

PROGRAM ENDORSEMENT BRIEF



C·O·E

CENTERS OF EXCELLENCE
FOR LABOR MARKET RESEARCH

HEALTHCARE ADMINISTRATION IN THE GREATER SACRAMENTO REGION

North (Greater Sacramento)
Center of Excellence

September 2021

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SUMMARY

The North/Far North Center of Excellence for Labor Market Research prepared this report to provide a labor market analysis of educational supply and occupational demand for middle-skilled career pathways in the North (Greater Sacramento) subregion. This report aims to determine if demand in the local labor market is unmet by the supply from existing community college programs and other postsecondary training providers.

This report primarily focuses on training that leads to jobs in middle-skilled occupations - a job that typically requires education beyond a high school diploma but less than a Bachelor's degree - but may include higher-skilled occupations for training pathways that lead to a bachelor's degree. Lowered skilled occupations are rarely considered in this type of analysis due to the lessened barriers for entry-level work, such as no formal education and few on-the-job training requirements.

Key findings include:

- The North (Greater Sacramento) region held 3,357 healthcare administration jobs in 2020. These jobs are projected to increase by 22% over the next five years, adding 731 new jobs to the subregion by 2025.
- Over the next five years, medical and health service managers are projected to have 400 annual openings in the North (Greater Sacramento) region.
- Wage data shows that medical and health service managers earn nearly three times above the subregion's living wage of \$14.53 per hour. Entry-level wages for medical and health service managers start at \$41.66 per hour.
- Analysis of job postings data reveals that employers in the Greater Sacramento subregion typically look for medical and health service managers with at least a bachelor's degree (56% of job postings) and at least three to five years of experience (47% of job postings).
- Awards data analysis shows that Greater Sacramento training providers conferred an average of 485 awards (approximately 75 certificates, 239 associate degrees, and 172 bachelor's degrees) in those programs over the last three academic years (2017-18 through 2019-20).

Recommendations include:

- A bachelor's degree is needed to gain entry-level work in this occupation. Therefore, transfer pathways should be the community college's primary focus. Community colleges should align current and proposed curriculum and programs with four-year degree offerings in the region.

- Community colleges interested in offering training related to this occupation should work with employers to understand career pathways in healthcare administration that align to associate and Bachelor's degrees.
- North (Greater Sacramento) community colleges should also consider how augmenting their existing training programs might provide students with the skills needed to transfer to a four-year degree program for healthcare administration management jobs.

INTRODUCTION

The North (Greater Sacramento) Center of Excellence was asked to provide labor market information for a proposed program at a regional community college. This report focuses on the following Standard Occupational Classification (SOC) occupations and codes:

- High Skill (requires a bachelor's degree)
 - Medical and Health Services Managers (11-9111)
 - Workers in this occupation plan, direct, or coordinate medical and health services in hospitals, clinics, managed care organizations, public health agencies, or similar organizations.

A review of related programs revealed the following Taxonomy of Programs (TOP) title(s) and code(s) are appropriate for inclusion in this report:

- Health Occupations, General (does not include transfer) (1201.00*)
- Hospital and Health Care Administration (1202.00*)
- Health Professions, Transfer Core Curriculum (Transfer-oriented) (1260.00)
 - Although this is not a career education program TOP code, it is worth considering as there are multiple educational pathways for students to enter the studied occupations.

The corresponding Classification of Instructional Program (CIP) title(s) and code(s) are:

- Health and Wellness, General (51.0001)
- Health/Health Care Administration/Management (51.0701)
- Hospital and Health Care Facilities Administration/Management (51.0702)
- Health Services Administration (51.2211)

OCCUPATIONAL DEMAND

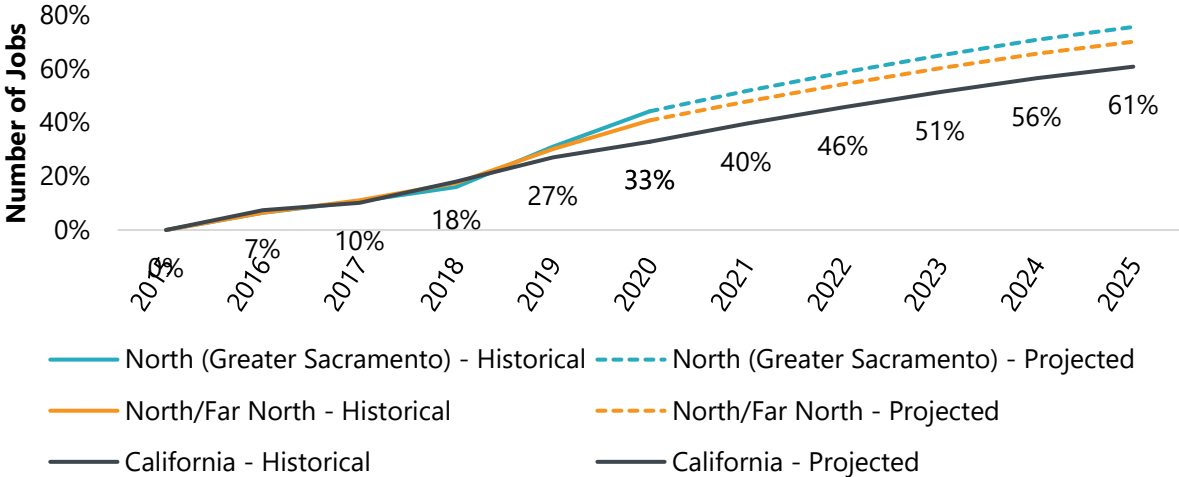
Exhibit 1 summarizes the five-year projected job growth for middle-skill and high-skill occupations in the North (Greater Sacramento) selected occupations, North/Far North, and California.

Exhibit 1. Employment and projected demand, 2020-2025

Occupation	2020 Jobs	2025 Jobs	2020-2025 Jobs Change	2020-2025 Jobs % Change	2020-2025 Annual Openings
Medical and Health Services Managers	3,357	4,088	731	22%	400
North (Greater Sacramento)	3,357	4,088	731	22%	400
Medical and Health Services Managers	4,380	5,291	911	21%	513
North/Far North	4,380	5,291	911	21%	513
Medical and Health Services Managers	44,418	53,764	9,346	21%	5,220
California	44,418	53,764	9,346	21%	5,220

Exhibit 2 compares the percent change in jobs between 2015 through 2020 and the projected changes through 2025. The rate of change is indexed to the total number of jobs in 2015.

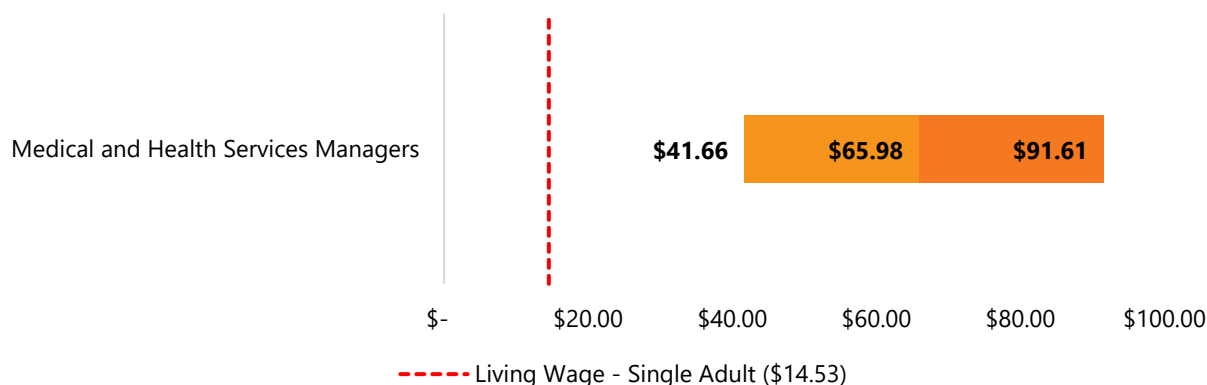
Exhibit 2. Changes in employment, 2015-2025



WAGES

Exhibit 3 compares the entry-level, median, and experienced wages for the selected occupations to the North (Greater Sacramento) living wage for a single adult - \$14.53 per hour.¹

Exhibit 3. Comparison of wages by occupation, 2020



JOB POSTINGS

This section of the report analyzes recent data from online job postings (real-time LMI). Online job postings may provide additional insight into recent changes in the labor market that are not captured by historical trends.

The NFN COE identified 3,693 online job postings for the selected occupations in the North (Greater Sacramento) region. Job postings data comes from Burning Glass Labor Insights and represents new listings posted online within the last year, from September 1, 2020, to August 31, 2021.

Occupations and Job Titles

Exhibit 4 details the number of online job postings for the selected occupations.

Exhibit 4. Number of job postings by occupation

Occupation	Job Postings	Share of Job Postings
Medical and Health Services Managers	3,607	100%
Total Job Postings	3,607	100%

¹ Living wage is defined as the level of income a single adult with no children must earn to meet basic needs, including food, housing, transportation, healthcare, taxes, and other miscellaneous basic needs. The 25th-percentile and 75th-percentile hourly wages are used as proxy for entry-level and experienced-level wages.

Exhibit 5 shows the job titles with the most job postings and the share of job postings. All job postings included a job title.

Exhibit 5. Top jobs titles

Job Title	Job Postings	Share of Job Postings
Director Of Nursing	76	2%
Clinical Manager	43	1%
Clinical Supervisor	42	1%
Medical Director	40	1%
Registered Nurse Care Coordinator	28	1%
Clinical Director	25	1%
Executive Director	22	1%
Program Director	21	1%
Operations Manager	15	0%
Healthcare Operations Manager	14	0%

Employers

Exhibit 6 shows the share of job postings by industry (2-digit NAICS). Seven percent (n = 241) of job postings were not linked to an industry.

Exhibit 6. Job postings by industry

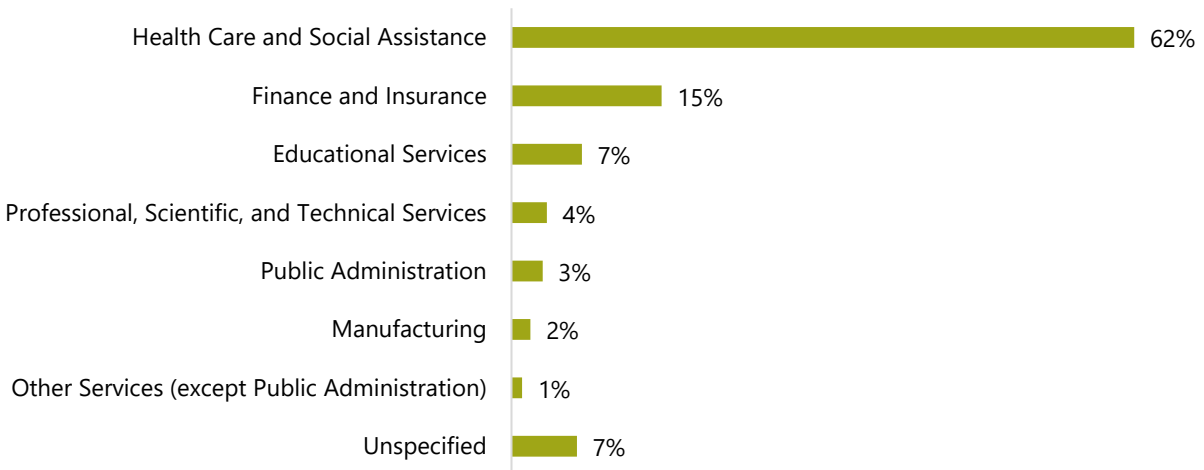


Exhibit 7 shows the top 10 employers with the most job postings for the selected occupations. All job postings included an employer.

Exhibit 7. Employers with the most job postings

Employer	Job Postings	Share of Job Postings
Anthem Blue Cross	339	9%
Dignity Health	242	6%
UC/UC Davis/UC Davis Health	236	6%
Sutter Health	109	3%
Kaiser Permanente	83	2%
Adventist Health	51	1%
Blue Cross Blue Shield of California	41	1%
Universal Health Services, Inc.	39	1%
UnitedHealth Group	39	1%
Davita Incorporated	33	1%

Certifications, Skills, and Experience

Exhibit 8 shows the programs of study most requested by employers for the selected occupations. Sixty-one percent (n = 2,207) of job postings did not specify a desired program of study.

Exhibit 8. Most requested programs of study

Program of Study	Job Postings	Share of Job Postings
Nursing Science	541	15%
Business Administration And Management, General	428	12%
Health Professions and Related Programs	281	8%
Social Work	176	5%
Health/Health Care Administration/Management	171	5%

Program of Study	Job Postings	Share of Job Postings
Psychology, General	84	2%
Finance, General	81	2%
Public Health, General	74	2%
Public Health	73	2%
Clinical, Counseling And Applied Psychology	53	1%

Exhibit 9 shows the most relevant certifications requested by employers for the selected occupations. Nearly fifty percent (n = 1,782) of job postings did not include certification information.

Exhibit 9. Most in-demand certifications

Certification	Job Postings	Share of Job Postings
Registered Nurse	755	21%
First Aid Cpr Aed	206	6%
Cardiac Life Support Certification (Basic and Advanced)	178	5%
Basic Life Saving (BLS)	172	5%
Social Work License	170	5%
Licensed Clinical Social Worker (LCSW)	97	3%
Licensed Marriage and Family Therapist	72	2%
Licensed Vocational/Practical Nurse (LVN/LPN)	71	2%
Board Certified/Board Eligible	70	2%
Board Certified Behavior Analyst (BCBA)	47	1%

Exhibit 10 shows the specialized skills most requested by employers for the selected occupations.

Exhibit 10. Most in-demand specialized skills

Specialized Skill	Skill Postings	Share of Skill Postings
Budgeting	938	26%
Scheduling	822	23%
Staff Management	816	23%
Patient Care	812	23%
Quality Assurance and Control	533	15%
Customer Billing	404	11%
Customer Service	391	11%
Mental Health	386	11%
Behavioral Health	375	10%
Quality Management	354	10%

Exhibit 11 shows the minimum level of education required by employers for job postings for the selected occupations. Thirty-five percent (n = 1,271) of job postings did not include a preferred education level.

Exhibit 11. Employer-preferred minimum education levels

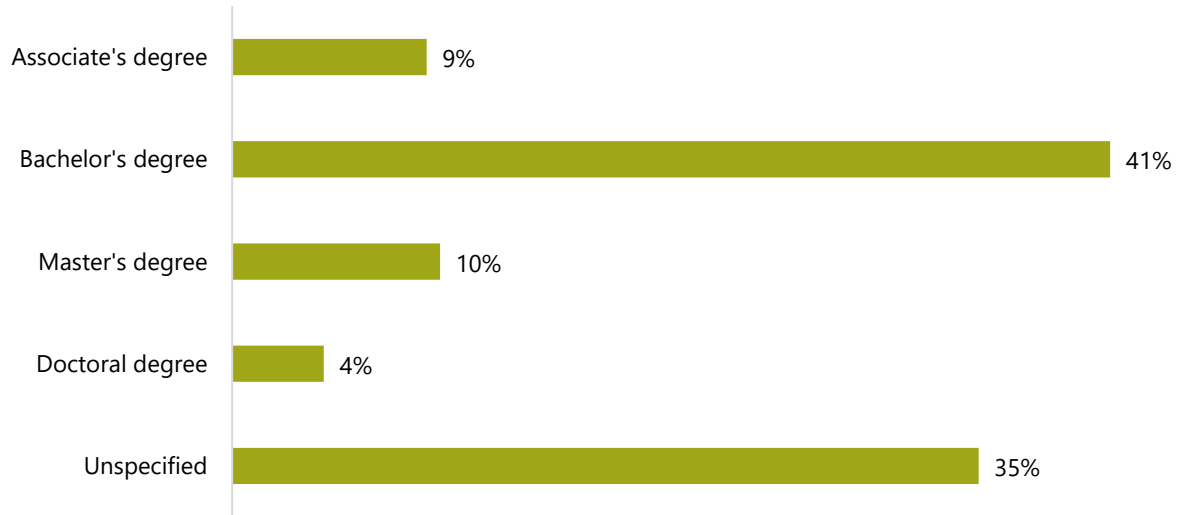
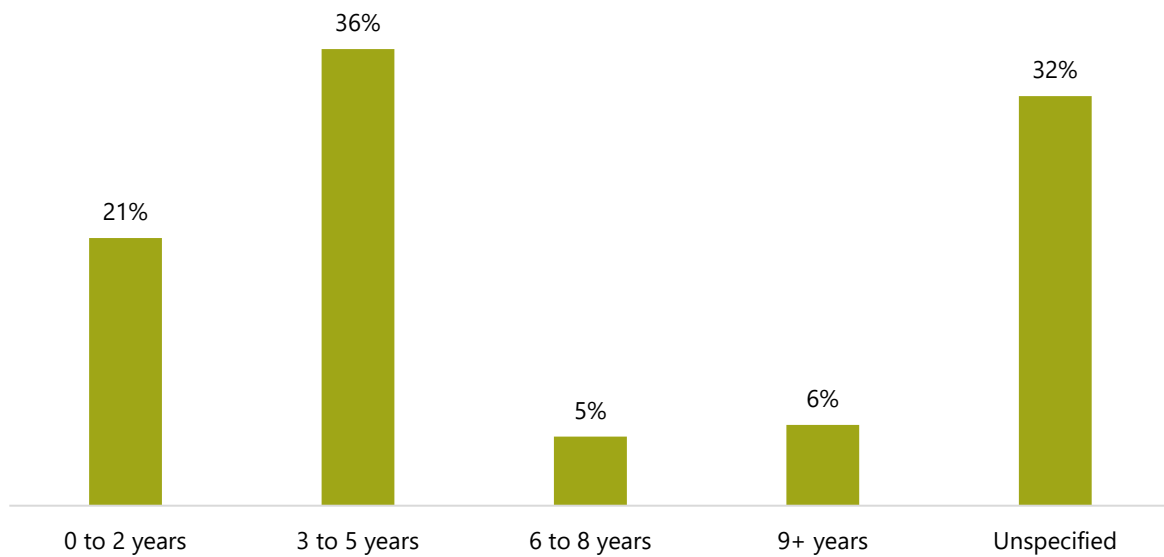


Exhibit 12 shows the experience levels required by employers for job postings for the selected occupations. Thirty-two percent (n = 1,151) of job postings did not include a preferred education level.

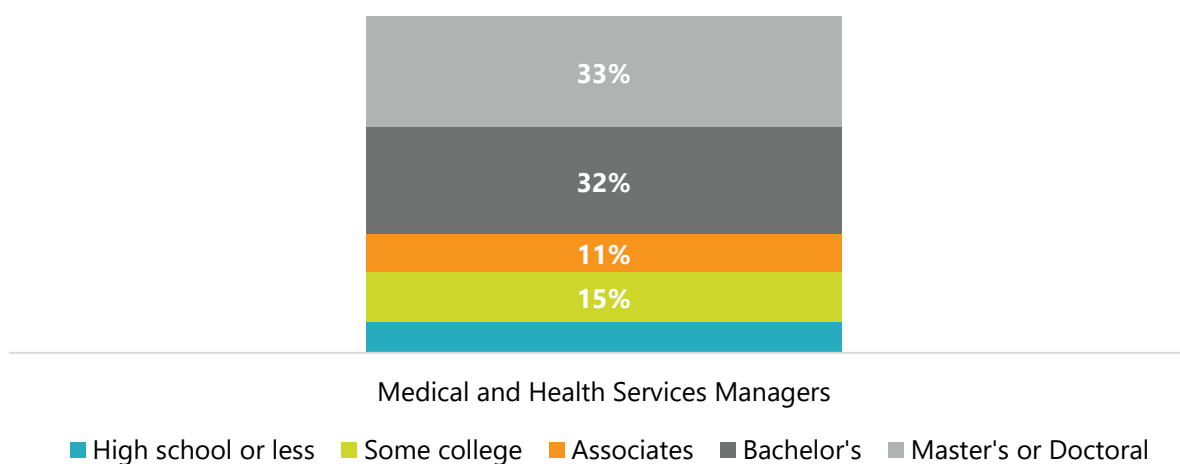
Exhibit 12. Employer-preferred experience levels



EDUCATION AND TRAINING

The U.S. Census Bureau and Bureau of Labor Statistics collected data on education achieved by workers employed in occupations. Exhibit 13 shows the national-level educational attainment of the current workforce in the selected occupations.

Exhibit 13. National worker educational attainment for selected occupations, 2019



The Bureau of Labor Statistics (BLS) uses a system to assign categories for entry-level education, work experience in a related occupation, and typical on-the-job training to each occupation for which the BLS publishes projections data. Exhibit 14 shows the skill level and entry-level job requirements for the selected occupations.

Exhibit 14. Typical education, work experience, and on-the-job training requirements

Occupation	Typical Entry-level Education	Work Experience Required	On-the-job Training Required
Medical and Health Services Managers	Bachelor's degree	Less than five years	None

EDUCATIONAL SUPPLY

Educational supply for an occupation can be estimated by analyzing the number of awards issued in related Taxonomy of Programs (TOP) or Classification of Instructional Programs (CIP) codes. Exhibit 15 shows the TOP and CIP codes for educational programs related to the selected occupations.

Exhibit 15. TOP and CIP codes for training programs related to the selected occupations

TOP Programs and Codes	Aligned CIP Programs and Codes
Health Occupations, General (1201.00)	Health and Wellness, General (51.0001)
Hospital and Health Care Administration (1202.00)	Health/Health Care Administration/Management (51.0701)
Health Professions, Transfer Core Curriculum (1260.00)*	N/A
N/A	Health Services Administration (51.2211)

TOP programs and codes with an asterisk (*) are not considered CTE programs.

North (Greater Sacramento) Program Inventory

Exhibit 16 summarizes existing North (Greater Sacramento) training programs that are active as of September 20, 2021.

Exhibit 16. North (Greater Sacramento) training programs in selected TOP and CIP codes

TOP Code	College	Program Title	Award Offered
Health Occupations, General (1201.00)	Cosumnes River	Allied Health: Pre-Health Occupations	A.S. Degree
	Folsom Lake	Pre-Health Occupations	A.S. Degree
		Public Health Science	A.S. T Degree
	Sacramento City	Health Occupations	Certificate
		Healthcare Business	Certificate
		Pre-Health Occupations	A.S. Degree
	Sierra	Allied Health - General Option	Certificate A.S. Degree
Hospital and Health Care Administration (1202.00)	--	--	--
Health Professions, Transfer Core	Folsom Lake	Pre-Clinical Laboratory Scientist Trainee	Certificate

TOP Code	College	Program Title	Award Offered
Curriculum (1260.00)* Not a CTE TOP code.	Sierra	Allied Health - Pre-Nursing Option	A.S. Degree
		Health Science	A.S. Degree
Other Training Programs			
Associate Degree Programs		Bachelor Degree Programs	
<ul style="list-style-type: none"> Health Studies, Carrington College - Sacramento 		<ul style="list-style-type: none"> Health Science, CSU Sacramento 	

Community College Supply

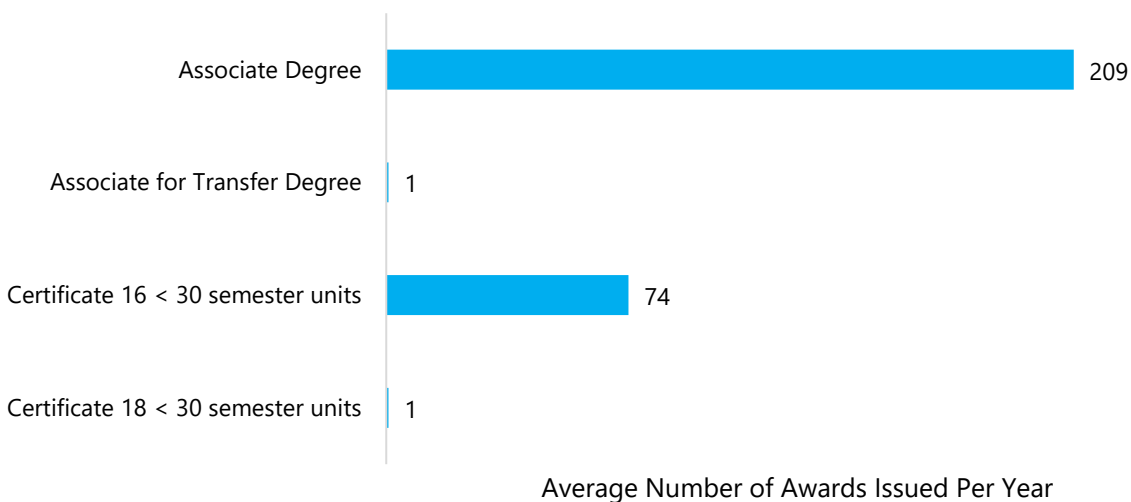
Exhibits 17 and 18 compare the average number of certificates and degrees conferred in selected community college programs over the last three academic years. If a TOP code is not listed in the table below, then there is no awards data.

Exhibit 17. Annual average community college awards by program, 2017-18 through 2019-20

Program - TOP Code	College	Annual Awards 2017-18	Annual Awards 2018-19	Annual Awards 2019-20	3-Yr Annual Awards Average
Health Occupations, General (1201.00)	Cosumnes River	--	--	--	--
	Folsom Lake	--	1	94	32
	Sacramento City	3	6	13	7
	Sierra	0	21	444	155
	Subtotal	3	28	551	194
Health Professions, Transfer Core Curriculum (1260.00)*	Folsom Lake	--	64	--	21
	Sierra	4	27	175	69
	Subtotal	4	91	175	90
	Grand Total	7	119	726	284

(*) Not a CTE TOP code.

Exhibit 18. Annual average community college awards by type, 2017-18 through 2019-20



Other Postsecondary Supply

Exhibit 19 compares the average number of degrees that non-community college training providers conferred in the North (Greater Sacramento) area over the last three academic years. Please note that non-community college data lags by one year.

Exhibit 19. Other postsecondary awards by program, 2017-18 through 2019-20

Program - CIP Code	College	Annual Awards 2017-18	Annual Awards 2018-19	Annual Awards 2019-20	3-Yr Annual Awards Average
Health Services/Allied Health/Health Sciences, General (51.0000)	CSU Sacramento (Bachelor's Degree)	180	161	174	172
Health and Wellness, General (51.0001)	Carrington College - Sacramento (Associate Degree)	23	39	25	29
	Subtotal	203	200	199	201
	Grand Total	203	200	199	201

FINDINGS

- The North (Greater Sacramento) region held 3,357 healthcare administration jobs in 2020. These jobs are primarily defined by the medical and health service manager occupation.
- North (Greater Sacramento) healthcare administration jobs are projected to increase by 22% over the next five years, adding 731 new jobs to the subregion by 2025. Jobs for medical and health service managers are projected to grow faster in the North (Greater Sacramento) subregion than in California.
- Over the next five years, medical and health service managers are projected to have 400 annual openings in the North (Greater Sacramento) region.
- Wage data shows that medical and health service managers earn nearly three times above the subregion's living wage of \$14.53 per hour. Entry-level wages are highest for medical and health service managers start at \$41.66 per hour.
- According to real-time labor market information, there were about 3,607 online job postings for medical and health service managers between September 1, 2020, and August 31, 2021.
- Jobs for medical and health services managers are found in a broad range of industry and institutional settings, from hospitals and rehabilitation clinics in healthcare and social assistance to healthcare insurance providers and laboratories in manufacturing.
- Overall, the job postings data suggests that local employers are looking for medical and health service managers (regardless of the new employment context) with prior experience working in a healthcare setting.
- In-demand certifications also support the above finding. Nearly one-quarter of job postings required applicants to have a nursing certification (registered or LVN).
- Employers in the Greater Sacramento subregion typically look for medical and health service managers with at least a bachelor's degree (56% of job postings) and at least three to five years of experience (47% of job postings).
- Approximately 26% of incumbent medical and health service managers have educational attainment levels consistent with community college offerings (some college or associate degrees). Another 65% of workers in this occupation hold at least a bachelor's degree.
- Postsecondary training providers in the North (Greater Sacramento) subregion offer several certificates and degree programs to align with a four-year degree needed by medical and health service managers. Together, these programs conferred an average of 284 awards (certificates and associate degrees) in those programs over the last three academic years (2017-18 through 2019-20).

- Local non-community college postsecondary training providers also offer training related to the studied occupations. Between 2017-18 and 2019-20, non-community college training providers conferred an average of 29 associate degrees and 172 bachelor's degrees over the last three years.

RECOMMENDATIONS

- Based on a three-year average of annual awards in North (Greater Sacramento) region training programs and projected yearly openings, there seems to be room for additional training for medical and health services managers.
 - There is a decent supply of awards at the associate degree level in programs that current students could use to transfer into a four-year degree that aligns with this occupation.
 - The gap between annual job openings and Bachelor's degree awards suggests that the pipeline from two-year to four-year educational programs could be augmented and strengthened with additional program offerings and an increased focus on transfers.
- However, there are multiple pathways that a student may take to become a medical and health services manager. Many local employers are looking for workers with prior training and experience in nursing or mental and behavioral health and three to five years of work experience.
- Additionally, it's currently unclear what opportunities exist for students who do not transfer and for students who finish a four-year degree without work experience.
- The North/Far North Center of Excellence recommends that community colleges interested in offering training related to this occupation work with four-year universities and employers to develop a fully articulated transfer pathway with on- and off-ramps that align to middle and high-skill careers.
 - Medical and health services managers typically require a Bachelor's degree and less than five years of experience for entry-level work. Local employers could clarify the job opportunities available to students with a bachelor's degree and no work experience and the options for healthcare administration jobs that require at most an associate degree.
 - Community colleges should collaborate with four-year universities to determine the coursework that would best prepare students to transfer while also considering the coursework that would allow students to find a job with a two-year degree and no further training.

- North (Greater Sacramento) community colleges should also consider how augmenting their existing training programs might provide students with the skills needed to transfer to a four-year degree program for healthcare administration. These programs could provide the required experience through middle-skill occupations, such as medical coders, medical billers, and nurses, while offering students the option to transfer to a four-year degree program as part of career advancement.

COE Recommendation		
Move forward with the program	Proceed with caution/More information needed	Program is not recommended
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

APPENDIX A. METHODOLOGY AND SOURCES

Occupations in this report were identified using the Center of Excellence TOP-to-CIP-to-SOC crosswalk and O*Net OnLine. This report's findings were determined using labor market data from the Bureau of Labor Statistics (BLS), U.S. Census Bureau data from Emsi, and jobs posting data from Burning Glass.

Cal-PASS Plus LaunchBoard. California Community Colleges Chancellor's Office.

<https://www.calpassplus.org/LaunchBoard/Home.aspx>.

Emsi. <https://www.economicmodeling.com/>. EMSI occupational employment data are based on final EMSI industry data and final EMSI staffing patterns. Wage estimates are based on Occupational Employment Statistics (QCEW and Non-QCEW Employees classes of worker) and the American Community Survey (Self-Employed and Extended Proprietors).

Educational Attainment for Workers 25 Years and Older by Detailed Occupation, 2016-2017.

Bureau of Labor Statistics. <https://www.bls.gov/emp/tables/educational-attainment.htm#>.

Integrated Postsecondary Education Data System (IPEDS). National Center for Education Statistics. U.S. Department of Education. <https://nces.ed.gov/ipeds/>.

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O*NET OnLine. U.S. Department of Labor/Employment and Training Administration (DOL ETA).

<https://www.onetonline.org/>.

Self-Sufficiency Standard Tool for California. The University of Washington.

<http://www.selfsufficiencystandard.org/>

"Taxonomy of Programs." California Community Colleges Chancellor's Office. June 2012, 6th Edition. <https://www.cccco.edu/-/media/CCCCO-Website/About-Us/Divisions/Educational-Services-and-Support/Academic-Affairs/What-we-do/Curriculum-and-Instruction-Unit/Files/TOPmanual6200909corrected12513pdf.ashx>

"TOP-CIP-SOC Crosswalk." Centers of Excellence for Labor Market Research. November 2015 Edition. <http://coecc.net/>

COVID-19 Statement: This report includes employment projection data by EMSI. EMSI's projections are modeled on recorded (historical) employment figures and incorporate several underlying assumptions, including the assumption that the economy during the projection period will be at approximately full employment or potential output. To the extent that a recession or labor shock, such as the economic effects of COVID-19, can cause long-term structural change, they may impact the projections. At this time, it is not possible to quantify the impact of COVID-19 on projections of industry and occupational employment. Other measures such as unemployment rates and monthly industry employment estimates will reflect the most recent information on employment and jobs in the state and, in combination with input from local employers, may help validate current and future employment needs as depicted here.

Important Disclaimer: All representations included in this report have been produced from primary research and/or secondary review of publicly and/or privately available data and/or research reports. Efforts have been made to qualify and validate the accuracy of the data and the reported findings; however, neither the Centers of Excellence, COE host District, nor California Community Colleges Chancellor's Office are responsible for applications or decisions made by recipient community colleges or their representatives based upon components or recommendations contained in this study.

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Centers of Excellence for Labor Market Research, Economic and
Workforce Development Program



CENTERS OF EXCELLENCE
FOR LABOR MARKET RESEARCH

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