLE 10. Wage data, Healthcare Practitioners & Technical Occupations in Stanislaus, 2011.**

Source: California EDD.

<u>SOC Code</u>	<u>Occupational Title</u>	<u>May 2010 Est'd Jobs</u>	<u>Mean Hourly Wage</u>	<u>25th Percentile Hourly Wage</u>	<u>50th Percentile (Median) Hourly Wage</u>	<u>75th Percentile Hourly Wage</u>
<b>29-0000</b>	<b>Healthcare Practitioners and Technical Occupations</b>	<b>9,010</b>	<b>\$38.27</b>	<b>\$21.57</b>	<b>\$36.28</b>	<b>\$49.27</b>
29-1011	Chiropractors	N/A	\$51.04	\$48.34	\$52.47	\$56.61
29-1021	Dentists, General	30	N/A	N/A	N/A	N/A



29-1031	Dietitians and Nutritionists	50	\$32.61	\$28.58	\$32.88	\$37.01
29-1041	Optometrists	40	\$51.68	\$32.96	\$53.82	\$70.18
29-1051	Pharmacists	280	\$69.64	\$60.22	\$66.15	\$73.16
29-1062	Family and General Practitioners	N/A	\$86.94	\$52.59	N/A	N/A
29-1064	Obstetricians and Gynecologists	N/A	\$106.33	N/A	N/A	N/A
29-1069	Physicians and Surgeons, All Other	160	\$98.29	\$76.38	N/A	N/A
29-1071	Physician Assistants	80	\$50.91	\$40.36	\$49.42	\$64.00
29-1111	Registered Nurses	3,150	\$45.49	\$38.96	\$44.91	\$53.25
29-1122	Occupational Therapists	90	\$33.29	\$18.74	\$34.81	\$45.98
29-1123	Physical Therapists	110	\$44.94	\$38.64	\$44.10	\$50.38
29-1125	Recreational Therapists	N/A	\$17.12	\$11.96	\$14.68	\$21.26
29-1126	Respiratory Therapists	210	\$32.47	\$28.23	\$32.53	\$37.66
29-1127	Speech-Language Pathologists	80	\$42.54	\$37.93	\$44.00	\$49.06
29-1131	Veterinarians	80	\$48.46	\$30.61	\$40.11	\$55.09
29-1181	Audiologists	N/A	\$31.09	\$21.48	\$34.27	\$39.16
29-1199	Health Diagnosing and Treating Practitioners, All Other	N/A	\$50.67	\$22.06	\$33.22	N/A
29-2011	Medical and Clinical Laboratory Technologists	100	\$40.65	\$31.53	\$40.19	\$49.88
29-2012	Medical and Clinical Laboratory Technicians	150	\$18.98	\$15.38	\$18.34	\$21.80
29-2021	Dental Hygienists	240	\$42.18	\$32.84	\$46.64	\$52.47
29-2031	Cardiovascular Technologists and Technicians	N/A	\$25.17	\$17.40	\$20.70	\$26.52
29-2032	Diagnostic Medical Sonographers	120	\$36.91	\$30.93	\$37.99	\$43.54
29-2033	Nuclear Medicine Technologists	40	\$49.09	\$42.05	\$49.26	\$57.25
29-2037	Radiologic Technologists and Technicians*	260	\$35.27	\$30.21	\$34.77	\$41.05
29-2041	Emergency Medical Technicians and Paramedics	740	\$21.16	\$16.97	\$20.80	\$25.21
29-2051	Dietetic Technicians	180	\$13.47	\$10.53	\$11.72	\$16.07
29-2052	Pharmacy Technicians	490	\$18.58	\$16.46	\$18.35	\$20.54
29-2055	Surgical Technologists	90	\$23.49	\$19.17	\$23.43	\$27.51
29-2056	Veterinary Technologists and Technicians	190	\$12.10	\$9.45	\$11.01	\$13.44
29-2061	Licensed Practical and Licensed Vocational Nurses	580	\$25.18	\$22.50	\$25.36	\$28.07
29-2071	Medical Records and Health Information Technicians	250	\$16.09	\$11.34	\$14.44	\$19.40
29-2081	Opticians, Dispensing	100	\$16.01	\$14.13	\$15.93	\$17.90
29-2799	Health Technologists and Technicians, All Other	240	\$21.62	\$19.07	\$20.92	\$22.83
29-9011	Occupational Health and Safety Specialists	N/A	\$34.34	\$24.88	\$32.33	\$36.93
29-9799	Healthcare Practitioners and Technical Workers, All Other	110	\$34.15	\$22.07	\$33.91	\$45.31

**TABLE 11. Wage data, Healthcare Support Occupations in Stanislaus, 2011. Source: California EDD.**

SOC Code	Occupational Title	May 2010 Est'd Jobs	Mean Hourly Wage	25th Percentile Hourly Wage	50th Percentile (Median) Hourly Wage	75th Percentile Hourly Wage
<b>31-0000</b>	<b>Healthcare Support Occupations</b>	<b>4,770</b>	<b>\$13.60</b>	<b>\$10.84</b>	<b>\$13.03</b>	<b>\$15.67</b>
31-1011	Home Health Aides	530	\$9.87	\$8.78	\$9.30	\$10.59
31-1012	Nursing Aides, Orderlies, and Attendants	1,830	\$13.02	\$11.11	\$12.57	\$14.38
31-2011	Occupational Therapist Assistants	N/A	\$33.19	\$27.78	\$31.62	\$39.75
31-2012	Occupational Therapist Aides	N/A	\$13.94	\$12.61	\$13.70	\$14.99
31-2021	Physical Therapist Assistants	30	\$29.92	\$26.24	\$28.62	\$32.61



31-2022	Physical Therapist Aides	50	\$13.06	\$10.59	\$12.41	\$15.40
31-9091	Dental Assistants	580	\$14.40	\$12.51	\$14.55	\$16.30
31-9092	Medical Assistants	910	\$13.94	\$11.42	\$14.26	\$16.25
31-9093	Medical Equipment Preparers	130	\$13.58	\$11.86	\$13.37	\$15.34
31-9094	Medical Transcriptionists	120	\$18.84	\$14.28	\$18.76	\$22.31
31-9095	Pharmacy Aides	N/A	\$12.85	\$10.94	\$12.84	\$14.84
31-9096	Veterinary Assistants and Laboratory Animal Caretakers	N/A	\$10.36	\$8.88	\$9.54	\$11.02
31-9799	Healthcare Support Workers, All Other	340	\$16.70	\$13.64	\$16.94	\$20.23

**TABLE 12. Wage data, Additional Healthcare Occupations in Stanislaus, 2011.** *Source: California EDD.*

SOC Code	Occupational Title	May 2010 Est'd Jobs	Mean Hourly Wage	25th Percentile Hourly Wage	50th Percentile (Median) Hourly Wage	75th Percentile Hourly Wage
11-9111	Medical and Health Services Managers	350	\$50.30	\$36.79	\$44.42	\$65.03
21-1022	Medical and Public Health Social Workers	120	\$28.24	\$21.53	\$28.53	\$34.39
21-1023	Mental Health and Substance Abuse Social Workers	240	\$26.63	\$19.44	\$27.89	\$33.00
21-1091	Health Educators	60	\$22.50	\$14.97	\$21.56	\$27.54
43-6013	Medical Secretaries	1,010	\$14.39	\$11.40	\$14.00	\$17.31
49-9062	Medical Equipment Repairers	40	\$27.14	\$22.08	\$26.91	\$31.25

**TABLE 13. Leading Healthcare Job Titles in Stanislaus.** *Source: EMSI.*

SOC Code	Description	2010 Jobs	2018 Jobs	Education Level
29-1111	Registered nurses	2,449	3,685	Associate's degree
31-1012	Nursing aides, orderlies, and attendants	1,541	2,109	Postsecondary vocational award
43-6013	Medical secretaries	1,137	1,536	Postsecondary vocational award
31-9092	Medical assistants	835	1,147	Moderate-term on-the-job training
29-1069	Physicians and surgeons	801	1,013	First professional degree
31-1011	Home health aides	667	1,062	Short-term on-the-job training
29-2061	Licensed practical and licensed vocational nurses	598	839	Postsecondary vocational award
31-9091	Dental assistants	558	774	Moderate-term on-the-job training
43-3021	Billing and posting clerks and machine operators	519	711	Moderate-term on-the-job training
29-2041	Emergency medical technicians and paramedics	444	819	Postsecondary vocational award
43-4171	Receptionists and information clerks	413	505	Short-term on-the-job training
43-9061	Office clerks, general	389	536	Short-term on-the-job training
43-1011	Supervisors/managers-office/administrative workers	357	488	Work experience in a related field
37-2012	Maids and housekeeping cleaners	321	365	Short-term on-the-job training
11-9111	Medical and health services managers	290	405	Degree plus work experience
31-9099	Healthcare support workers, all other	289	426	Short-term on-the-job training
29-2099	Healthcare technologists and technicians, all other	277	431	Postsecondary vocational award
21-1093	Social and human service assistants	262	302	Moderate-term on-the-job training
19-3031	Clinical, counseling, and school psychologists	242	293	Doctoral degree
39-9021	Personal and home care aides	235	373	Short-term on-the-job training
29-2051	Dietetic technicians	229	318	Moderate-term on-the-job training
29-2071	Medical records and health information technicians	220	307	Associate's degree



29-1071	Physician assistants	213	330	Bachelor's degree
29-1126	Respiratory therapists	200	296	Associate's degree
43-4111	Interviewers, except eligibility and loan	197	291	Short-term on-the-job training
29-2012	Medical and clinical laboratory technicians	194	280	Associate's degree
21-1022	Medical and public health social workers	192	280	Bachelor's degree
43-6011	Executive secretaries and administrative assistants	190	260	Moderate-term on-the-job training
29-2021	Dental hygienists	186	258	Associate's degree
43-3031	Bookkeeping, accounting, and auditing clerks	180	243	Moderate-term on-the-job training
29-1123	Physical therapists	179	234	Master's degree
43-6014	Secretaries, except legal, medical, and executive	156	215	Moderate-term on-the-job training
29-2053	Psychiatric technicians	154	191	Moderate-term on-the-job training
11-1021	General and operations managers	146	198	Degree plus work experience
35-2021	Food preparation workers	139	174	Short-term on-the-job training
37-2011	Janitors and cleaners, except maids & housekeeping	139	172	Short-term on-the-job training
29-2034	Radiologic technologists and technicians	137	192	Associate's degree
43-4071	File clerks	135	129	Short-term on-the-job training
31-9093	Medical equipment preparers	134	192	Short-term on-the-job training
29-2055	Surgical technologists	130	204	Postsecondary vocational award
49-9042	Maintenance and repair workers, general	125	172	Moderate-term on-the-job training
21-1011	Substance abuse and behavioral disorder counselors	124	152	Master's degree
29-2032	Diagnostic medical sonographers	116	161	Associate's degree
29-1021	Dentists, general	115	136	First professional degree
21-1014	Mental health counselors	112	158	Master's degree
31-9094	Medical transcriptionists	111	142	Postsecondary vocational award
21-1023	Mental health and substance abuse social workers	110	150	Master's degree
29-2052	Pharmacy technicians	95	146	Moderate-term on-the-job training
43-2011	Switchboard operators, including answering service	89	102	Short-term on-the-job training
35-3041	Food servers, nonrestaurant	85	115	Short-term on-the-job training

