



Introduction

AMN Healthcare is the nation's leader in total healthcare talent solutions, providing staffing, management, technology and revenue cycle services to hospitals, medical groups, schools and a wide range of other organizations.

Through our Center for Workforce Research, AMN Healthcare generates a continuing series of surveys, white papers, speaking presentations, podcasts, webinars and other thought leadership resources providing insight into current healthcare staffing trends, technology and delivery models.

This report marks AMN Healthcare's inaugural Survey of Public School Healthcare Staffing Trends. Conducted with direction from our School Staffing Solutions division, the survey examines healthcare professional staffing needs and practices at public school districts nationwide. The survey is offered as an informational resource for school administrators, policy makers, journalists and others who follow healthcare staffing trends.

Methodology

The survey was sent by email to approximately 65,000 school administrators at public school districts throughout the country between January 24 and February 17, 2023, primarily through a third-party email data source. Responses were received from 243 schools located in 44 states, for response rate of 4%.

Seventy-six percent of responses were received from schools in districts of 10,000 students or fewer while 24% were received from schools in districts with 10,001 students or greater. Nationally, 91% of school districts have 10,000 students or fewer while 9% have 10,001 students or greater according to the National Center for Education Statistics, indicating that survey responses from schools in larger school districts are overrepresented.

The margin of error of the survey is calculated at +/- 5% at a 90% confidence level, indicating the survey is directional in nature and may not reflect the experiences of all schools.



Key Findings

Following are several key findings of the survey:

- The majority of schools responding to the survey (52%) report they are understaffed with healthcare professionals, while 48% say they are appropriately staffed.
- 29% of schools indicate their students do not have appropriate access to the healthcare professionals they need.
- 23% of schools indicate that understaffing of healthcare professionals has a major impact on student well-being. 53% indicate it has a moderate impact, while only 2% said it has no impact.
- The majority of schools (73%) use contract healthcare professionals to fill staffing needs. These are professionals who typically work on 9-month contracts rather than in permanent positions.

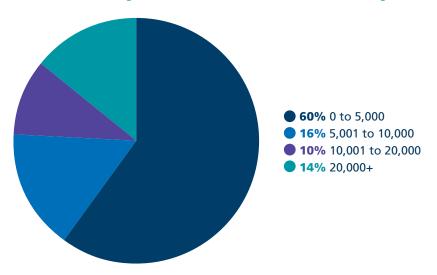


- More public schools employ speech language pathologists (83%) than any other type of healthcare professional.
- 79% of schools employ registered nurses, 73% employ school psychologists, 68% employ occupational therapists, 58% employ social workers, and 56% employ physical therapists.
- While the majority of schools employ healthcare professionals of various types, a significant minority do not employ healthcare professionals in certain job categories. 17% do not employ a speech language pathologist, 21% do not employ a nurse, 27% do not employ a school psychologist, 32% do not employ an occupational therapist, 42% do not employ a social worker, and 44% do not employ a physical therapist.
- 65% of schools rate school psychologists as the most difficult type of healthcare professional to recruit, followed by speech language pathologists (63%), registered behavioral technicians (60%), speech language pathologist assistants (57%) and registered nurses (52%).
- The majority of schools using contract professionals (67%) do so because hiring and retaining permanent staff is difficult. 43% use contract professionals due to the growth of student Individual Education Plans (IEPs), while 24% use them in response to increasing student enrollment.
- Of those currently seeking to hire contract healthcare professionals, 49% are seeking speech language pathologists, 46% are seeking school psychologists, and 31% are seeking registered nurses.
- Schools are taking various steps to ensure the adequate staffing of healthcare professionals. These include using contract professionals (44%), raising salaries (34%) and seeking additional funds (31%).
- Less than one-third of school administrators surveyed (29%) indicate their schools use teletherapy,
 57% said their schools do not, while 14% were uncertain.
- Of those schools that do use teletherapy, 54% use it for speech language pathology while 31% use it for school psychology.

Questions Asked and Responses Received

Following are questions asked by the survey and responses received:

1. How many students are enrolled in your school district?



2. Which of the following positions does your school currently employ? (Select all that apply)

Speech-Language Pathologists	83%
Registered Nurses	79%
School Psychologists	73%
Occupational Therapists	68%
Social Workers	58%
Physical Therapists	56%
Speech-Language Pathology Assistants	23%
Registered Behavioral Technicians	22%
Other Healthcare Professionals	22%
None	5%

3. Does your school use contractors to fill any of the positions selected above?

Yes	73%
No	17%
Unsure	10%

4. If yes, which types of contractors does your school employ? (Select all that apply)

Speech-Language Pathologists	63%
Occupational Therapists	56%
Physical Therapists	43%
School Psychologists	40%
Registered Nurses	20%
Social Workers	15%
Registered Behavioral Technicians	11%
Other Healthcare Professionals	8%
Speech-Language Pathology Assistants	7%

5. Is your school currently seeking to hire school contractors?

Yes	42%
No	58%

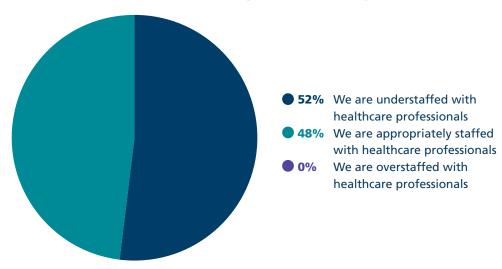
6. If yes, which types? (Select all that apply)

Speech-Language Pathologists	49%
School Psychologists	46%
Registered Nurses	31%
Other Healthcare Professionals	23%
Social Workers	19%
Occupational Therapists	17%
Physical Therapists	14%
Registered Behavioral Technicians	14%
Speech-Language Pathology Assistants	12%

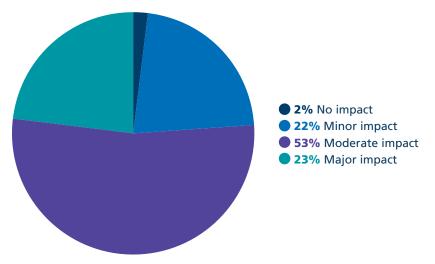
7. Please select the reason(s) your school is currently seeking to hire any of the school contractors selected above (Select all that apply)

Difficulty in hiring/retaining District staff	67%
In response to growing number of student IEPs	43%
In response to growing enrollment	24%
In response to needs as a result of COVID-19	17%
In response to government regulations	6%
In response to growing illness among our students	3%
Other (please specify)	17%

8. Which of the following is true for your school?



9. If understaffed, what is the level of impact understaffing has on the health and wellbeing of children at your school?



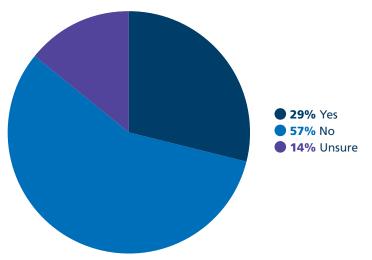
10. What steps is your school taking to ensure an adequate staff of healthcare professionals? (Select all that apply)

Using contract staffing firms	34%
Increasing salaries	34%
Seeking more funds for staffing	31%
Contacting training programs	22%
Implementing telehealth	19%
Other (please specify)	13%

11. How easy is it to fill the following positions at your school?

	Very easy	Somewhat easy	Neither easy nor difficult	Somewhat difficult	Very difficult
Occupational Therapists	8%	19%	25%	26%	22%
Physical Therapists	7%	20%	23%	28%	22%
Speech-Language Pathologists	5%	12%	20%	34%	29%
Speech-Language Pathology Assistants	4%	14%	25%	31%	26%
School Psychologists	4%	11%	20%	24%	41%
Social Workers	8%	16%	29%	24%	23%
Registered Nurses	8%	17%	23%	26%	26%
Registered Behavioral Technicians	5%	12%	23%	23%	37%
Other Healthcare Professionals	3%	11%	39%	9%	38%

12. Does your school offer teletherapy/telehealth to its student?



13. If yes, which healthcare professionals are currently using teletherapy/telehealth? (Select all that apply)

Speech-Language Pathologists	54%
School Psychologists	31%
Occupational Therapists	13%
Social Workers	13%
Physical Therapists	6%
Registered Behavioral Technicians	6%
Registered Nurses	3%
Speech-Language Pathology Assistants	3%
Other Healthcare Professionals	20%

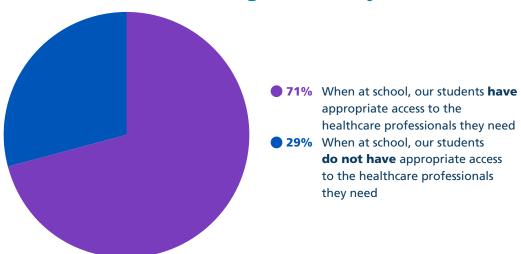
14. If no, why does your school not utilize teletherapy/telehealth? (Select all that apply)

Shortage of support staff	27%
Reluctance from administrators	25%
Technology limitations	23%
Parent/Guardian concerns	22%
Buy in from existing staff	15%
Not as effective as in-person	14%
Do not have a need	11%
Other (please specify)	19%

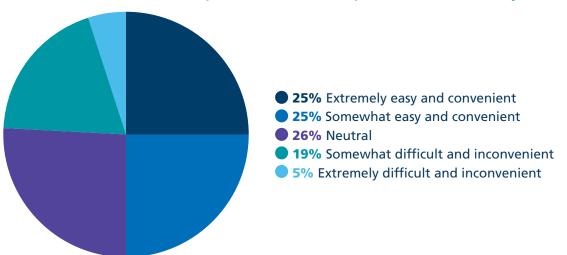
15. If yes, what challenges within your district did you face to implement teletherapy? (Select all that apply)

Buy in from existing staff	28%
Parent/Guardian concerns	61%
Shortage of support staff	57%
Technology limitations	34%
Reluctance from administrators	26%
Other (please specify)	15%

16. Which of the following is true for your school?



17. What best expresses your feelings in response to the following statement: Access to special education professionals at my school is





Overview: An Era of Healthcare Professional Shortages

AMN Healthcare's *Survey of Public School Healthcare Staffing Trends 2023: Many Vacancies, Mounting Challenges* was conducted during an era of pervasive healthcare professional shortages in the U.S. These shortages are being driven by a variety of factors that AMN Healthcare terms the "seven P'S":

The "Seven P'S" Driving Healthcare Professional Shortages

- **1. Population growth:** The U.S. population is projected to grow from 332 million people today to 423 million by 2050.*
- 2. **Population aging:** By 2034, there will be more seniors 65 and over in the U.S. than children 17 or younger, the first time this imbalance has occurred.*
- **3. Provider aging:** 30% of physicians in active patient care are 60 or older.** 19% of RNs are 65 or older.***
- **4. Provider burnout:** Burnout is causing widespread attrition in the healthcare professions.
- **5. Pervasive ill-health:** 6 in 10 U.S. adults have a chronic medical condition such as diabetes or lung disease, while 4 in 10 have two or more.****
- **6. Pipeline problems:** Federal funding for physician training was capped in 1997. 80,000 qualified applicants to nursing schools are turned away each year.
- **7. Practice styles:** More healthcare professionals are working part-time, more are working in temporary positions, and more are working in non-clinical roles.
 - *U.S. Census Bureau
 - **AMA Physician Master File
 - ***2020 National Nursing Workforce Survey. National Forum of State Nursing Workforce Centers
 - ****Centers for Disease Control and Prevention (CDC)

Primarily as a result of these seven factors, the nation is facing a shortage of physicians, nurses and allied healthcare professionals:

Healthcare Professional Shortages

- The Association of American Medical Colleges (AAMC) projects there will be a **shortage of up to 124,000** physicians by 2034.
- A 2022 report from McKinsey projects a **shortage of between 200,000 and 450,000 nurses by** as soon as **2025**.
- A 2022 AMN survey indicates that **85% of hospitals are experiencing a shortage of allied healthcare professionals**, while 80% hired new allied professionals within the last year.

Public schools in the U.S., of which there are more than 98,000 serving more than 52 million students, are competing both with other schools and with many types of healthcare organizations for the services of healthcare professionals in a historically tight labor market. The 2023 Survey of Public School Healthcare Staffing Trends suggests that public schools, like many other settings, are challenged when it comes to staffing the healthcare professionals they need.

Following is an analysis of the survey's findings and implications.

Speech Language Pathologists Top the List of Healthcare Professionals Employed by Public Schools

The survey indicates that more public schools (83%) employ speech language pathologists (SLPs) than any other type of healthcare professional.

According to the U.S. Bureau of Labor Statistics (BLS), approximately 150,000 SLPs are employed nationwide. Of these, 60,920 are employed by elementary and secondary schools.

The demand for SLPs is high, with the BLS projecting that SLP employment will grow 21% from 2021 to 2031. On average, BLS projects openings for SLPs at 14,000 per year for the next decade, with many of these openings caused by the need to replace workers who transfer to different occupations or who retire.

Population aging drives national demand for SLPs because aging brings with it myriad medical conditions such as stroke, brain injuries and dementia, resulting in speech, language and swallowing difficulties.

On the other end of the age spectrum, early diagnosis of speech, language and swallowing disorders in young children has increased demand for SLPs, particularly in schools, which must comply with the Individuals with Disabilities Education Act (IDEA) requiring that disabled children and young adults 3 to 21 receive special education services.

As in other healthcare professions, the supply of SLPs is inhibited by limited admissions to training programs. In addition, aspiring SLPs are required to have a master's degree, to pass a Praxis exam and to complete clinical hours working under a certified SLP, so entry barriers to the field are high.

Reflecting these trends, the survey indicates that schools find SLPs difficult to recruit. Sixty-three percent of schools responding to the survey said that SLPs are somewhat difficult or very difficult to recruit, while only 17% said they are somewhat easy or very easy to recruit.

Working conditions for SLPs in schools can be relatively challenging due to high caseloads, voluminous paperwork requirements, and isolation if SLPs are working in rural areas, all factors which may place schools at a recruiting disadvantage.

The COVID-19 pandemic created further challenges for school SLPs and other healthcare professionals. A Brown University study found a 23% drop in scores measuring children's intelligence since the start of the pandemic, with similar declines in their ability to communicate verbally or through facial expressions.

17% of schools are without a SLP



Registered Nurses Widely Employed by Schools, but Gaps Persist

79% of schools surveyed indicate they employ registered nurses (RNs), the second highest employment rate of healthcare professionals behind SLPs. According to the National Association of School Nurses' (NASN) *School Nurse Workforce Study*, 95,776 nurses are employed by public schools nationwide, either part-time or full-time.

21% of schools are without a school nurse

The American Academy of Pediatrics and NASN recommend each school have at least one RN. School RNs are considered essential to child and adolescent health because of the depth of services they provide. In addition to treating scrapes and strains, they help manage allergies, asthma, diabetes, mental health, and other chronic illnesses, educate students on healthy lifestyles and work with families on Individualized Education Programs (IEPs) to accommodate a variety of health conditions.

Approximately 25% of U.S. children today have a chronic illness such as asthma, epilepsy, hypertension, food allergies, or diabetes, and school nurses are on the front lines of pediatric care (*Prevalent Costs of 5 Chronic Conditions in Children. J Sch Nurses. April 4, 2016*). For children with multiple, complex medical needs such as cerebral palsy and a feeding tube, attending a school without an RN is literally not an option.

Nevertheless, 21% of schools responding to the survey indicate they are without an RN. This is consistent with NASN data showing that 18% of schools are without an RN, a circumstance partly driven by the fact that there are no federal laws governing school nurse requirements. At schools with no nurse, student medical needs may become the de facto responsibility of teachers, aides and administrators.

Schools face a variety of challenges when recruiting nurses, including new job responsibilities that arose as a result of COVID-19 that add to nurse stress, such as working extra hours and managing conflict with parents. A study from the CDC Foundation found that the majority of nurses reported an "increase in work-related responsibilities (68%), hours (73%) or stress (61%) compared to pre-COVID-19 pandemic." (*The Impact of the COVID-19 Pandemic on K-12 School Nurses. CDC Foundation. June 2021*). Large caseloads also are common for school nurses at a time when individual student healthcare needs are becoming more acute.

Funding for school nurses often comes from educational budgets rather than Medicaid or other health insurance programs, and poorer school districts may have difficulty funding the number of nurse positions they need. In addition, schools may not offer the opportunities for advancement that hospitals and other health care organizations do, nor the benefit of an on-site network of colleagues. As a result, the majority of schools surveyed (52%) said they find RNs to be either somewhat or very difficult to recruit.

Growing Need for School Psychologists Not Being Met

The survey indicates that about three-quarters of public schools (73%) employ school psychologists. The BLS reports that there are 57,110 school psychologists in the U.S., with 85% (or approximately 48,500) being employed in public schools.

Demand for school psychologists has spiked in recent years due to the increase in mental health problems among children and adolescents. The isolation, disruption, fear and grief caused by Covid-19 have exacerbated youth mental health problems, but these problems were on the rise before the pandemic. Adolescent suicide rates increased dramatically before 2017 (*Teen Suicide Rates Rising Sharply, Federal Study Shows. Education Week. October 17, 2019*) while symptoms of severe depression among teens also rose between 2005 and 2017 (*Schools Grapple With Student Depression and Data Show Problem Worsening. Education Week. March 4, 2019*). School shootings have further increased mental distress among children and adolescents.

While demand for school psychologists has increased, supply has not kept pace. The number of openings in school psychology educational programs is limited, as is funding, particularly as money provided to schools through the

27% of schools lack a school psychologist, full-time or part-time American Rescue Plan Act runs out. The pandemic also has taken its toll on school psychologists, and continued attrition in the field can be expected. About three-quarters of schools surveyed (65%) said they find school psychologists either somewhat difficult or very difficult to recruit, while only 15% find them somewhat easy or very easy to recruit.

According to Education Week, just 8% of schools meet the National Association of School Psychologists recommended ratio of one school psychologist per 500 students (School Counselors and Psychologists Remain Scarce Even as Needs Rise.

Education Week. March 1, 2022).

One-Third of Schools are Without an Occupational Therapist

The survey indicates that 68% of schools employ occupational therapists, who are the fourth most employed type of healthcare professionals at schools after SLPs, nurses and school psychologists.

According to the American Occupational Therapy Association, school-based occupational therapy practitioners are "occupational therapists (OTs) and occupational therapy assistants (OTAs) who use various activities (occupations) to help children and adolescents participate in what they need and/or want to do in order to promote physical and mental health and well-being."

In schools, occupational therapists address the physical, cognitive, psychosocial and sensory components of performance, focusing on academics, play and leisure, social participation, self-care skills and transition/ work skills. Occupational therapy often is included in student IEPs, and occupational therapists also play a key role in communicating with parents, educators and administrators.

Demand for school occupational therapists is being driven by the rising use of IEPs and by the federal law mandating that disabled children receive special education services. Schools face a competitive recruiting environment in occupational therapy, as they do in other healthcare professions. About half of schools surveyed (48%) find occupational therapists somewhat difficult or very difficult to recruit, and about one-third (32%) do not employ an occupational therapist.

Social Worker Positions Often Unfunded

The majority of schools responding to the survey (58%) indicated they employ social workers.

According to the BLS, there are 340,050 social workers employed in the U.S., with 45,540 of them being employed in elementary and secondary schools.

School social workers play a variety of roles and traditionally have been involved in crisis intervention and truancy. To a degree, their function may overlap with those of guidance counselors and school psychologists. They act as a bridge between the school, students, families and community resources, and they may be advocates for social justice.

The survey suggests that a large number of schools (42%) do not employ a social worker. It has been estimated that approximately 10 million students are in a school without a social worker (*Evolving Education – School Social Workers: Vital, Valuable, Visible. Social Work Today. 2023*).

The lack of school social workers typically is not driven by a dearth of candidates needed to fill positions, as it often is with the various types of healthcare professionals schools employ. More often, it is a function of lack of positions. Some school districts do not fund social worker positions, instead channeling funding into SLP, nursing, psychology and other healthcare professions. In addition, there is no federal mandate to offer students the services social workers provide.

However, with the ongoing spate of school shootings and increased awareness of the social determinants that cause mental health problems, suicide and substance abuse, there may be growing awareness of the role of social workers and demand for their services may increase. The survey indicates that close to half of schools (47%) already find social workers somewhat difficult or very difficult to recruit.

Role of School Physical Therapists

The survey indicates that 50% of schools employ physical therapists, while 44% do not.

School-based physical therapy and rehabilitation services are reserved for those children who have a disability or functional limitation that prevents them from engaging fully in the educational system. For example, a child with cerebral palsy may benefit from a school-based physical therapist to ensure barriers to learning are reduced or removed. School-based physical therapists also may help ready

students with disabilities to prepare for further education, employment and independent living. They may be involved in student IEDs and their services may be

mandated by IDEA.

Half of schools responding to the survey (50%) indicate that physical therapists are somewhat difficult to very difficult to recruit, while 27% indicate they are somewhat easy or very easy to recruit.



The Majority of Schools Are Understaffed

The majority of schools responding to the survey (52%) said they are understaffed with healthcare professionals, while 48% said they are appropriately staffed. Schools in larger school districts are more likely to say they are understaffed than schools in smaller ones:

Schools Understaffed by District Size				
Number of Students 0-5,000 5,001 – 10,000 10,001 – 20,000				
Appropriately staffed	55%	39%	31%	37%
Understaffed	45%	61%	69%	63%

Impact of Healthcare Professional Understaffing on Student Well-Being

Close to one-third of school administrators surveyed (29%) indicate that students at their schools do not have appropriate access to the healthcare professionals they need. Three-quarters (76%) indicate that understaffing at their schools has either a moderate or a major impact on student well-being, while only 2% said understaffing has no impact on student well-being at their schools.

In the United States today, more than 40% of school-aged children and adolescents have at least one chronic health condition, such as asthma, diabetes, seizure disorders, food allergies or poor oral health (2018-2019 National Survey of Children's Health. Child: Family Health Measures. Data Resource Center for Child and Adolescent Health).

According to the National Association of School Psychologists, "One in five students suffers from a mental disorder and roughly 80 percent of children who are in need of mental health services do not receive them. The majority of those who do receive mental health services will receive them in school where they are more likely to seek them out."

School nurses and other healthcare professionals can play a critical role in the daily management of these conditions, particularly for those students who may have limited access to healthcare outside of schools. In addition, school healthcare professionals may be the first to identify chronic conditions and other maladies in students through routine health exams, acting as a first line of defense in disease prevention. Eye tests, scoliosis tests, hearing tests and others can be important to maintaining children's health and preventing complications.

Reduced Absenteeism and Cost Savings

Some students with chronic conditions, including mental health challenges, may miss school more often than others. Nurses and other school healthcare professionals can reduce absenteeism and help improve academic performance (*The Impact of Comprehensive School Nursing Services on Students' Academic Performance. Journal of Caring Sciences. March, 2017*). They also can help students and their families access health insurance, coordinate care between family and healthcare providers, and educate families on what healthcare services are available to their child at school.

School healthcare professionals also can save money. Research demonstrates that for every \$1 spent on school nursing, society saves \$2.20 (*Wang LY, Vernon-Smiley M, Gapinski MA, Desisto M, Maughan E, Sheetz A. Cost-benefit study of school nursing services. JAMA Pediatr. 2014;168(7):642–648*). These savings are realized by preventing expensive emergency room visits and thereby obviating the need for parents to stay home from work to care for sick children.

Healthcare Professional "Have-Nots"

The survey indicates that over one quarter of schools (29%) are "have-nots" in terms of adequate student availability to healthcare professionals. Students at these schools may be significantly disadvantaged when it comes to disease detection and prevention, health maintenance, absenteeism, academic performance and general well-being.

Use of Contract Healthcare Professionals Is Widespread

School administrators were asked if their schools employ contract healthcare professionals. School contract health professionals typically work on 9-month contracts running through the school year rather than in permanent staff positions. They may be employed at one school or rotate through a number of schools. They may be sourced locally or travel to schools on assignment from out of state. Typically, schools employ contract healthcare professionals through staffing agencies such as AMN Healthcare.

The majority of schools surveyed (73%) indicate they use contract healthcare professionals to fill staffing needs. Contract healthcare professionals are common at hospitals and medical groups, where they frequently are referred to as "travelers." The survey indicates that the flexible model of healthcare staffing that features regular use of temporary professionals also is common at schools. Increasingly, the healthcare workforce is composed of mobile workers who elect to work on temporary assignments at locations of their choice.

The majority of schools using contract professionals (67%) do so because hiring and retaining permanent staff is difficult. Forty-three percent use contract professionals due to the growth of student Individual Education Plans (IEPs), while 24% use them in response to growing student enrollment.

Of those schools employing contract professionals, 63% employ contract SLPs, 56% employ contract occupational therapists, 43% employ contract physical therapists and 40% employ school psychologists.

Addressing Staffing Challenges

School administrators were asked what steps they are taking to ensure adequate staffing of healthcare professionals at their schools. Forty-four percent said they use contract healthcare professionals for this purpose, 34% said they are increasing healthcare professional salaries, 31% said they are seeking more funds for healthcare professional staffing, 22% said they are contacting health professional training programs and 19% said they are using telehealth.

Use of Telehealth

The use of telehealth services in healthcare settings expanded greatly during the pandemic. According to data from The Chartis Group, only 8% of patients in the U.S. had used telehealth in 2019 prior to the pandemic. That number increased to 69% in 2022. Today, approximately 5% of claims submitted to private and government insurers are for telehealth. Telehealth is used primarily to deliver mental/behavioral health services, with 60% of telehealth visits used for this purpose.

The survey indicates that about one in five schools now use teletherapy/telehealth. Of these, 54% use it for SLP, 31% for psychology, 13% for occupational therapy and 13% for social work.

Of those who do not offer teletherapy/telehealth, reasons for not implementing this service vary. Twenty-seven percent of those surveyed indicate that they do not implement teletherapy/telehealth due to a shortage of support staff, 25% due to reluctance among administrators, 23% due to technology limitations, and 22% due to parent/guardian concerns. Only 11% indicated they do not implement teletherapy/telehealth due to a lack of need for these services.

Telehealth is seen as a promising way to deliver healthcare to traditionally underserved areas and it may also become an important method by which access to school healthcare and social services can be expanded.

Conclusion

AMN Healthcare's *Survey of Public School Healthcare Staffing Trends 2023: Many Vacancies, Mounting Challenges* tracks healthcare professional staffing practices at public schools. The survey indicates that speech language pathologists are more commonly employed by schools than any other type of healthcare professional, followed by registered nurses, school psychologists, and occupational therapists.

While the majority of schools employ these professionals, significant staffing gaps exist for schools that are healthcare professional "have-nots." The majority of school administrators responding to the survey (52%) indicate their schools are understaffed with healthcare professionals. Twenty-nine percent indicate students at their schools do not have appropriate access to the healthcare professionals they need. Three quarters (76%) indicate that understaffing of healthcare professionals has a moderate to major impact on the well-being of their students.









The majority of schools surveyed (73%) use contract healthcare professionals to address their healthcare staffing needs. About one in five (19%) use teletherapy/telehealth services, which is one method by which schools may increase student access to healthcare professionals.

For additional information about AMN Healthcare's thought leadership resources and services visit AMNHealthcare.com.

