

# **Healthcare Sector Analysis, Colorado and Colorado Central Planning Region**

Prepared by

## **Arapahoe/Douglas Workforce Investment Board**

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[www.adworks.org](http://www.adworks.org)

## Background

This report was requested by the Colorado Urban Workforce Alliance (CUWA) on behalf of the Greater Metro Denver Healthcare Partnership. It provides statewide data but concentrates on the Colorado Central Planning Region, including Adams, Arapahoe, Boulder, Broomfield, Clear Creek, Denver, Douglas, Gilpin, Jefferson and Larimer counties.

## Healthcare Industry Profile & Trends

### Ambulatory Care

- Offices of physicians, dentists, chiropractors, optometrists, and mental health professionals
- Outpatient care centers, including HMOs
- Medical & diagnostic laboratories
- Other ambulatory care centers

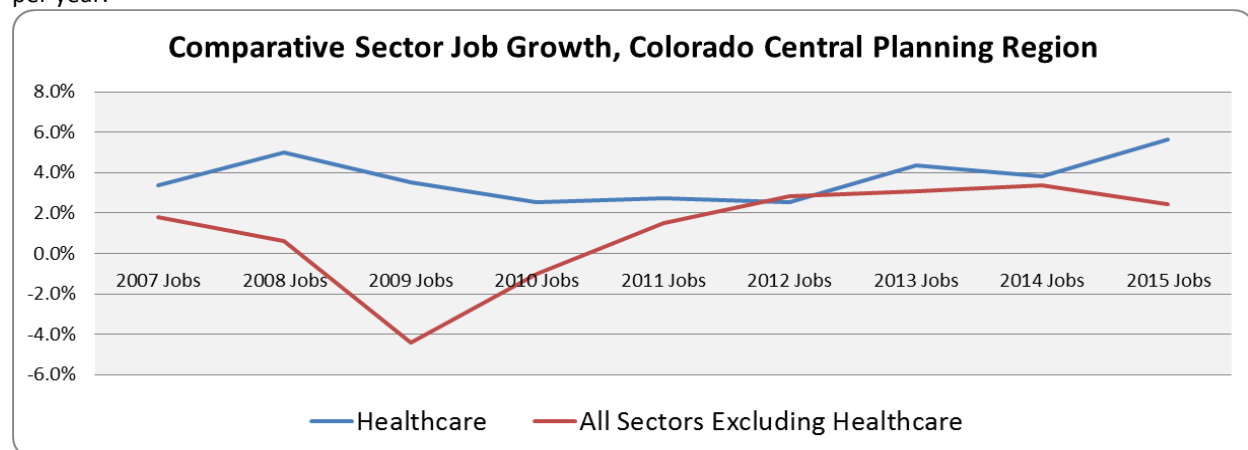
### Hospitals

- General, medical & surgical hospitals
- Psychiatric & substance abuse hospitals
- Specialty hospitals
- State & local government-run hospitals

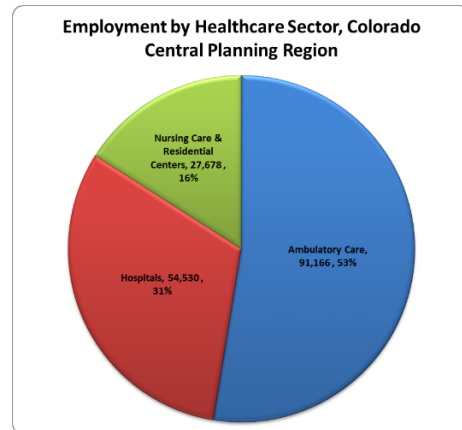
### Nursing & Other Residential Care

- Skilled nursing facilities
- Residential, developmental, disability, mental health and substance abuse facilities
- Continuing care retirement facilities
- Assisted living facilities

This line graph shows the historic growth of the healthcare sector versus all sectors. While not completely recession-proof, the reader will note that even in the deep recession, growth in healthcare never went below 2% per year.



## Employment by Sector and Growth Projections



This pie chart shows current employment in healthcare by sub-sector, while the table below shows projected growth per industry within the healthcare sector.

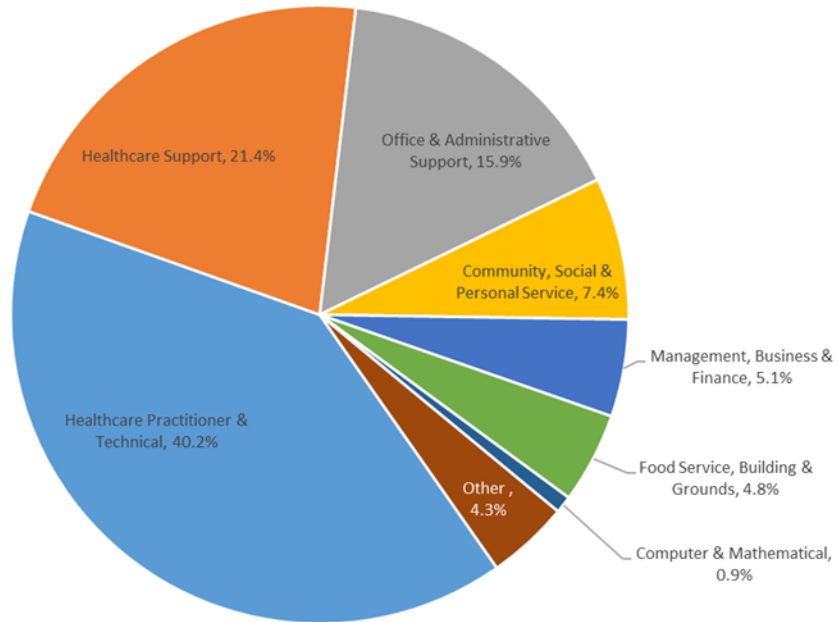
The reader should note that the employment projections for nursing and residential care facilities may be too low. To explain, employment in the skilled nursing facilities is expected to grow only 0.7% per year, and assisted living facilities only 1.6% per year, while the senior population 80 and older, which is the most likely group to need nursing & residential services, is projected to grow annually at 2.56%. This suggests that employment in nursing and residential services may in fact grow at a faster rate, perhaps matching the growth of the 80 and older age group.

Projected Growth, Health Care Sector, Colorado Central Planning Region							
NAICS	Description	2016 Jobs	2020 Jobs	2016-2020 Projected Change	Annual Growth Rate	2015 Location Quotient	2014 Payrolled Business Locations
621610	Home Health Care Services	13,633	16,173	2,540	1.9%	0.76	212
622310	Specialty (except Psychiatric and Substance Abuse) Hospitals	8,804	11,156	2,352	2.7%	3.04	19
621399	Offices of All Other Miscellaneous Health Practitioners	8,707	10,879	2,172	2.5%	4.65	742
622110	General Medical and Surgical Hospitals	30,500	32,549	2,049	0.7%	0.55	32
621111	Offices of Physicians (except Mental Health Specialists)	25,117	26,841	1,724	0.7%	0.80	1,851
621210	Offices of Dentists	13,240	14,425	1,185	0.9%	1.12	1,856
902622	Hospitals (State Government)	12,315	13,423	1,108	0.9%	2.93	6
623311	Continuing Care Retirement Communities	5,908	6,889	981	1.7%	0.99	70
623110	Nursing Care Facilities (Skilled Nursing Facilities)	13,070	14,046	976	0.7%	0.65	120
621491	HMO Medical Centers	6,854	7,741	887	1.3%	4.18	36
623312	Assisted Living Facilities for the Elderly	5,422	6,267	845	1.6%	1.04	173
621340	Offices of Physical, Occupational and Speech Therapists, and Audiologists	4,780	5,543	763	1.6%	1.02	481
621420	Outpatient Mental Health and Substance Abuse Centers	3,744	4,227	483	1.3%	1.35	89
621493	Freestanding Ambulatory Surgical and Emergency Centers	2,002	2,423	421	2.1%	1.21	65
621511	Medical Laboratories	3,058	3,476	418	1.4%	1.22	195
621498	All Other Outpatient Care Centers	1,810	2,181	371	2.0%	0.94	86
621330	Offices of Mental Health Practitioners (except Physicians)	1,727	1,943	216	1.3%	1.34	398
903622	Hospitals (Local Government)	3,905	4,107	202	0.5%	0.50	2
621310	Offices of Chiropractors	2,156	2,292	136	0.6%	1.15	619
621991	Blood and Organ Banks	1,477	1,611	134	0.9%	1.60	21
621320	Offices of Optometrists	1,697	1,811	114	0.7%	1.00	229
621512	Diagnostic Imaging Centers	1,154	1,265	111	1.0%	1.21	78
621999	All Other Miscellaneous Ambulatory Health Care Services	944	1,015	71	0.8%	1.10	73
623220	Residential Mental Health and Substance Abuse Facilities	2,636	2,694	58	0.2%	1.00	71
621910	Ambulance Services	1,374	1,410	36	0.3%	0.63	34
622210	Psychiatric and Substance Abuse Hospitals	701	722	21	0.3%	0.54	3
621410	Family Planning Centers	229	249	20	0.9%	0.79	22
621492	Kidney Dialysis Centers	776	789	13	0.2%	0.53	52
621391	Offices of Podiatrists	262	264	2	0.1%	0.59	58
621112	Offices of Physicians, Mental Health Specialists	460	457	(3)	-0.1%	0.58	169
623210	Residential Intellectual and Developmental Disability Facilities	934	924	(10)	-0.1%	0.19	36
623990	Other Residential Care Facilities	653	605	(48)	-0.7%	0.36	28
	Totals	180,049	200,397	20,348	1.1%		7,926

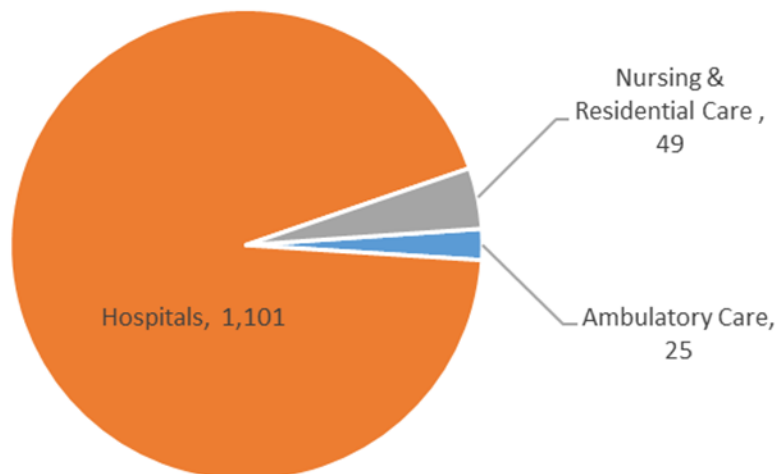
Source: EMSI 2015.3 QCEW, Non-QCEW & Self-Employed Class of Worker

## Average Size of Payrolled Business Location & Employment Makeup by Occupational Family

Breakdown of Major Occupational Groups within Healthcare Sector,  
Colorado Central Planning Region

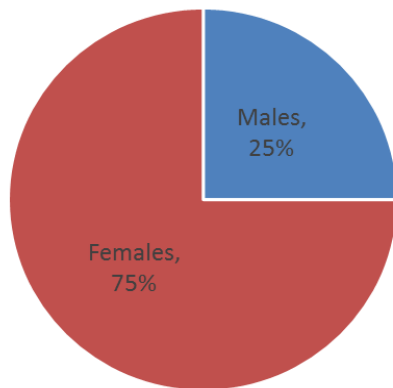


Average Size of Payrolled Business Location,  
Colorado Central Planning Region



## Gender Make-up of Sector

Gender Makeup Healthcare Sector  
Employment, Colorado Central  
Planning Region



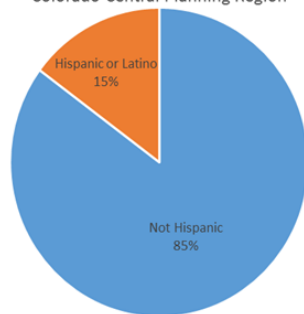
Gender Makeup Healthcare Sector			
NAICS	Description	Males % of Industry	Females % of Industry
621	Ambulatory Health Care Services	25%	75%
622	Hospitals	20%	80%
623	Nursing and Residential Care Facilities	24%	76%
902622	Hospitals (State Government)	36%	64%
903622	Hospitals (Local Government)	30%	70%
	Totals	25%	75%

Source: EMSI 2015.3 QCEW, Non-QCEW & Self-Employed Class of Worker

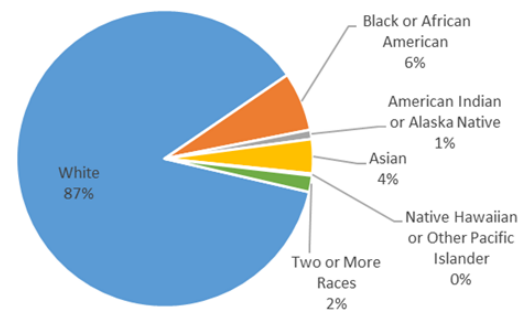
The healthcare field is dominated by women, who outnumber men by a 3 to 1 margin. For all industries, the demographic makeup is nearly equal, with men at 52% and women at 48%.

## Race and Ethnicity

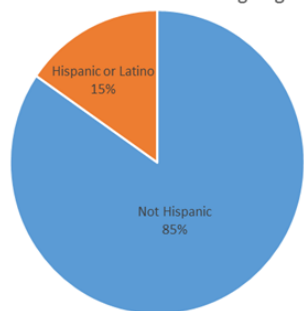
Ethnicity, Healthcare Sector,  
Colorado Central Planning Region



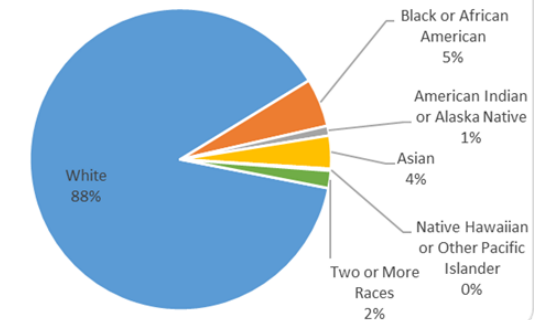
Race, Healthcare Sector,  
Colorado Central Planning Region



Ethnicity, All Sectors,  
Colorado Central Planning Region



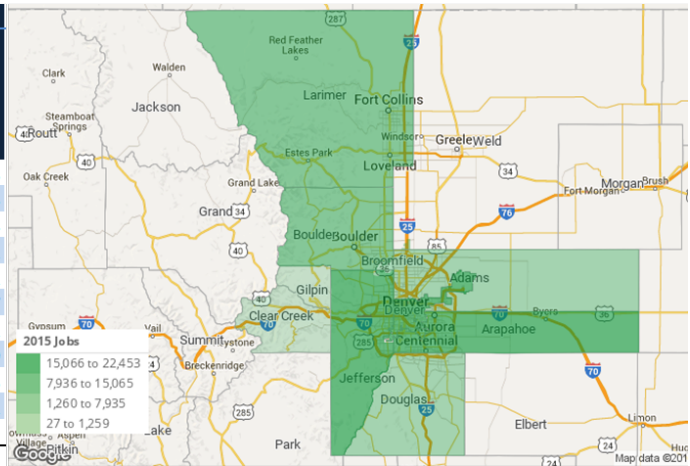
Race, All Sectors,  
Colorado Central Planning Region



## Healthcare Employment Concentration by County

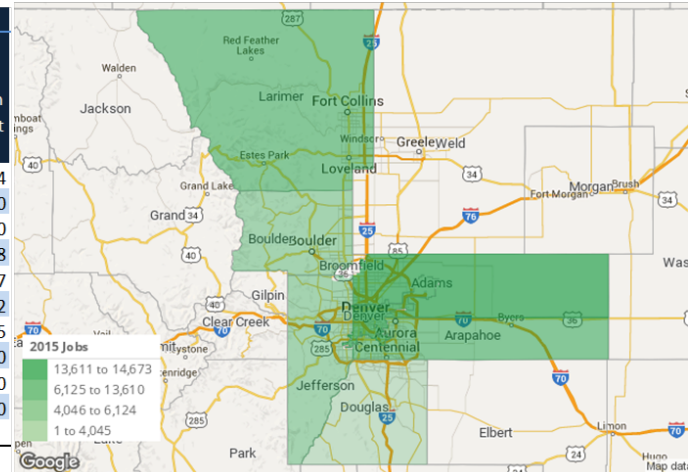
Employment Concentration by County, Ambulatory Care			
County Name	2015 Jobs	Current Wages, Salaries, & Proprietor Earnings	2015 Location Quotient
Denver County, CO	22,453	\$63,735	0.93
Arapahoe County, CO	21,814	\$64,405	1.35
Jefferson County, CO	15,066	\$55,544	1.25
Boulder County, CO	10,104	\$58,672	1.12
Larimer County, CO	7,936	\$56,138	1.02
Douglas County, CO	6,380	\$61,695	1.07
Adams County, CO	6,049	\$48,768	0.61
Broomfield County, CO	1,260	\$47,063	0.69
Clear Creek County, CO	79	\$29,715	0.43
Gilpin County, CO	27	\$43,359	0.12
	91,166	\$59,918	

Source: EMSI 2015.3 QCEW, Non-QCEW & Self-Employed Class of Worker



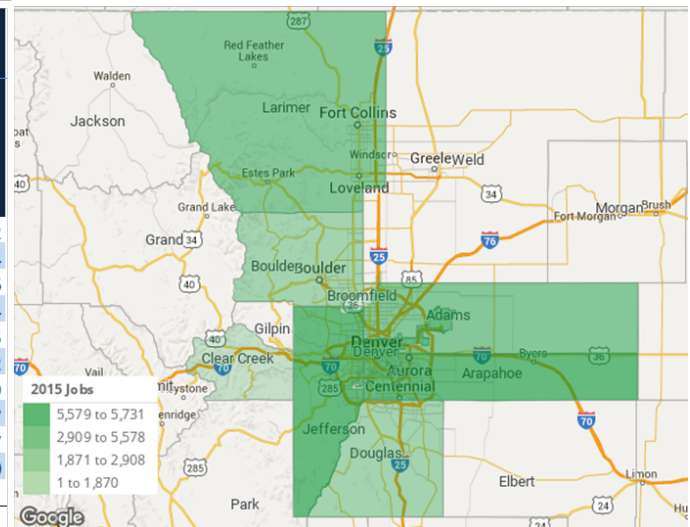
Employment Concentration by County, Hospitals			
County Name	2015 Jobs	Current Wages, Salaries, & Proprietor Earnings	2015 Location Quotient
Adams County, CO	14,673	\$67,933	1.84
Denver County, CO	13,611	\$61,982	0.70
Arapahoe County, CO	7,838	\$60,016	0.60
Larimer County, CO	6,125	\$42,487	0.98
Boulder County, CO	5,585	\$52,063	0.77
Jefferson County, CO	4,046	\$60,734	0.42
Douglas County, CO	2,652	\$61,554	0.55
Gilpin County, CO	0	\$0	0.00
Clear Creek County, CO	0	\$0	0.00
Broomfield County, CO	0	\$0	0.00
	54,530	\$59,981	

Source: EMSI 2015.3 QCEW, Non-QCEW & Self-Employed Class of Worker



Employment Concentration by County, Nursing Centers & Residential Care Facilities			
County Name	2015 Jobs	Current Wages, Salaries, & Proprietor Earnings	2015 Location Quotient
Denver County, CO	5,731	\$33,908	0.52
Jefferson County, CO	5,667	\$31,051	1.04
Arapahoe County, CO	5,579	\$32,835	0.76
Larimer County, CO	2,962	\$26,207	0.84
Adams County, CO	2,909	\$33,517	0.65
Boulder County, CO	2,555	\$30,707	0.62
Douglas County, CO	1,871	\$31,310	0.69
Broomfield County, CO	389	\$28,423	0.47
Clear Creek County, CO	14	\$30,471	0.17
Gilpin County, CO	0	\$0	0.00
	27,678	\$31,691	

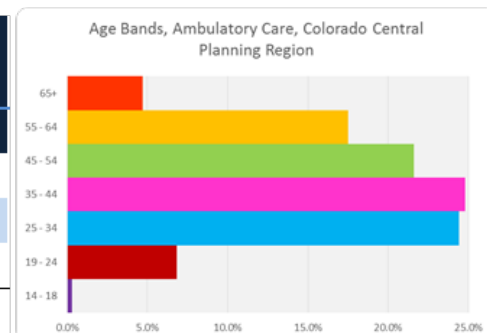
Source: EMSI 2015.3 QCEW, Non-QCEW & Self-Employed Class of Worker



## Age Bands

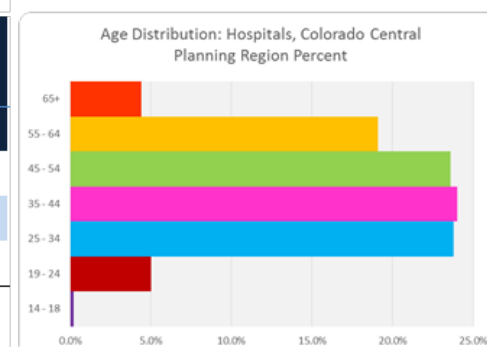
Age Gap: Ambulatory Care, Colorado Central Planning Region		
Age Grouping	Number	Percent
Number 34 and under	28,678	31.5%
Number 45 and older	39,922	43.8%
Age Gap	(11,244)	-12.3%

Source: EMSI 2015.3 QCEW, Non-QCEW & Self-Employed Class of Worker



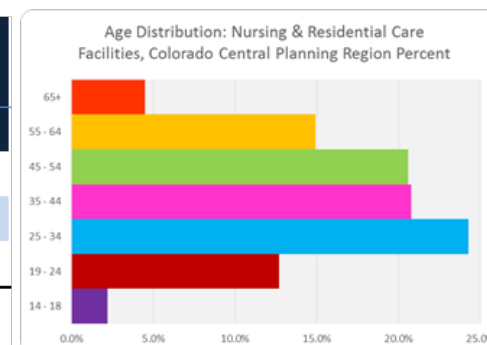
Age Gap: Hospitals, Colorado Central Planning Region		
Age Grouping	Number	Percent
Number 34 and under	15,759	29.0%
Number 45 and older	25,690	47.1%
Age Gap	(9,931)	-18.1%

Source: EMSI 2015.3 QCEW, Non-QCEW & Self-Employed Class of Worker



Age Gap: Nursing & Residential Care Facilities, Colorado Central Planning Region		
Age Grouping	Number	Percent
Number 34 and under	10,846	39.2%
Number 45 and older	11,070	40.0%
Age Gap	(224)	-0.8%

Source: EMSI 2015.3 QCEW, Non-QCEW & Self-Employed Class of Worker



It is helpful to know the age bands in a sector, because if there is a substantial percentage of people above 55 years old, it means there will be opportunity as retirements happen. In addition, it has implications for leaders in the sector around strategic management of the labor force.

The 'Age Gap' in the tables above are based on this age distribution. To measure the 'age gap' in an industry the number of workers over 45 is compared to the number of workers under 34. Age gap is shown both as a percentage and a count.

For example, in the Colorado Central Planning Region, there will be an estimated shortfall of 9,931 hospital workers to replace workers over 45 who will leave the labor force over the next decade.



## Staffing Pattern

Staffing Pattern, Ambulatory Care, Colorado Central Planning Region								
SOC	Description	Employed in Industry Group (2016)	Employed in Industry Group (2020)	Change (2016 - 2020)	% Change (2016 - 2020)	% of Total Jobs in Industry Group (2015)	Median Hourly Earnings	Typical Entry Level Education
29-1141	Registered Nurses	7,556	8,456	900	12%	7.9%	\$33.93	Associate's degree
31-1011	Home Health Aides	5,856	6,871	1,015	17%	6.0%	\$12.33	Less than high school
31-9092	Medical Assistants	5,679	6,361	682	12%	6.0%	\$16.37	Postsecondary non-degree award
43-4171	Receptionists and Information Clerks	5,625	6,205	580	10%	5.9%	\$14.34	High school diploma or equivalent
31-9091	Dental Assistants	4,496	4,876	380	8%	4.8%	\$18.70	Postsecondary non-degree award
43-6013	Medical Secretaries	4,569	5,233	664	15%	4.8%	\$16.79	High school diploma or equivalent
29-2021	Dental Hygienists	3,192	3,528	336	11%	3.4%	\$40.18	Associate's degree
39-9021	Personal Care Aides	2,601	3,223	622	24%	2.6%	\$10.16	Less than high school
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	2,140	2,352	212	10%	2.3%	\$17.78	High school diploma or equivalent
31-9011	Massage Therapists	2,109	2,590	481	23%	2.1%	\$16.47	Postsecondary non-degree award
29-1123	Physical Therapists	2,006	2,251	245	12%	2.1%	\$35.60	Doctoral or professional degree
29-1021	Dentists, General	1,796	1,898	102	6%	1.9%	\$72.66	Doctoral or professional degree
29-1062	Family and General Practitioners	1,541	1,588	47	3%	1.7%	\$87.34	Doctoral or professional degree
43-9061	Office Clerks, General	1,543	1,751	208	13%	1.6%	\$16.56	High school diploma or equivalent
29-1069	Physicians and Surgeons, All Other	1,452	1,555	103	7%	1.6%	\$102.88	Doctoral or professional degree
43-1011	First-Line Supervisors of Office and Administrative Support Workers	1,427	1,621	194	14%	1.5%	\$26.92	High school diploma or equivalent
43-3021	Billing and Posting Clerks	1,414	1,602	188	13%	1.5%	\$19.23	High school diploma or equivalent
31-1014	Nursing Assistants	1,425	1,700	275	19%	1.5%	\$13.99	Postsecondary non-degree award
19-3031	Clinical, Counseling, and School Psychologists	1,371	1,489	118	9%	1.5%	\$29.53	Doctoral or professional degree
29-1071	Physician Assistants	1,234	1,387	153	12%	1.3%	\$45.61	Master's degree

Source: EMSI 2015-3 QCEW, Non-QCEW & Self-Employed Class of Worker

Staffing Pattern, Hospitals, Colorado Central Planning Region								
SOC	Description	Employed in Industry Group (2016)	Employed in Industry Group (2020)	Change (2016 - 2020)	% Change (2016 - 2020)	% of Total Jobs in Industry Group (2015)	Median Hourly Earnings	Typical Entry Level Education
29-1141	Registered Nurses	17,645	19,347	1,702	10%	31.4%	\$33.93	Associate's degree
31-1014	Nursing Assistants	3,028	3,426	398	13%	5.3%	\$13.99	Postsecondary non-degree award
43-6013	Medical Secretaries	1,238	1,412	174	14%	2.2%	\$16.79	High school diploma or equivalent
29-2034	Radiologic Technologists	1,046	1,137	91	9%	1.9%	\$29.16	Associate's degree
29-1051	Pharmacists	973	1,083	110	11%	1.7%	\$58.46	Doctoral or professional degree
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	947	995	48	5%	1.7%	\$17.78	High school diploma or equivalent
29-1126	Respiratory Therapists	966	1,094	128	13%	1.7%	\$28.30	Associate's degree
29-2011	Medical and Clinical Laboratory Technologists	930	993	63	7%	1.7%	\$29.59	Bachelor's degree
11-9111	Medical and Health Services Managers	922	1,030	108	12%	1.6%	\$50.73	Bachelor's degree
29-1123	Physical Therapists	917	1,034	117	13%	1.6%	\$35.60	Doctoral or professional degree
31-9092	Medical Assistants	849	936	87	10%	1.5%	\$16.37	Postsecondary non-degree award
13-1199	Business Operations Specialists, All Other	791	840	49	6%	1.4%	\$34.78	High school diploma or equivalent
37-2012	Maids and Housekeeping Cleaners	770	854	84	11%	1.4%	\$8.97	Less than high school
43-4111	Interviewers, Except Eligibility and Loan	689	719	30	4%	1.2%	\$15.86	High school diploma or equivalent
35-3041	Food Servers, Nonrestaurant	664	716	52	8%	1.2%	\$10.44	Less than high school
29-2055	Surgical Technologists	672	756	84	13%	1.2%	\$25.47	Postsecondary non-degree award
29-2061	Licensed Practical and Licensed Vocational Nurses	635	731	96	15%	1.1%	\$23.02	Postsecondary non-degree award
29-1122	Occupational Therapists	617	701	84	14%	1.1%	\$38.80	Master's degree
29-2071	Medical Records and Health Information Technicians	541	602	61	11%	1.0%	\$22.25	Postsecondary non-degree award
29-2099	Health Technologists and Technicians, All Other	536	583	47	9%	1.0%	\$18.03	High school diploma or equivalent

Source: EMSI 2015-3 QCEW, Non-QCEW & Self-Employed Class of Worker

Staffing Pattern, Nursing & Residential Care Facilities, Colorado Central Planning Region								
SOC	Description	Employed in Industry Group (2016)	Employed in Industry Group (2020)	Change (2016 - 2020)	% Change (2016 - 2020)	% of Total Jobs in Industry Group (2015)	Median Hourly Earnings	Typical Entry Level Education
31-1014	Nursing Assistants	6,467	7,057	590	9%	22.7%	\$13.99	Postsecondary non-degree award
31-1011	Home Health Aides	3,121	3,408	287	9%	10.9%	\$12.33	Less than high school
29-1141	Registered Nurses	2,234	2,419	185	8%	7.9%	\$33.93	Associate's degree
39-9021	Personal Care Aides	1,872	2,111	239	13%	6.5%	\$10.16	Less than high school
35-3041	Food Servers, Nonrestaurant	1,773	1,999	226	13%	6.1%	\$10.44	Less than high school
29-2061	Licensed Practical and Licensed Vocational Nurses	1,352	1,576	224	17%	4.6%	\$23.02	Postsecondary non-degree award
37-2012	Maids and Housekeeping Cleaners	1,045	1,175	130	12%	3.6%	\$8.97	Less than high school
39-9032	Recreation Workers	766	840	74	10%	2.7%	\$11.77	Bachelor's degree
35-2012	Cooks, Institution and Cafeteria	711	804	93	13%	2.5%	\$12.99	Less than high school
21-1014	Mental Health Counselors	397	400	3	1%	1.4%	\$19.52	Master's degree
43-4171	Receptionists and Information Clerks	395	420	25	6%	1.4%	\$14.34	High school diploma or equivalent
49-9071	Maintenance and Repair Workers, General	364	409	45	12%	1.3%	\$17.91	High school diploma or equivalent
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	312	338	26	8%	1.1%	\$17.78	High school diploma or equivalent
35-2021	Food Preparation Workers	291	302	11	4%	1.0%	\$10.22	Less than high school
11-9111	Medical and Health Services Managers	287	316	29	10%	1.0%	\$50.73	Bachelor's degree
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	277	308	31	11%	1.0%	\$9.09	Less than high school
51-6011	Laundry and Dry-Cleaning Workers	270	297	27	10%	0.9%	\$10.79	Less than high school
11-1021	General and Operations Managers	263	287	24	9%	0.9%	\$52.84	Bachelor's degree
21-1011	Substance Abuse and Behavioral Disorder Counselors	250	261	11	4%	0.9%	\$19.40	High school diploma or equivalent
35-3031	Waiters and Waitresses	226	259	33	15%	0.8%	\$9.07	Less than high school

Source: EMSI 2015-3 QCEW, Non-QCEW & Self-Employed Class of Worker



## Competitive Wage Analysis

Competitive Wage Analysis, Top 20 Occupations in Ambulatory Care, Colorado Central Planning Region											
SOC	Description	2015 Jobs	Annual Openings	Available Applicants	Applicants per Opening	Median Hourly Earnings	Pct. 10 Hourly Earnings	Pct. 25 Hourly Earnings	Avg. Hourly Earnings	Pct. 75 Hourly Earnings	Pct. 90 Hourly Earnings
29-1069	Physicians and Surgeons, All Other	2,254	120	9	0.1	\$ 102.88	\$ 50.30	\$ 77.45	\$ 97.87	\$ 111.19	\$ 152.98
29-1123	Physical Therapists	3,311	198	18	0.1	\$ 35.60	\$ 25.09	\$ 30.32	\$ 35.88	\$ 41.95	\$ 47.17
29-2021	Dental Hygienists	3,162	176	21	0.1	\$ 40.18	\$ 31.10	\$ 36.23	\$ 38.98	\$ 43.94	\$ 46.20
19-3031	Clinical, Counseling, and School Psychologists	2,734	127	16	0.1	\$ 29.53	\$ 15.72	\$ 22.63	\$ 30.57	\$ 39.07	\$ 45.54
29-1141	Registered Nurses	31,639	1,455	294	0.2	\$ 33.93	\$ 24.72	\$ 28.55	\$ 34.50	\$ 40.27	\$ 45.90
29-1062	Family and General Practitioners	1,923	72	17	0.2	\$ 87.34	\$ 37.44	\$ 57.98	\$ 90.07	\$ 102.62	\$ 142.57
29-1071	Physician Assistants	1,592	80	21	0.3	\$ 45.61	\$ 33.89	\$ 38.48	\$ 45.79	\$ 53.05	\$ 59.16
31-9011	Massage Therapists	4,546	221	68	0.3	\$ 16.47	\$ 9.67	\$ 12.76	\$ 18.21	\$ 23.29	\$ 28.18
43-3021	Billing and Posting Clerks	4,648	222	73	0.3	\$ 19.23	\$ 14.89	\$ 16.62	\$ 19.92	\$ 22.80	\$ 26.95
29-1021	Dentists, General	1,823	80	28	0.4	\$ 72.66	\$ 41.89	\$ 58.66	\$ 78.68	\$ 91.24	\$ 117.67
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	45,077	1,367	631	0.5	\$ 17.78	\$ 11.35	\$ 14.24	\$ 18.14	\$ 21.97	\$ 25.98
31-1011	Home Health Aides	14,703	830	392	0.5	\$ 12.33	\$ 9.31	\$ 10.44	\$ 13.28	\$ 15.56	\$ 18.05
39-9021	Personal Care Aides	16,399	859	442	0.5	\$ 10.16	\$ 8.48	\$ 9.26	\$ 10.17	\$ 11.08	\$ 11.79
43-6013	Medical Secretaries	6,073	313	318	1.0	\$ 16.79	\$ 11.99	\$ 14.34	\$ 17.20	\$ 19.89	\$ 23.17
31-9091	Dental Assistants	4,647	205	232	1.1	\$ 18.70	\$ 13.09	\$ 15.47	\$ 19.34	\$ 22.60	\$ 27.56
43-1011	First-Line Supervisors of Office and Administrative Support Workers	15,212	727	1,037	1.4	\$ 26.92	\$ 15.95	\$ 21.00	\$ 28.47	\$ 34.23	\$ 43.13
31-1014	Nursing Assistants	12,117	624	973	1.6	\$ 13.99	\$ 10.99	\$ 12.36	\$ 14.38	\$ 16.35	\$ 18.16
43-9061	Office Clerks, General	26,844	1,169	2,216	1.9	\$ 16.56	\$ 10.03	\$ 12.67	\$ 17.93	\$ 22.17	\$ 28.01
31-9092	Medical Assistants	6,810	355	718	2.0	\$ 16.37	\$ 12.57	\$ 14.12	\$ 16.58	\$ 18.50	\$ 21.50
43-4171	Receptionists and Information Clerks	15,185	694	1,915	2.8	\$ 14.34	\$ 9.51	\$ 11.66	\$ 14.96	\$ 17.57	\$ 21.48

Source: EMSI 2015.3 QCEW, Non-QCEW & Self-Employed Class of Worker

Competitive Wage Analysis, Top 20 Occupations in Hospitals, Colorado Central Planning Region											
SOC	Description	2015 Jobs	Annual Openings	Available Applicants	Applicants per Opening	Median Hourly Earnings	Pct. 10 Hourly Earnings	Pct. 25 Hourly Earnings	Avg. Hourly Earnings	Pct. 75 Hourly Earnings	Pct. 90 Hourly Earnings
29-1123	Physical Therapists	3,311	198	18	0.1	\$ 35.60	\$ 25.09	\$ 30.32	\$ 35.88	\$ 41.95	\$ 47.17
29-1122	Occupational Therapists	2,085	88	10	0.1	\$ 38.80	\$ 28.85	\$ 33.01	\$ 38.87	\$ 44.13	\$ 50.84
43-4111	Interviewers, Except Eligibility and Loan	2,799	123	23	0.2	\$ 15.86	\$ 10.97	\$ 12.96	\$ 16.06	\$ 19.09	\$ 21.97
29-1141	Registered Nurses	31,639	1,455	294	0.2	\$ 33.93	\$ 24.72	\$ 28.55	\$ 34.50	\$ 40.27	\$ 45.90
29-1051	Pharmacists	3,717	167	35	0.2	\$ 58.46	\$ 34.44	\$ 51.42	\$ 55.65	\$ 66.97	\$ 72.73
29-2034	Radiologic Technologists	2,110	84	19	0.2	\$ 29.16	\$ 20.21	\$ 23.82	\$ 29.83	\$ 35.31	\$ 42.05
29-1126	Respiratory Therapists	1,228	61	23	0.4	\$ 28.30	\$ 22.35	\$ 25.10	\$ 28.57	\$ 32.50	\$ 35.91
29-2061	Licensed Practical and Licensed Vocational Nurses	3,901	272	112	0.4	\$ 23.02	\$ 18.06	\$ 20.22	\$ 23.52	\$ 26.39	\$ 28.86
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	45,077	1,367	631	0.5	\$ 17.78	\$ 11.35	\$ 14.24	\$ 18.14	\$ 21.97	\$ 25.98
29-2055	Surgical Technologists	1,162	50	28	0.6	\$ 25.47	\$ 17.70	\$ 20.92	\$ 25.23	\$ 29.23	\$ 33.54
29-2011	Medical and Clinical Laboratory Technologists	1,969	95	60	0.6	\$ 29.59	\$ 20.23	\$ 24.47	\$ 29.47	\$ 34.64	\$ 38.63
29-2099	Health Technologists and Technicians, All Other	1,751	68	51	0.8	\$ 18.03	\$ 12.95	\$ 14.92	\$ 19.26	\$ 22.34	\$ 28.01
13-1199	Business Operations Specialists, All Other	32,559	800	706	0.9	\$ 34.78	\$ 18.61	\$ 24.99	\$ 37.34	\$ 46.15	\$ 59.87
11-9111	Medical and Health Services Managers	2,855	169	170	1.0	\$ 50.73	\$ 32.58	\$ 39.87	\$ 54.44	\$ 64.07	\$ 80.60
43-6013	Medical Secretaries	6,073	313	318	1.0	\$ 16.79	\$ 11.99	\$ 14.34	\$ 17.20	\$ 19.89	\$ 23.17
35-3041	Food Servers, Nonrestaurant	4,939	242	288	1.2	\$ 10.44	\$ 8.48	\$ 9.08	\$ 11.04	\$ 12.38	\$ 14.54
31-1014	Nursing Assistants	12,117	624	973	1.6	\$ 13.99	\$ 10.99	\$ 12.36	\$ 14.38	\$ 16.35	\$ 18.16
37-2012	Maids and Housekeeping Cleaners	17,547	733	1,162	1.6	\$ 8.97	\$ 7.83	\$ 8.35	\$ 9.42	\$ 10.33	\$ 11.78
31-9092	Medical Assistants	6,810	355	718	2.0	\$ 16.37	\$ 12.57	\$ 14.12	\$ 16.58	\$ 18.50	\$ 21.50
29-2071	Technicians	1,667	99	229	2.3	\$ 22.25	\$ 14.93	\$ 17.65	\$ 23.00	\$ 27.41	\$ 33.33

Source: EMSI 2015.3 QCEW, Non-QCEW & Self-Employed Class of Worker

Competitive Wage Analysis, Top 20 Occupations in Nursing & Residential Care Facilities, Colorado Central Planning Region											
SOC	Description	2015 Jobs	Annual Openings	Available Applicants	Applicants per Opening	Median Hourly Earnings	Pct. 10 Hourly Earnings	Pct. 25 Hourly Earnings	Avg. Hourly Earnings	Pct. 75 Hourly Earnings	Pct. 90 Hourly Earnings
29-1141	Registered Nurses	31,639	1,455	294	0.2	\$ 33.93	\$ 24.72	\$ 28.55	\$ 34.50	\$ 40.27	\$ 45.90
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	47,194	3,183	728	0.2	\$ 9.09	\$ 8.30	\$ 8.60	\$ 9.72	\$ 10.03	\$ 11.92
29-2061	Licensed Practical and Licensed Vocational Nurses	3,901	272	112	0.4	\$ 23.02	\$ 18.06	\$ 20.22	\$ 23.52	\$ 26.39	\$ 28.86
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	45,077	1,367	631	0.5	\$ 17.78	\$ 11.35	\$ 14.24	\$ 18.14	\$ 21.97	\$ 25.98
35-3031	Waiters and Waitresses	35,586	2,424	1,143	0.5	\$ 9.07	\$ 8.36	\$ 8.62	\$ 10.31	\$ 9.82	\$ 13.75
31-1011	Home Health Aides	14,703	830	392	0.5	\$ 12.33	\$ 9.31	\$ 10.44	\$ 13.28	\$ 15.56	\$ 18.05
39-9021	Personal Care Aides	16,399	859	442	0.5	\$ 10.16	\$ 8.48	\$ 9.26	\$ 10.17	\$ 11.08	\$ 11.79
39-9032	Recreation Workers	4,821	143	104	0.7	\$ 11.77	\$ 8.74	\$ 9.75	\$ 12.84	\$ 14.54	\$ 18.23
21-1014	Mental Health Counselors	2,975	120	104	0.9	\$ 19.52	\$ 13.28	\$ 15.24	\$ 21.64	\$ 26.27	\$ 35.33
51-6011	Laundry and Dry-Cleaning Workers	2,219	87	82	0.9	\$ 10.79	\$ 8.86	\$ 9.47	\$ 11.19	\$ 12.27	\$ 14.21
11-9111	Medical and Health Services Managers	2,855	169	170	1.0	\$ 50.73	\$ 32.58	\$ 39.87	\$ 54.44	\$ 64.07	\$ 80.60
49-9071	Maintenance and Repair Workers, General	13,688	514	551	1.1	\$ 17.91	\$ 11.22	\$ 13.88	\$ 18.98	\$ 23.21	\$ 28.53
35-3041	Food Servers, Nonrestaurant	4,939	242	289	1.2	\$ 10.44	\$ 8.48	\$ 9.08	\$ 11.04	\$ 12.38	\$ 14.54
35-2012	Cooks, Institution and Cafeteria	3,634	164	203	1.2	\$ 12.99	\$ 9.80	\$ 11.05	\$ 13.66	\$ 15.74	\$ 18.69
35-2021	Food Preparation Workers	8,442	408	542	1.3	\$ 10.22	\$ 8.44	\$ 8.96	\$ 10.96	\$ 12.29	\$ 15.27
11-1021	General and Operations Managers	28,761	1,102	1,509	1.4	\$ 52.84	\$ 25.01	\$ 35.42	\$ 63.34	\$ 83.31	\$ 120.55
31-1014	Nursing Assistants	12,117	624	973	1.6	\$ 13.99	\$ 10.99	\$ 12.36	\$ 14.38	\$ 16.35	\$ 18.16
37-2012	Maids and Housekeeping Cleaners	17,547	733	1,162	1.6	\$ 8.97	\$ 7.83	\$ 8.35	\$ 9.42	\$ 10.33	\$ 11.78
21-1011	Substance Abuse and Behavioral Disorder Counselors	1,101	57	105	1.8	\$ 19.40	\$ 11.74	\$ 14.32	\$ 20.06	\$ 25.09	\$ 29.88
43-4171	Receptionists and Information Clerks	15,185	694	1,915	2.8	\$ 14.34	\$ 9.51	\$ 11.66	\$ 14.96	\$ 17.57	\$ 21.48

Source: EMSI 2015.3 QCEW, Non-QCEW & Self-Employed Class of Worker

## Real Time Labor Market Data – Job Posting Trends

Ambulatory Care Posting Trend			
Occupation	Jan 2013 Postings	Feb 2015 Postings	% Change
Registered Nurses	2,405	4,079	70%
First-Line Supervisors of Office and Administrative Support Workers	886	1,686	90%
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	363	760	109%
Nursing Assistants	300	511	70%
Medical Secretaries	213	408	92%
Medical Assistants	279	407	46%
Physical Therapists	173	331	91%
Receptionists and Information Clerks	149	315	111%
Physicians and Surgeons, All Other	81	261	222%
Family and General Practitioners	106	252	138%
Office Clerks, General	133	208	56%
Home Health Aides	56	162	189%
Personal Care Aides	77	154	100%
Billing and Posting Clerks	73	151	107%
Physician Assistants	96	134	40%
Clinical, Counseling, and School Psychologists	35	90	157%
Dental Assistants	47	84	79%
Massage Therapists	27	75	178%
Dentists, General	25	73	192%
Dental Hygienists	25	32	28%

Source: EMSI QCEW, Non-QCEW & Self-Employed Class of Worker and Career Builder Data

Hospital Posting Trend			
Occupation	Jan 2013 Postings	Feb 2015 Postings	% Change
Registered Nurses	2,405	4,079	70%
Medical and Health Services Managers	508	1,014	100%
Business Operations Specialists, All Other	345	855	148%
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	363	760	109%
Maids and Housekeeping Cleaners	181	539	198%
Nursing Assistants	300	511	70%
Medical Secretaries	213	408	92%
Medical Assistants	279	407	46%
Physical Therapists	173	331	91%
Licensed Practical and Licensed Vocational Nurses	151	327	117%
Medical Records and Health Information Technicians	191	301	58%
Occupational Therapists	228	283	24%
Surgical Technologists	181	227	25%
Pharmacists	131	169	29%
Radiologic Technologists	91	167	84%
Medical and Clinical Laboratory Technologists	88	138	57%
Health Technologists and Technicians, All Other	36	135	275%
Respiratory Therapists	45	89	98%
Interviewers, Except Eligibility and Loan	50	65	30%
Food Servers, Nonrestaurant	19	58	205%

Source: EMSI QCEW, Non-QCEW & Self-Employed Class of Worker and Career Builder Data

Nursing & Residential Care Facilities Posting Trend			
Occupation	Jan 2013 Postings	Feb 2015 Postings	% Change
Registered Nurses	2,405	4,079	70%
Medical and Health Services Managers	508	1,014	100%
General and Operations Managers	604	994	65%
Maintenance and Repair Workers, General	402	872	117%
Combined Food Preparation and Serving Workers, Including Fast Food	291	795	173%
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	363	760	109%
Maids and Housekeeping Cleaners	181	539	198%
Nursing Assistants	300	511	70%
Licensed Practical and Licensed Vocational Nurses	151	327	117%
Receptionists and Information Clerks	149	315	111%
Waiters and Waitresses	123	313	154%
Food Preparation Workers	82	201	145%
Home Health Aides	56	162	189%
Personal Care Aides	77	154	100%
Cooks, Institution and Cafeteria	73	144	97%
Recreation Workers	18	63	250%
Mental Health Counselors	28	59	111%
Food Servers, Nonrestaurant	19	58	205%
Laundry and Dry-Cleaning Workers	6	38	533%
Substance Abuse and Behavioral Disorder Counselors	8	33	313%

Source: EMSI QCEW, Non-QCEW & Self-Employed Class of Worker and Career Builder Data

## Real Time Labor Market Data – Hiring Difficulty

Difficulty to Hire, Ambulatory Care, Colorado Central Planning Region				
Occupation	Avg Monthly Postings (Jan 2013 - Feb 2015)	Avg Monthly Hires (Jan 2013 - Feb 2015)	Hires per Posting	Difficulty to Hire
Registered Nurses	3,018	1,555	0.52	Difficult
Family and General Practitioners	129	73	0.57	Difficult
Physician Assistants	116	71	0.61	Difficult
First-Line Supervisors of Office and Administrative Support Workers	1,271	802	0.63	Difficult
Physicians and Surgeons, All Other	95	78	0.83	Difficult
Medical Assistants	333	316	0.95	Difficult
Medical Secretaries	306	291	0.95	Difficult
Physical Therapists	225	216	0.96	Difficult
Clinical, Counseling, and School Psychologists	56	83	1.50	Medium
Dentists, General	41	73	1.78	Medium
Nursing Assistants	378	725	1.92	Medium
Billing and Posting Clerks	90	240	2.66	Medium
Dental Assistants	73	241	3.29	Easy
Receptionists and Information Clerks	207	949	4.59	Easy
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	532	2,635	4.95	Easy
Massage Therapists	51	276	5.42	Easy
Dental Hygienists	29	162	5.64	Easy
Home Health Aides	119	983	8.28	Easy
Office Clerks, General	185	1,697	9.19	Easy
Personal Care Aides	92	1,038	11.24	Easy

Source: EMSI 2015.3 QCEW, Non-QCEW & Self-Employed Class of Worker and Career Builder Data

Difficulty to Hire, Hospitals, Colorado Central Planning Region				
Occupation	Avg Monthly Postings (Jan 2013 - Feb 2015)	Avg Monthly Hires (Jan 2013 - Feb 2015)	Hires per Posting	Difficulty to Hire
Medical and Health Services Managers	677	126	0.19	Difficult
Surgical Technologists	208	50	0.24	Difficult
Medical Records and Health Information Technicians	243	81	0.33	Difficult
Registered Nurses	3,018	1,555	0.52	Difficult
Occupational Therapists	247	135	0.55	Difficult
Radiologic Technologists	127	90	0.71	Difficult
Medical and Clinical Laboratory Technologists	108	87	0.81	Difficult
Health Technologists and Technicians, All Other	75	68	0.91	Difficult
Medical Assistants	333	316	0.95	Difficult
Medical Secretaries	306	291	0.95	Difficult
Physical Therapists	225	216	0.96	Difficult
Licensed Practical and Licensed Vocational Nurses	230	225	0.98	Difficult
Respiratory Therapists	64	73	1.13	Medium
Pharmacists	147	208	1.41	Medium
Nursing Assistants	378	725	1.92	Medium
Interviewers, Except Eligibility and Loan	70	160	2.29	Medium
Maids and Housekeeping Cleaners	326	908	2.79	Medium
Business Operations Specialists, All Other	474	1,538	3.25	Easy
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	532	2,635	4.95	Easy
Food Servers, Nonrestaurant	44	402	9.25	Easy

Source: EMSI 2015.3 QCEW, Non-QCEW & Self-Employed Class of Worker and Career Builder Data

Difficulty to Hire, Nursing & Residential Care Facilities, Colorado Central Planning Region				
Occupation	Avg Monthly Postings (Jan 2013 - Feb 2015)	Avg Monthly Hires (Jan 2013 - Feb 2015)	Hires per Posting	Difficulty to Hire
Medical and Health Services Managers	677	126	0.19	Difficult
Registered Nurses	3,018	1,555	0.52	Difficult
Licensed Practical and Licensed Vocational Nurses	230	225	0.98	Difficult
Maintenance and Repair Workers, General	646	800	1.24	Medium
Nursing Assistants	378	725	1.92	Medium
Substance Abuse and Behavioral Disorder Counselors	24	48	2.02	Medium
Cooks, Institution and Cafeteria	110	232	2.10	Medium
General and Operations Managers	709	1,756	2.48	Medium
Maids and Housekeeping Cleaners	326	908	2.79	Medium
Mental Health Counselors	44	140	3.20	Easy
Receptionists and Information Clerks	207	949	4.59	Easy
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	532	2,635	4.95	Easy
Food Preparation Workers	150	786	5.23	Easy
Laundry and Dry-Cleaning Workers	21	145	7.03	Easy
Combined Food Preparation and Serving Workers, Including Fast Food	624	4,696	7.52	Easy
Recreation Workers	38	290	7.70	Easy
Home Health Aides	119	983	8.28	Easy
Food Servers, Nonrestaurant	44	402	9.25	Easy
Personal Care Aides	92	1,038	11.24	Easy
Waiters and Waitresses	207	3,880	18.71	Easy

Source: EMSI 2015.3 QCEW, Non-QCEW & Self-Employed Class of Worker and Career Builder Data

## Training Pipeline Strength

Training Pipeline, Ambulatory Care, Colorado Central Planning Region						
SOC	Description	2015 Jobs	Annual Openings	Regional Completions (2014)	Completions per Opening	Typical Entry Level Education
43-4171	Receptionists and Information Clerks	15,185	694	0	0.0	High school diploma or equivalent
43-9061	Office Clerks, General	26,844	1,169	0	0.0	High school diploma or equivalent
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	45,077	1,367	70	0.1	High school diploma or equivalent
43-1011	First-Line Supervisors of Office and Administrative Support Workers	15,212	727	95	0.1	High school diploma or equivalent
31-1011	Home Health Aides	14,703	830	135	0.2	Less than high school
39-9021	Personal Care Aides	16,399	859	154	0.2	Less than high school
29-2021	Dental Hygienists	3,162	176	70	0.4	Associate's degree
43-6013	Medical Secretaries	6,073	313	250	0.8	High school diploma or equivalent
29-1123	Physical Therapists	3,311	198	179	0.9	Doctoral or professional degree
29-1071	Physician Assistants	1,592	80	82	1.0	Master's degree
29-1141	Registered Nurses	31,639	1,455	1,812	1.2	Associate's degree
43-3021	Billing and Posting Clerks	4,648	222	314	1.4	High school diploma or equivalent
29-1021	Dentists, General	1,823	80	118	1.5	Doctoral or professional degree
31-1014	Nursing Assistants	12,117	624	1,348	2.2	Postsecondary non-degree award
31-9091	Dental Assistants	4,647	205	455	2.2	Postsecondary non-degree award
29-1069	Physicians and Surgeons, All Other	2,254	120	309	2.6	Doctoral or professional degree
31-9011	Massage Therapists	4,546	221	740	3.4	Postsecondary non-degree award
31-9092	Medical Assistants	6,810	355	1,298	3.7	Postsecondary non-degree award
29-1062	Family and General Practitioners	1,923	72	352	4.9	Doctoral or professional degree
19-3031	Clinical, Counseling, and School Psychologists	2,734	127	2,057	16.2	Doctoral or professional degree

Source: EMSI 2015.3 QCEW, Non-QCEW & Self-Employed Class of Worker

Training Pipeline, Hospitals, Colorado Central Planning Region						
SOC	Description	2015 Jobs	Annual Openings	Regional Completions (2014)	Completions per Opening	Typical Entry Level Education
35-3041	Food Servers, Nonrestaurant	4,939	242	0	0.0	Less than high school
37-2012	Maids and Housekeeping Cleaners	17,547	733	0	0.0	Less than high school
43-4111	Interviewers, Except Eligibility and Loan	2,799	123	0	0.0	High school diploma or equivalent
29-2011	Medical and Clinical Laboratory Technologists	1,969	95	3	0.0	Bachelor's degree
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	45,077	1,367	70	0.1	High school diploma or equivalent
13-1199	Business Operations Specialists, All Other	32,559	800	42	0.1	High school diploma or equivalent
29-2061	Licensed Practical and Licensed Vocational Nurses	3,901	272	129	0.5	Postsecondary non-degree award
29-1122	Occupational Therapists	2,085	88	47	0.5	Master's degree
29-2055	Surgical Technologists	1,162	50	40	0.8	Postsecondary non-degree award
43-6013	Medical Secretaries	6,073	313	250	0.8	High school diploma or equivalent
29-2071	Medical Records and Health Information Technicians	1,667	99	88	0.9	Postsecondary non-degree award
29-1123	Physical Therapists	3,311	198	179	0.9	Doctoral or professional degree
29-1141	Registered Nurses	31,639	1,455	1,812	1.2	Associate's degree
29-1126	Respiratory Therapists	1,228	61	102	1.7	Associate's degree
29-1051	Pharmacists	3,717	167	284	1.7	Doctoral or professional degree
29-2034	Radiologic Technologists	2,110	84	160	1.9	Associate's degree
31-1014	Nursing Assistants	12,117	624	1,348	2.2	Postsecondary non-degree award
29-2099	Health Technologists and Technicians, All Other	1,751	68	229	3.4	High school diploma or equivalent
31-9092	Medical Assistants	6,810	355	1,298	3.7	Postsecondary non-degree award
11-9111	Medical and Health Services Managers	2,855	169	1,659	9.8	Bachelor's degree

Source: EMSI 2015.3 QCEW, Non-QCEW & Self-Employed Class of Worker

Training Pipeline, Nursing & Residential Care Facilities, Colorado Central Planning Region						
SOC	Description	2015 Jobs	Annual Openings	Regional Completions (2014)	Completions per Opening	Typical Entry Level Education
35-2021	Food Preparation Workers	8,442	408	0	0.0	Less than high school
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	47,194	3,183	0	0.0	Less than high school
35-3031	Waiters and Waitresses	35,586	2,424	0	0.0	Less than high school
35-3041	Food Servers, Nonrestaurant	4,939	242	0	0.0	Less than high school
37-2012	Maids and Housekeeping Cleaners	17,547	733	0	0.0	Less than high school
43-4171	Receptionists and Information Clerks	15,185	694	0	0.0	High school diploma or equivalent
51-6011	Laundry and Dry-Cleaning Workers	2,219	87	0	0.0	Less than high school
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	45,077	1,367	70	0.1	High school diploma or equivalent
49-9071	Maintenance and Repair Workers, General	13,688	514	56	0.1	High school diploma or equivalent
31-1011	Home Health Aides	14,703	830	135	0.2	Less than high school
39-9021	Personal Care Aides	16,399	859	154	0.2	Less than high school
29-2061	Licensed Practical and Licensed Vocational Nurses	3,901	272	129	0.5	Postsecondary non-degree award
35-2012	Cooks, Institution and Cafeteria	3,634	164	84	0.5	Less than high school
21-1014	Mental Health Counselors	2,975	120	147	1.2	Master's degree
29-1141	Registered Nurses	31,639	1,455	1,812	1.2	Associate's degree
39-9032	Recreation Workers	4,821	143	193	1.4	Bachelor's degree
21-1011	Substance Abuse and Behavioral Disorder Counselors	1,101	57	98	1.7	High school diploma or equivalent
31-1014	Nursing Assistants	12,117	624	1,348	2.2	Postsecondary non-degree award
11-1021	General and Operations Managers	28,761	1,102	5,598	5.1	Bachelor's degree
11-9111	Medical and Health Services Managers	2,855	169	1,659	9.8	Bachelor's degree

Source: EMSI 2015.3 QCEW, Non-QCEW & Self-Employed Class of Worker

### Top Regional Employers

Top Regional Employers, Ambulatory Care	
Business Name	Employees
University Of Colorado Health	4,000
Boulder Community Hospital	1,800
National Jewish Sleep Ctr	1,100
Va Purchased Care	1,000
Airlife-healthone	850
Bonfils Blood Ctr	600
Argus Home Health Care	550
Nelnet Inc	500
Vna Home Care & Hospice	500
Air Methods Corp	500

Source: EMSI 2015.3 Infogroup Data

Top Regional Employers, Hospitals	
Business Name	Employees
Poudre Valley Hospital	9,000
Exempla St Joseph Hospital	5,000
Community Hospital Assn	3,000
Rose Medical Ctr	2,700
St Anthony Hospital	2,700
Exempla Lutheran Medical Ctr	2,500
Children's Hospital Colorado	2,496
Boulder Community Health	2,101
University Of Co Hospital	2,071
Presbyterian St Luke's Hosp	1,935

Source: EMSI 2015.3 Infogroup Data

Top Regional Employers, Nursing & Residential Care	
Business Name	Employees
Life Care Ctrs	830
Christian Living Communities	646
Good Samaritan Society	450
Covenant Village	438
Sunrise	425
Meridian	362
Genesis Health Care Llc	360
Cleo Wallace Residential Care	350
Heritage Clubs	327
Frasier Meadows Health Care	275

Source: EMSI 2015.3 Infogroup Data

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