

**REPORT OF FINDINGS**  
**2008 NURSING FACILITY STAFF**  
**VACANCY, RETENTION AND**  
**TURNOVER SURVEY**

**American Health Care Association**  
**Department of Research**

**October, 2010**

  
**American Health Care Association**

## **ABSTRACT**

Approximately 2 million workers were employed at nursing facilities across the United States in 2008. 1.3 million nursing staff represented 65 percent of the total nursing facility workforce. Retention rate for nursing facility employees was 49 percent. Retention rates among Staff Registered Nurses, Licensed Practical Nurses and Certified Nurse Assistants ranged from 43 to 48 percent. Turnover rate for all nursing facility employees was 43 percent. The turnover rate for Certified Nurse Assistants was higher than other nursing staff, at 54 percent.

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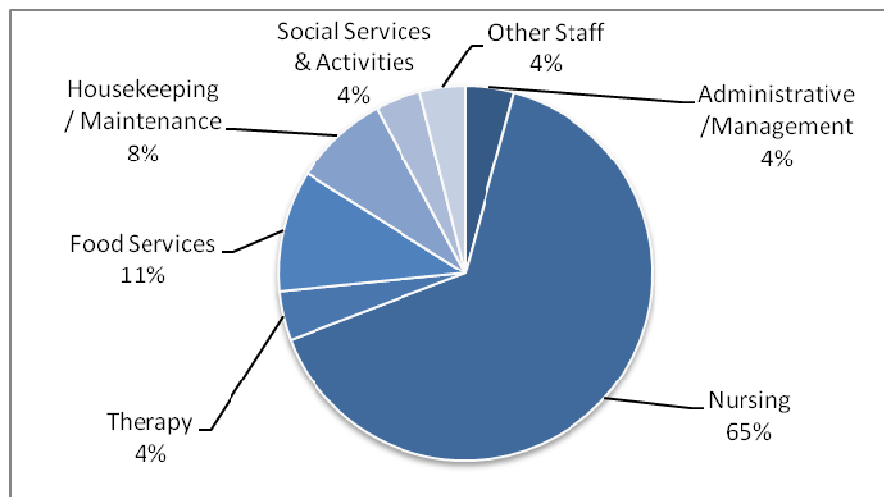
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## EXECUTIVE SUMMARY

In order to provide updated information of nursing facility workforce at the national and state level, the American Health Care Association (AHCA) conducted a nationwide nursing facility survey, which collected 2008 data to estimate the retention, vacancy and turnover rates of nursing facility employees. More than 2,600 nursing facilities (NFs) participated in this survey.

This study found that more than 2 million workers were employed at nursing facilities across the United States in 2008. A total of 1.3 million persons, including Director of Nursing (DON), Registered Nurse with Administrative Duties, Staff Registered Nurse (RN), Licensed Practical Nurse (LPN), Certified Nurse Assistant (CNA), and other nursing staff, provided nursing care to facility residents.

Figure 1. Percentage Breakdown of Nursing Facility Employees by Job Category, 2008



The majority of the nursing staff – approximately 745,000 or 56.2 percent of total nursing staff – was Certified Nurse Assistant (CNA).

### Retention Rates

The retention rate indicates a sense of the stability of the staff. In 2008, the retention rate for all nursing facility employees was 49.1 percent. As shown in Figure 2, retention rates ranged from 45 to 68 percent across all major nursing facility job categories. The nursing staff retention rate was the lowest among all job categories.

Figure 2. Total Nursing Facility Employee Retention Rates by Job Category, 2008

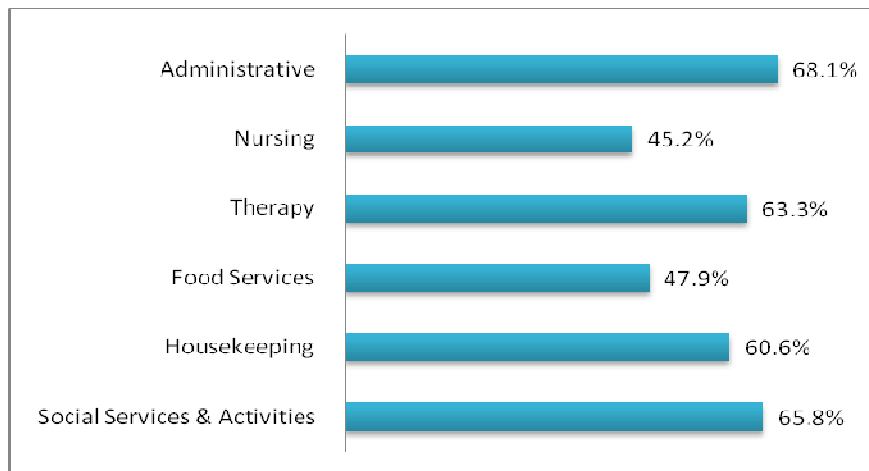
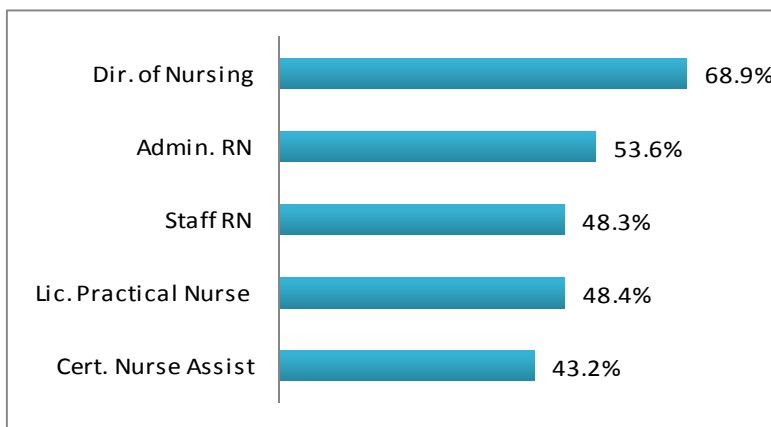


Figure 3. Nursing Staff Retention Rates by Job Position, 2008



Retention rates exhibited variability across the five major nursing positions. As shown in Figure 3, retention rates were highest for the director of nursing (68.9 percent) and lowest among CNAs (43.2 percent).

### Vacancy Rates

Vacancy rates exhibited a high degree of variability across major nursing facility job categories. As shown in Figure 4, vacancy rates were highest among nursing staff (5.4 percent) and lowest for administrative and therapy staff (1.8 to 2.0 percent). Across the nursing job positions, vacancy rates were highest for Registered Nurses with Administrative Duties (ARN) and Staff Registered Nurses (RN), at 8.7 and 7.9 percent, respectively, while vacancy rate for DONs was 1.8 percent (see Figure 5). In 2008, the overall vacancy rate for the nursing facility employees was 4.5 percent.

Figure 4. Vacancy Rates by Nursing Facility Job Category, 2008

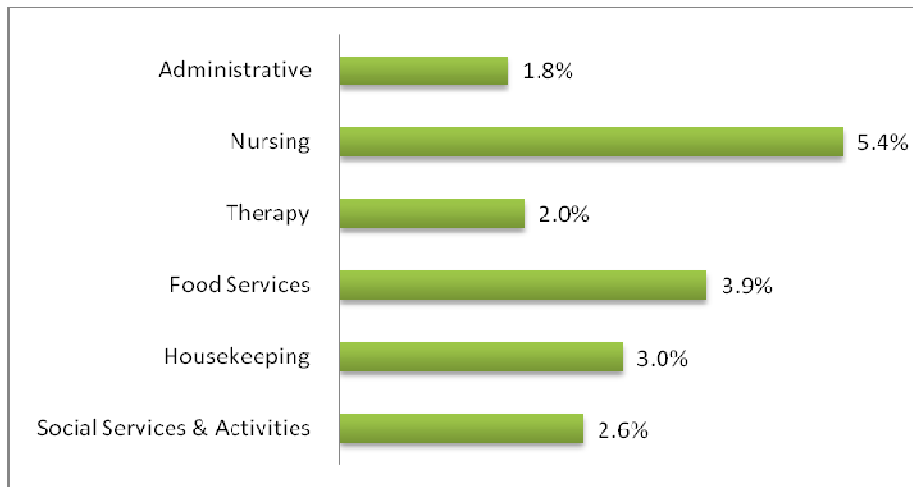
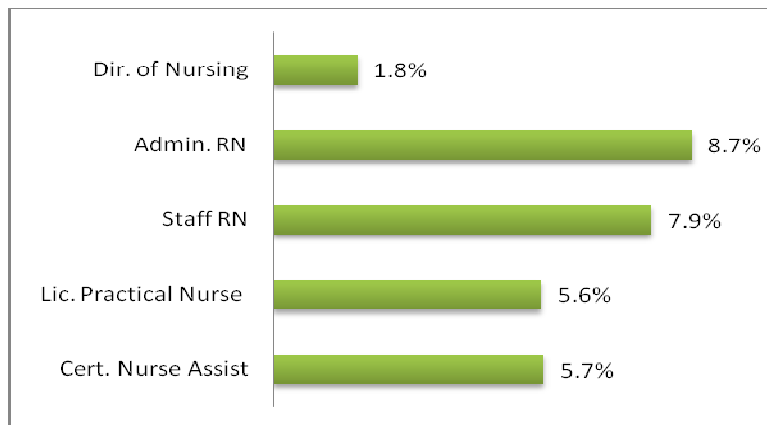


Figure 5. Vacancy Rates by Nursing Job Position, 2008



### Turnover Rates

The turnover rate for all nursing facility employees was 42.5 percent. Turnover rates exhibited a high degree of variability across nursing facility job categories. As shown in Figure 6, turnover rates in nursing facilities were highest among nursing staff (48.7 percent) and food service staff (45.7 percent), and lowest for therapy staff (16.7 percent).

As shown in Figure 7, turnover rates for Staff RNs, LPNs, and CNAs ranged from 42.8 to 53.5 percent. Turnover rates for DONs and ARNs were 18.1 and 34.2 percent, respectively.

Figure 6. Turnover Rates by Nursing Facility Job Category, 2008

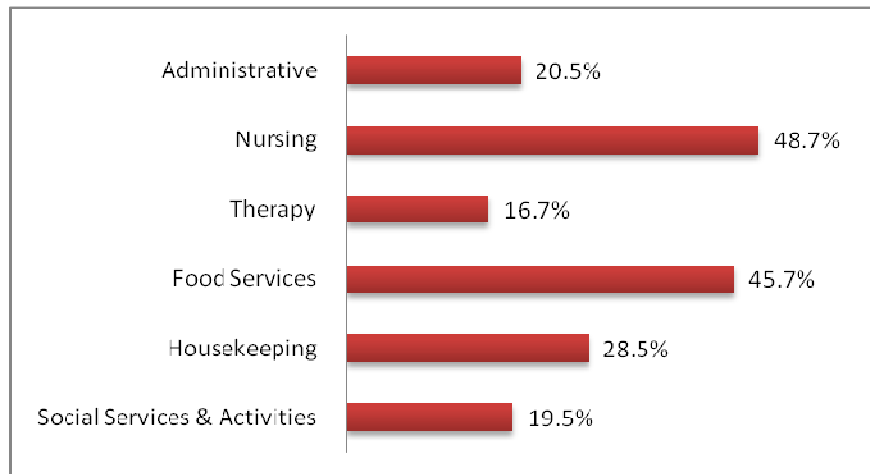
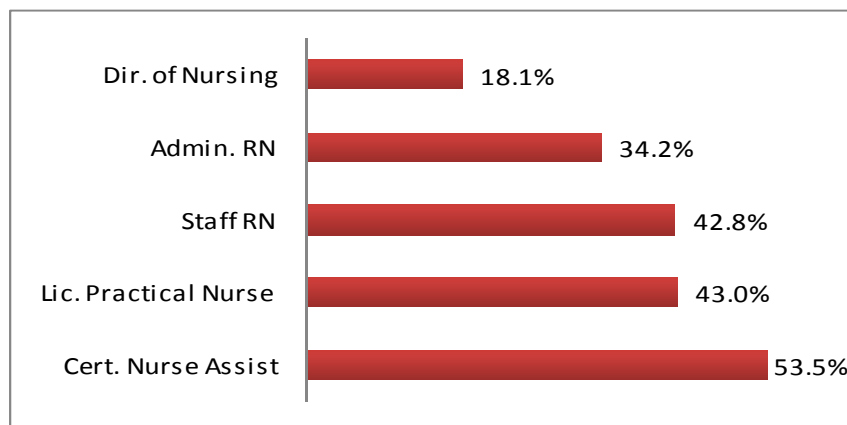


Figure 7. Turnover Rates by Nursing Job Position, 2008



The findings from the 2008 AHCA survey of nursing facility staff indicate that America’s nursing facilities experience high levels of turnover and vacancy, and relatively low retention for nursing facility employees, especially for nursing care staff, even during times of economic recession.

## 1.0

### INTRODUCTION

The American Health Care Association (AHCA) conducted a nationwide nursing facility survey, which collected 2008 data to estimate the retention, vacancy and turnover rates of nursing facility employees.

In 2004 and 2007, AHCA conducted a nursing position vacancy and turnover survey that collected staff information from the six nursing staff categories including Directors of Nursing (DONs), Registered Nurses (RNs) with administrative responsibilities (ARNs), Staff RNs, Licensed Practical and Vocational Nurses (LPNs), Certified Nurse Assistants (CNAs), and non-certified nursing aides.

Although nursing staff constitutes the majority of total employees of nursing facilities, other employees, including administrative and management staff, therapy staff, food services staff, housekeeping and maintenance staff, and social services and activities staff also make critical contributions in the provision of services to residents in nursing facilities. *2008 Nursing Facility Staff Vacancy, Retention and Turnover Survey* is the first study to collect nationwide retention, vacancy and turnover information for all nursing facility employees. The survey questionnaire was made available for all eligible nursing facilities in the United States. More than 2,600 nursing facilities nationwide participated in this survey. The detailed methodology of this study can be found in Section 4.0.

This is a descriptive study of retention, vacancy and turnover of employees of nursing facilities. All statistics in this report are not intended to be used as benchmarks.

This report presents findings at a national level from the AHCA *2008 Nursing Facility Staff Vacancy, Retention and Turnover Survey*. In general, retention, vacancy and turnover rates vary across job categories and across states. State level retention, vacancy and turnover rates can be found in Appendix A.

Approximately 2 million workers were employed at nursing facilities across the United States in 2008. A total of 1.3 million persons, including Director of Nursing (DON), Registered Nurse with Administrative Duties (ARN), Staff Registered Nurse (RN), Licensed Practical Nurse (LPN), Certified Nurse Assistant (CNA), and other nursing staff, provided nursing care to nursing facility residents. Of these workers, the majority were Certified Nurse Assistants (56 percent of total nursing staff).

Table 1.1. Estimated Number of Nursing Facility Employees by Job Category, 2008

	Number of Employees	Percentage
<b>All Nursing Facility Employees</b>	2,039,924	100.0%
Administrative and Management Staff	86,053	4.2%
Nursing Staff	1,325,654	65.0%
Therapy Staff	86,083	4.2%
Food Services Staff	214,591	10.5%
Housekeeping and Maintenance Staff	167,626	8.2%
Social Services and Activities Staff	79,853	3.9%

In 2008, the retention rate for all nursing facility employees was 49.1 percent. As shown in Table 1.2, the retention rates ranged from 45.2 to 68.1 percent. The retention rate of nursing staff was the lowest among all job categories.

Vacancy rates exhibited variability across major nursing facility job categories. As shown in Table 1.2, vacancy rates were highest among nursing staff (5.4 percent) and lowest for administrative and therapy staff (1.8 to 2.0 percent). Among nursing staff, vacancy rates were highest for ARN and RN, at 8.7 and 7.9 percent, respectively, while vacancy rates for DONs were only at 1.8 percent (see Figure 5). In 2008, the vacancy rate for all nursing facility employees was 4.5 percent.

The turnover rate for all nursing facility employees was 42.5 percent. Turnover rates exhibited a high degree of variability across nursing facility job categories. As shown in table 1.2, turnover rates in nursing facilities were particularly high among nursing staff (48.7 percent) and food service staff (45.7 percent), and were lowest for therapy staff (16.7 percent).

Table 1.2. Retention, Turnover, and Vacancy Rates by Nursing Facility Job Category, 2008

	Retention	Turnover	Vacancy
<b>All Nursing Facility Employees</b>	49.1%	42.5%	4.5%
Administrative and Management Staff	68.1%	20.5%	1.8%
Nursing Staff	45.2%	48.7%	5.4%
Therapy Staff	63.3%	16.7%	2.0%
Food Services Staff	47.9%	45.7%	3.9%
Housekeeping and Maintenance Staff	60.6%	28.5%	3.0%
Social Services and Activities Staff	65.8%	19.5%	2.6%

The findings from the *2008 Nursing Facility Staff Vacancy, Retention and Turnover Survey* indicate that America’s nursing facilities continue to experience difficulties in retention of nursing staff even during times of economic recession.

Figure 1.1. Retention Rates of All Nursing Facility Employees by State, 2008

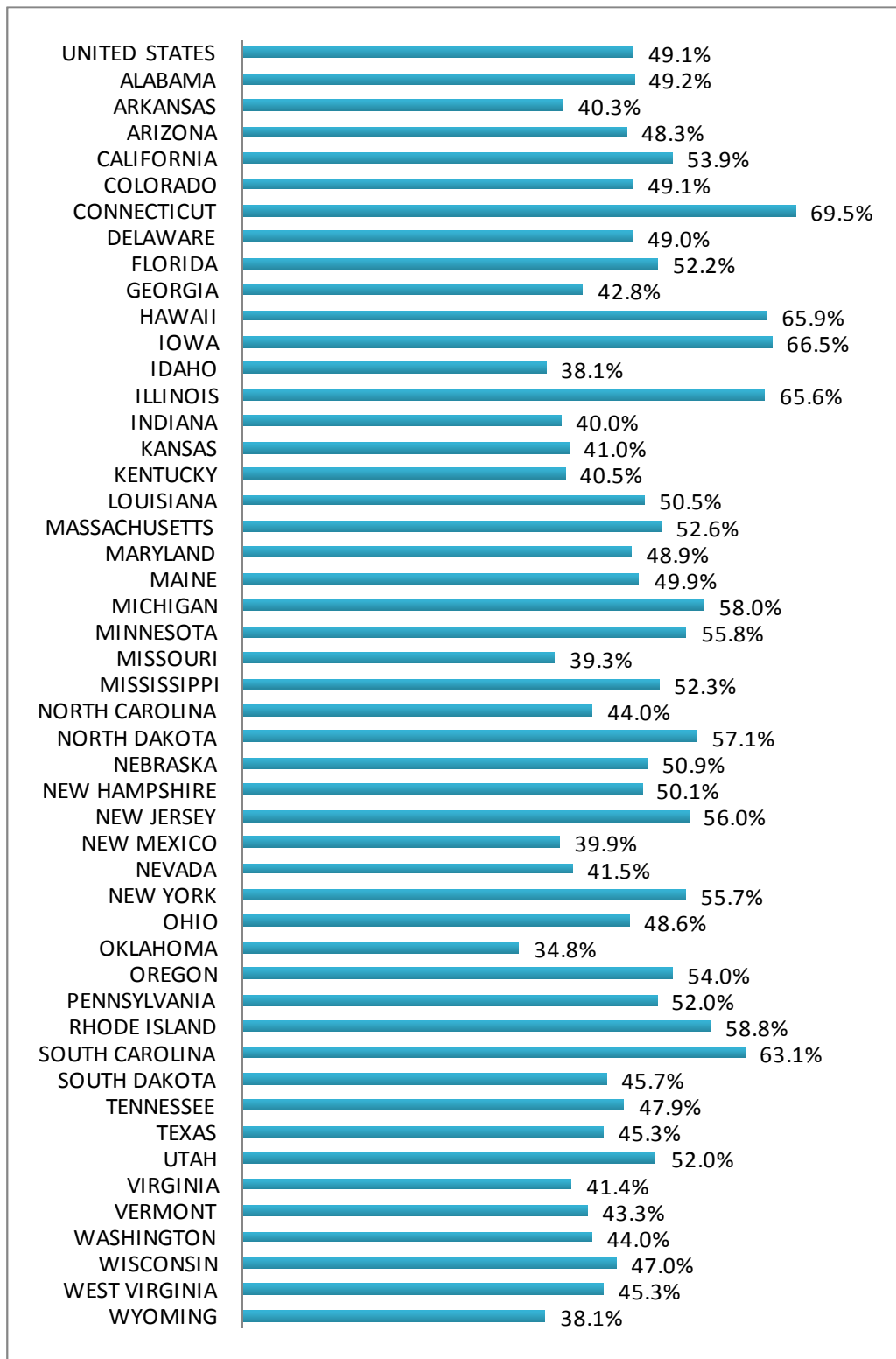
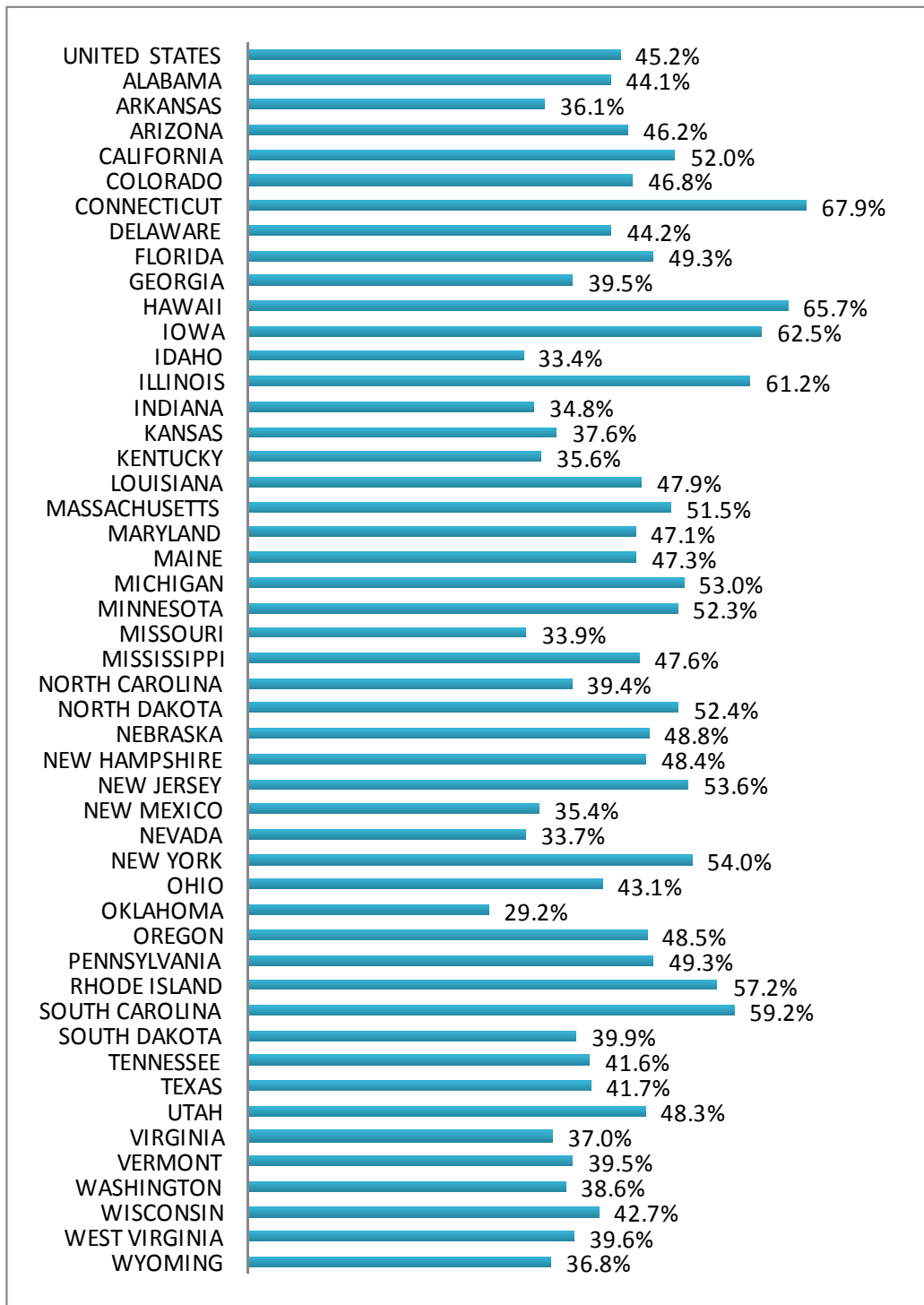
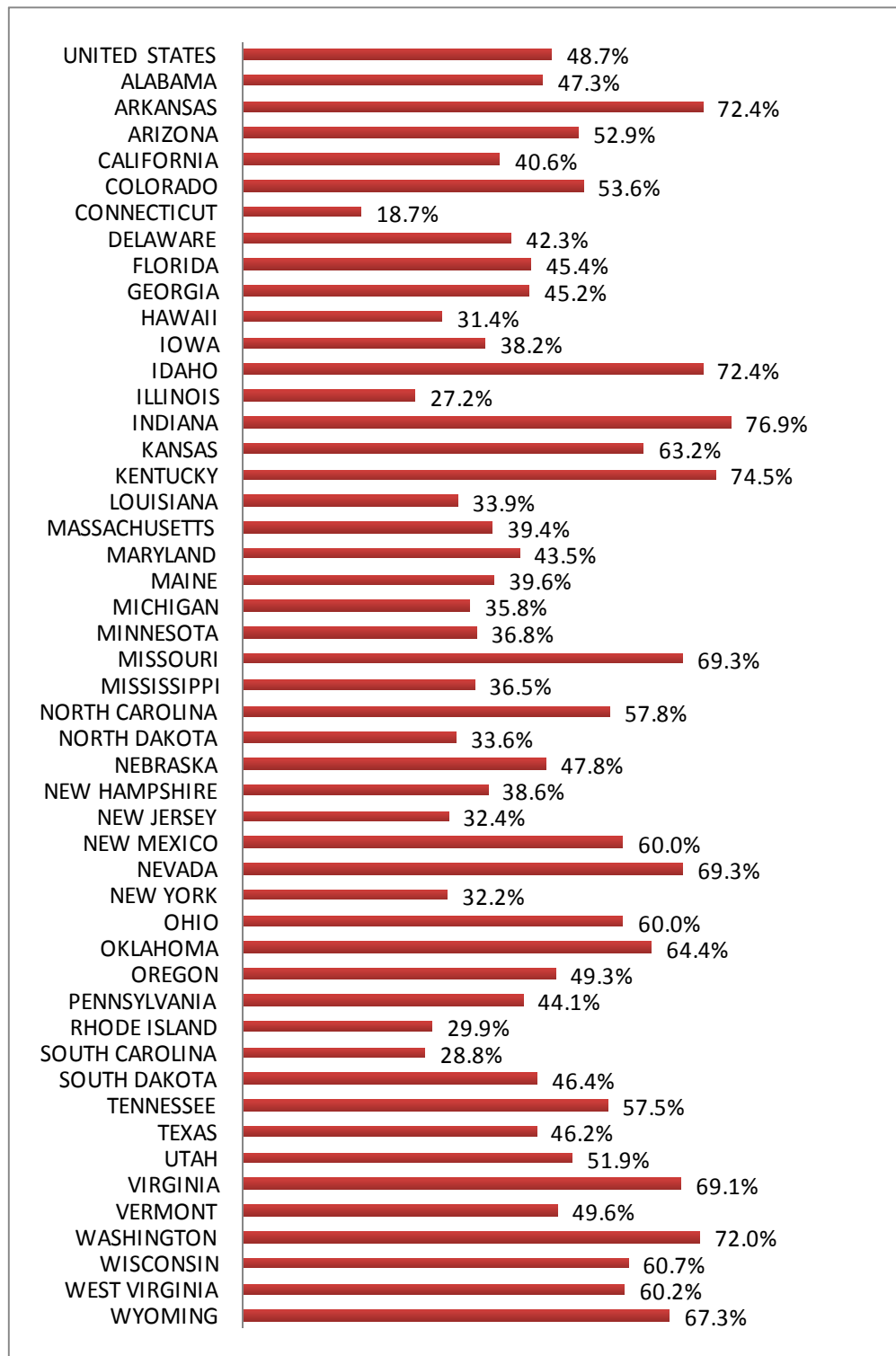


Figure 1.2. Retention Rates of Nursing Staff by State, 2008



Turnover rates for nursing staff ranged from a low of 18.7 percent to a high of 76.9 percent, a difference of 58.2 percentage points (see the figure below).

Figure 1.3. Turnover Rates of Nursing Staff by State, 2008



## 2.0

### RETENTION, VACANCY AND TURNOVER OF NURSING STAFF

In 2008, an estimated 1.3 million workers were employed as nursing staff in more than 15,000 nursing facilities nationwide. Nursing staff, including Director of Nursing (DON), Registered Nurse with Administrative Duties, Staff Registered Nurse (RN), Licensed Practical Nurse (LPN), Certified Nurse Assistant (CNA), and other nursing staff, represented 65 percent of the total nursing facility workforce. Certified Nurse Assistant constituted the largest portion of entire nursing staff (see Figure 2.1).

Figure 2.1. Percentage Breakdown of Nursing Staff by Job Position, 2008

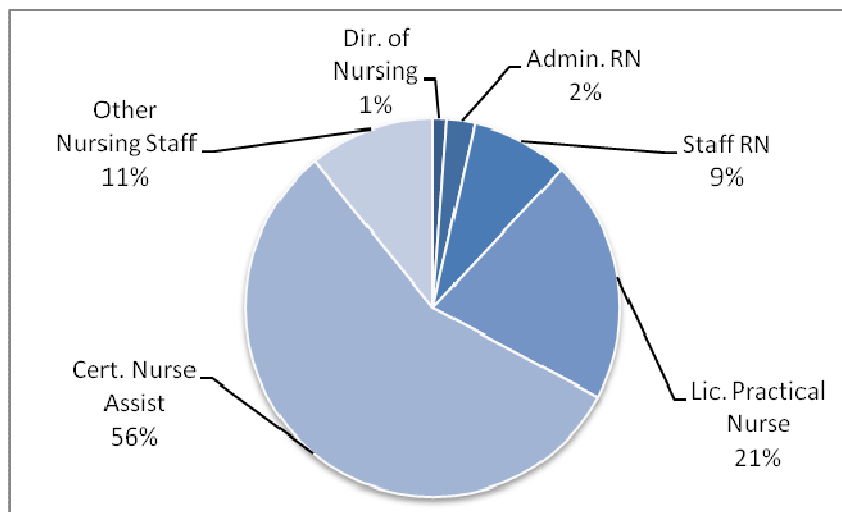


Table 2.1. Estimated Number of Nursing Staff by Job Position, 2008

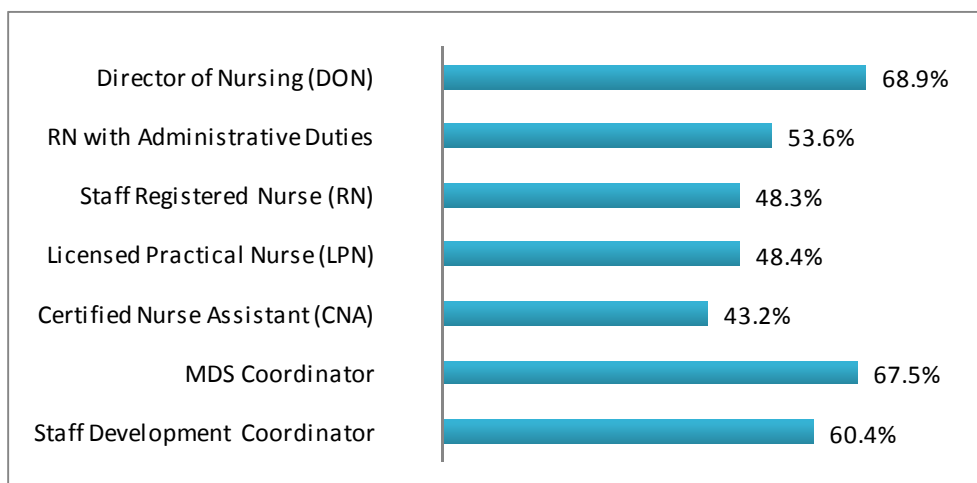
	Number of Employees	Percentage
<b>All Nursing Staff</b>	1,325,654	100.0%
Director of Nursing (DON)	15,922	1.2%
RN with Administrative Duties (ARN)	31,582	2.4%
Staff Registered Nurse (RN)	111,588	8.4%
Licensed Practical Nurse (LPN)	276,783	20.9%
Certified Nurse Assistant (CNA)	744,979	56.2%
Other Nursing Staff	144,801	10.9%

## 2.1 Retention of Nursing Staff

In 2008, the retention rate for all nursing facility employees was 45.2 percent. The nursing staff retention rate was the lowest among all nursing facility employees.

Retention rates exhibited variability across the nursing positions. As shown in Figure 2.2, retention rates were highest for the DONs (68.9 percent) and lowest among CNAs (43.2 percent). The low level of retention among RNs, LPNs and CNAs illustrated the difficulty that nursing facilities had in retaining direct care staff, particularly for CNAs.

Figure 2.2. Nursing Staff Retention Rates by Job Position, 2008



## 2.2 Vacancy of Nursing Staff

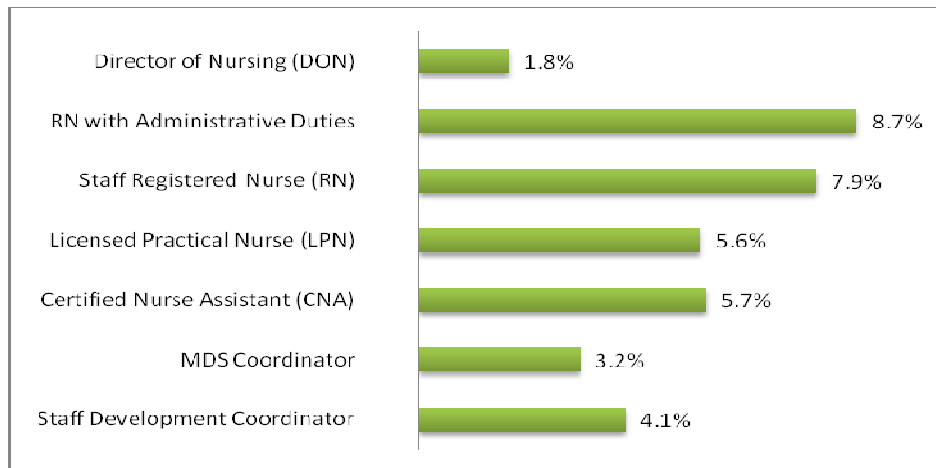
In 2008, an estimated 76,000 nursing job positions were needed to be filled at nursing facilities across the United States. The overall vacancy rate for nursing staff was 5.4 percent. The nursing staff vacancy rate was the highest among all nursing facility employees.

Among nursing staff (see Figure 2.3), vacancy rates were highest for nurses with administrative duties (ARN) and Staff Registered Nurses (RN), at 8.7 and 7.9 percent, respectively; vacancy rates for DONs were only at 1.8 percent. The vacancy rate was at 5.7 percent for CNAs with an estimated 43,700 vacant positions.

Table 2.2. Estimated Number of Vacancy by Nursing Job Position, 2008

	Vacant Positions
<b>All Nursing Staff</b>	75,700
Director of Nursing (DON)	300
RN with Administrative Duties (ARN)	3,700
Staff Registered Nurse (RN)	8,000
Licensed Practical Nurse (LPN)	15,600
Certified Nurse Assistant (CNA)	43,700
Other Nursing Staff	4,400

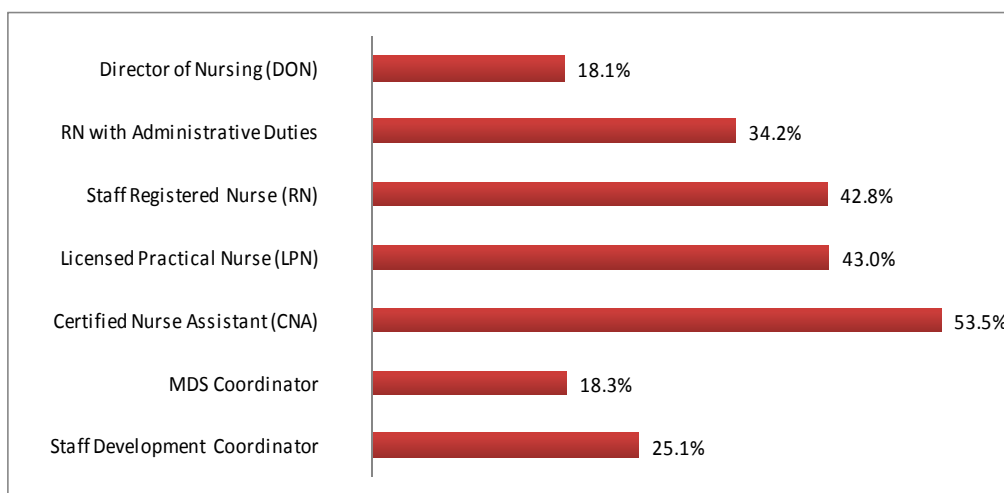
Figure 2.3. Nursing Staff Vacancy Rates by Job Position, 2008



### 2.3 Turnover of Nursing Staff

Turnover rates were high for most nursing job positions in 2008. Nationally, turnover rates exhibited a high degree of variability across nursing job positions. As shown in Figure 2.4, turnover rates in nursing facilities were particularly high among CNAs (53.5 percent), LPNs (43.0 percent), and RNs (42.8 percent). Meanwhile, the turnover rate for MDS Coordinator was lowest at 18.3 percent. The large number of vacancies, low level of retention and the high level of turnover among CNAs continues to be a particular concern to nursing facilities as CNAs are responsible for much of the direct, hands-on resident care.

Figure 2.4. Nursing Staff Turnover Rates by Job Position, 2008



### 3.0

## RETENTION, VACANCY AND TURNOVER OF OTHER NURSING FACILITY EMPLOYEES

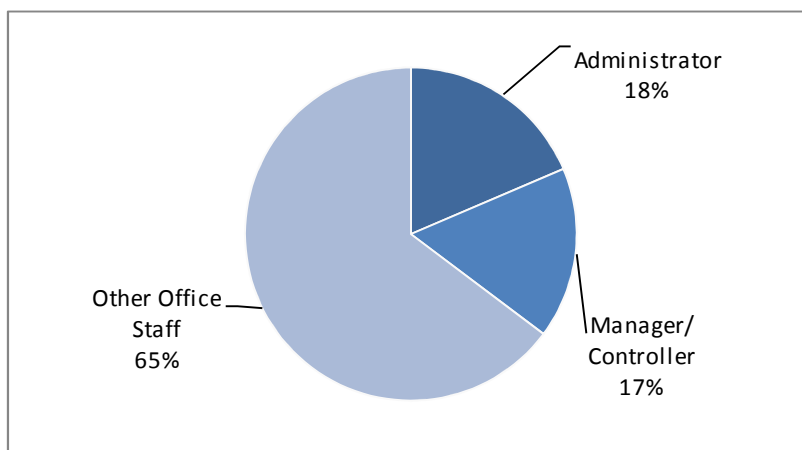
In order to measure the extent of the difficulty that nursing facilities had in retaining their entire nursing facility workforce, the *2008 Nursing Facility Staff Vacancy, Retention and Turnover Survey* was expanded to collect nationwide retention, vacancy and turnover information among all nursing facility employees.

### 3.1

## RETENTION, VACANCY AND TURNOVER OF ADMINISTRATIVE AND MANAGEMENT STAFF

In 2008, an estimated 86,000 workers were employed as administrative and management staff, representing 4 percent of the total nursing facility workforce.

Figure 3.1. Percentage Breakdown of Administrative and Management Staff by Job Position, 2008



In 2008, the retention rate for all administrative and management staff was 68.1 percent, the highest among all nursing facility employees. Vacancy rates were lowest for administrative and management

staff, at 1.8 percent. The overall turnover rate for administrative and management staff was 20.5 percent.

Table 3.1. Administrative and Management Staff Vacancy, Turnover, and Retention Rates, 2008

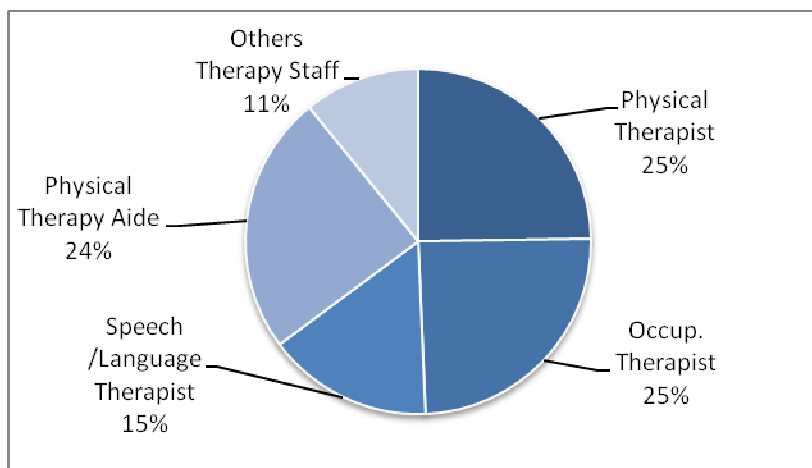
	Retention	Turnover	Vacancy
<i>All Administrator &amp; Management Staff</i>	68.1%	20.5%	1.8%
Administrator	65.8%	22.9%	1.3%
Office Manager/Controller	74.3%	15.9%	1.8%
Other Office Staff	67.2%	21.0%	1.9%

### 3.2

#### RETENTION, VACANCY AND TURNOVER OF THERAPY STAFF

In 2008, an estimated 86,000 workers were employed as therapy staff, representing 4 percent of the total nursing facility workforce. Employees of outside contractors are widely used as therapy staff at nursing facilities across the nation. Contract staff was not included in this survey.

Figure 3.2. Percentage Breakdown of Therapy Staff by Job Position, 2008



In 2008, the retention rate for therapy staff was 63.3 percent. Vacancy rates were low among most of therapy staff, ranging from 0.9 to 3.0 percent. The overall turnover rate for therapy staff was 16.7 percent, the lowest among all nursing facility employee categories.

Table 3.2. Retention, Vacancy and Turnover Rates by Therapy Job Position, U.S., 2008

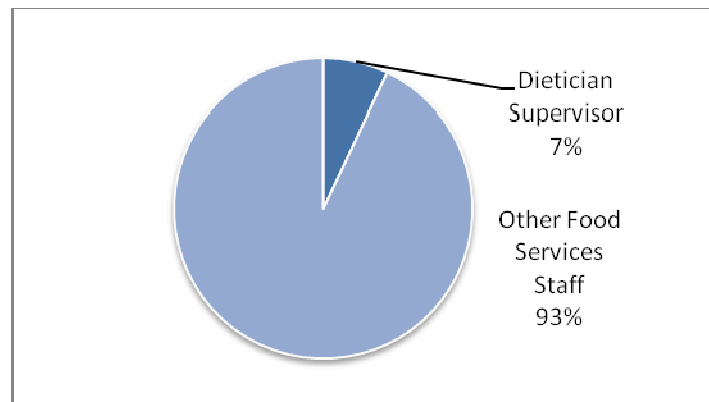
	<b>Retention</b>	<b>Turnover</b>	<b>Vacancy</b>
<i>All Therapy Staff</i>	63.3%	16.7%	2.0%
Physical Therapist	63.8%	15.6%	2.7%
Occupational Therapist	63.5%	16.6%	2.4%
Speech /Language Therapist	60.0%	16.5%	1.8%
Physical Therapy Aide	63.8%	19.3%	0.9%
Occupational Therapy Aide	64.6%	14.9%	2.0%
Speech Therapy Aide	87.7%	1.6%	3.0%

### 3.3

#### RETENTION, VACANCY AND TURNOVER OF FOOD SERVICES STAFF

In 2008, an estimated 215,000 workers were employed as food services staff, representing 11 percent of the total nursing facility workforce.

Figure 3.3. Percentage Breakdown of Food Services Staff by Job Position, 2008



In 2008, the retention rate for food services staff was 47.9 percent, the second lowest and below nursing staff. Overall vacancy rate also was the second highest, 3.9 percent, also after nursing staff. The overall turnover rate for food services staff was 45.7 percent, almost as high as nursing staff (48.7 percent).

Table 3.3. Retention, Vacancy and Turnover Rates by Food Services Job Position, 2008

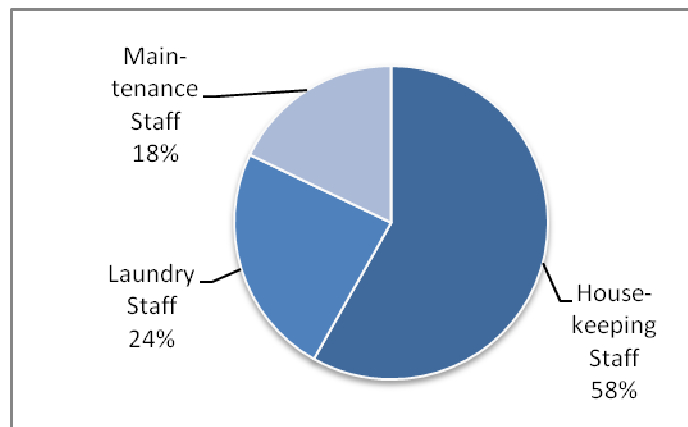
	Retention	Turnover	Vacancy
<i>All Food Services Staff</i>	47.9%	45.7%	3.9%
Dietician Supervisor	75.4%	14.0%	2.5%
Other Food Services Staff	46.3%	48.1%	4.0%

### 3.4

#### RETENTION, VACANCY AND TURNOVER OF HOUSEKEEPING AND MAINTENANCE STAFF

In 2008, an estimated 168,000 workers were employed as housekeeping and maintenance staff, representing 8 percent of the total nursing facility workforce.

Figure 3.4. Percentage Breakdown of Housekeeping and Maintenance Staff by Job Position, 2008



In 2008, the retention rate for housekeeping and maintenance staff was 60.6 percent. Vacancy rates were relatively low among most of housekeeping and maintenance staff, ranging from 2.2 to 3.4 percent. The overall turnover rate for housekeeping and maintenance staff was 28.5 percent.

Table 3.4. Retention, Vacancy and Turnover Rates by Housekeeping and Maintenance Job Position, U.S., 2008

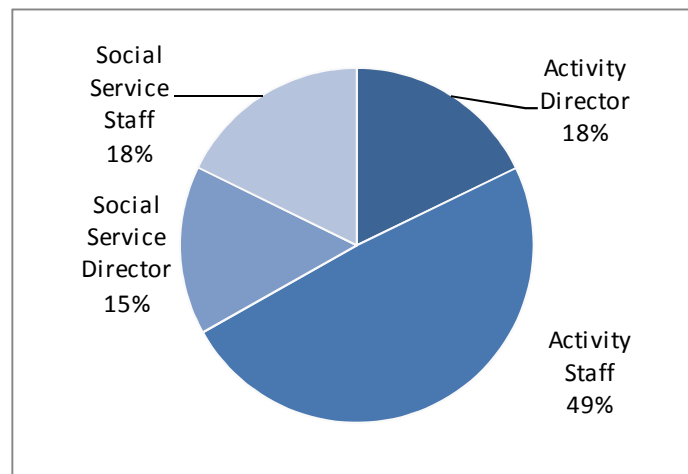
	Retention	Turnover	Vacancy
<i>All Housekeeping &amp; Maintenance Staff</i>	60.6%	28.5%	3.0%
Housekeeping Staff	56.4%	33.2%	3.4%
Laundry Staff	65.1%	26.0%	2.9%
Maintenance Staff	69.8%	16.5%	2.2%

### 3.5

#### RETENTION, VACANCY AND TURNOVER OF SOCIAL SERVICES AND ACTIVITIES STAFF

In 2008, an estimated 80,000 workers were employed as social services and activities staff, representing 4 percent of the total nursing facility workforce.

Figure 3.5. Percentage Breakdown of Social Services and Activities Staff by Job Position, 2008



In 2008, the retention rate for social services and activities staff was 65.8 percent, the second highest next to administrative and management staff. Overall vacancy rate for social services and activities staff was 2.6 percent. The overall turnover rate for social services and activities staff was 19.5 percent.

Table 3.5. Retention, Vacancy and Turnover Rates by Social Services and Activities Job Position, U.S., 2008

	<b>Retention</b>	<b>Turnover</b>	<b>Vacancy</b>
<i>All Social Services &amp; Activities Staff</i>	65.8%	19.5%	2.6%
Activity Director	77.6%	10.7%	1.6%
Activity Staff	61.6%	24.8%	3.4%
Social Service Director	69.9%	13.5%	2.1%
Social Service Staff	63.5%	18.9%	1.9%

## 4.0

### SURVEY METHODOLOGY

*2008 Nursing Facility Staff Vacancy, Retention and Turnover Survey* is the first study to collect nationwide retention, vacancy and turnover information among nursing facility employees of six major job category and twenty-seven job positions (see the table below).

<b>Nursing Facility Job Category</b>	<b>Nursing Facility Job Position</b>
<b>Administrative &amp; Management</b>	Administrator
	Office Manager/Controller
	Other Office Staff
<b>Nursing</b>	Director of Nursing (DON)
	RN with Administrative Duties
	Staff Registered Nurse (RN)
	Licensed Practical Nurse (LPN)
	Certified Nurse Assistant (CNA)
	Non-Certified Nurse Aide, if applicable
	MDS Coordinator
	Staff Development Coordinator
	Other Nursing Staff
<b>Therapy</b>	Physical Therapist
	Occupational Therapist
	Speech Therapist/Language Pathologist
	Physical Therapy Aide
	Occupational Therapy Aide
	Speech Therapy Aide
<b>Food Services</b>	Dietician Supervisor
	Other food Service Staff
<b>Housekeeping &amp; Maintenance</b>	Housekeeping Staff
	Laundry Staff
	Maintenance Staff
<b>Social Services and Activities</b>	Activity Director
	Activity Staff
	Social Service Director
	Social Service Staff
<b>Other</b>	Others

The survey questionnaire was used to collect four pieces of nursing facility staff information:

- Number of total current employees - the total number of persons on the payroll who worked or received pay as of December 31, 2008. All full-time, part-time, permanent, short-term, seasonal, salaried, and hourly employees were included. Employees of temporary help

agencies and outside contractors will be excluded because they are counted by their employer of record, not by the nursing facility where they are working.

- Number of total vacant positions - a vacant position means that: 1) a specific full-time or part-time position exists and there is work available for that position, 2) work could start within 30 days regardless of whether a suitable candidate is found, and 3) the employer is actively recruiting from outside the establishment to fill the position. Jobs to be filled only by internal transfers, promotions, demotions, or recall from layoffs are excluded.
- Total number of employees who had worked in the facility for 12 months or longer - should not include employee(s) who had changed her/his job position within the same facility in the 12 months. For example, if the facility administrator left during 2008 and was replaced by the individual in the director of nursing position, the number of employees in this column would be reported as 0 for both the administrator and director of nursing positions.
- Total number of employees who had worked in the facility during calendar year 2008.

In this report, we present aggregated results for the all job categories. We also report results for selected job positions, particularly for all major nursing staff positions. Data for some job position was insufficient for analysis. Data for states of Alaska and Montana, and the District of Columbia was insufficient to generate state level analysis. To ensure the reliability of the data, frequency distributions were examined and data was omitted from the analysis where individual responses were out of range or a combination of responses were deemed implausible through contingency checks. In cases where implausible or out of range data was detected, responses were omitted from analysis for the specific job position, except where noted otherwise.

Results were adjusted to provide estimates representing the universe of nursing facilities eligible to participate in the survey. Population weights were calculated and applied for nursing facilities related to retention, vacancy, and turnover rates. Population adjustment factors were calculated in each job-specific analysis of retention, vacancy and turnover by dividing the number of facilities in the population within each category by the number of responding facilities in the category with usable data. The resulting factors were incorporated into the calculation of retention, vacancy and turnover rate estimates.

All retention, vacancy and turnover rates are presented in this report as percentages. Retention rates were calculated by dividing the total number of employees who had worked in the nursing facility for 12 months or longer as of December 31, 2008 by the total number of employees during calendar year 2008. Vacancy rates were calculated by dividing the total number of vacancies as of December 31, 2008 by the total number of established positions as of December 31, 2008. Turnover rates were calculated by dividing the total number of terminations in 2008 by the total number of employees as of December 31, 2008.

All statistics in this report are intended as descriptive, not as benchmark or performance measures. AHCA has conducted several national surveys about nursing staff since 2002. However, survey-to-survey comparison can be complex or even potentially misinterpreted by the different nursing facilities that participated in surveys.

# Appendix A

## TABLES OF RETENTION, VACANCY AND TURNOVER RATES BY JOB CATEGORY AND JOB POSITION

1.

RETENTION, VACANCY AND TURNOVER RATES OF ADMINISTRATIVE AND MANAGEMENT STAFF

T. Administrative and Management - All

	Retention	Turnover	Vacancy		Retention	Turnover	Vacancy
<b>United States</b>	68.1%	20.5%	1.8%	Mississippi	76.1%	16.0%	0.0%
Alaska*				Montana*			
Alabama	78.1%	14.0%	4.6%	North Carolina	64.5%	21.9%	0.5%
Arkansas	62.6%	23.0%	0.9%	North Dakota	85.1%	8.2%	1.9%
Arizona	60.3%	41.8%	7.9%	Nebraska	72.9%	19.3%	1.7%
California	61.3%	28.5%	3.9%	New Hampshire	68.8%	15.8%	0.0%
Colorado	68.1%	21.1%	1.0%	New Jersey	66.9%	15.2%	0.0%
Connecticut	76.6%	15.9%	2.5%	New Mexico	58.2%	24.3%	3.3%
District of Columbia*				Nevada	67.8%	22.5%	0.0%
Delaware	71.3%	14.9%	2.0%	New York	69.9%	9.4%	2.5%
Florida	59.4%	27.8%	1.2%	Ohio	67.7%	23.3%	0.7%
Georgia	61.5%	22.0%	1.0%	Oklahoma	56.6%	24.3%	0.0%
Hawaii	78.3%	27.7%	0.0%	Oregon	67.0%	23.2%	0.0%
Iowa	90.1%	12.6%	1.5%	Pennsylvania	68.9%	17.5%	1.7%
Idaho	69.5%	21.4%	0.0%	Rhode Island	72.8%	13.3%	2.4%
Illinois	59.0%	15.7%	0.9%	South Carolina	86.6%	10.8%	0.0%
Indiana	61.6%	31.3%	1.6%	South Dakota	78.2%	9.0%	1.1%
Kansas	77.4%	15.1%	0.7%	Tennessee	74.1%	16.2%	0.0%
Kentucky	69.7%	21.1%	5.5%	Texas	60.7%	26.4%	2.0%
Louisiana	80.0%	9.3%	0.9%	Utah	74.0%	27.5%	0.0%
Massachusetts	66.5%	23.1%	3.7%	Vermont	64.4%	23.9%	2.1%
Maryland	61.3%	25.8%	1.4%	Virginia	66.7%	17.6%	0.0%
Maine	68.7%	15.3%	0.0%	Washington	72.5%	27.0%	0.0%
Michigan	74.3%	16.2%	3.3%	Wisconsin	71.0%	20.3%	0.0%
Minnesota	69.6%	19.3%	1.0%	West Virginia	72.9%	13.6%	6.3%
Missouri	67.8%	18.7%	1.6%	Wyoming	79.6%	14.0%	0.0%

\* Data is insufficient for meaningful analysis.

**T. Administrative and Management – Administrator**

	Retention	Turnover	Vacancy		Retention	Turnover	Vacancy
<b>United States</b>	65.8%	22.9%	1.3%	Mississippi	73.1%	13.0%	0.0%
Alaska*				Montana*			
Alabama	78.4%	13.3%	3.4%	North Carolina	50.6%	40.7%	0.0%
Arkansas	64.3%	20.0%	0.0%	North Dakota	95.2%	0.0%	0.0%
Arizona	52.2%	53.3%	7.7%	Nebraska	75.4%	7.8%	0.0%
California	52.5%	36.8%	3.2%	New Hampshire	85.3%	6.2%	0.0%
Colorado	78.8%	17.9%	0.0%	New Jersey	80.9%	14.6%	0.0%
Connecticut	64.3%	24.4%	0.0%	New Mexico	52.5%	29.0%	5.0%
District of Columbia*				Nevada	66.7%	20.0%	0.0%
Delaware	88.2%	6.3%	0.0%	New York	68.7%	11.7%	0.0%
Florida	71.8%	23.8%	0.0%	Ohio	61.1%	22.7%	1.0%
Georgia	65.7%	25.7%	0.0%	Oklahoma	46.2%	36.8%	0.0%
Hawaii	62.5%	60.0%	0.0%	Oregon	51.7%	38.1%	0.0%
Iowa	97.9%	6.8%	4.7%	Pennsylvania	61.5%	23.8%	2.2%
Idaho	60.7%	21.7%	0.0%	Rhode Island	66.7%	14.3%	0.0%
Illinois	67.9%	16.7%	0.0%	South Carolina	72.0%	31.6%	0.0%
Indiana	55.9%	32.0%	1.4%	South Dakota	67.9%	12.0%	0.0%
Kansas	73.5%	16.7%	0.0%	Tennessee	75.0%	10.3%	0.0%
Kentucky	71.4%	21.7%	5.1%	Texas	72.5%	15.9%	0.0%
Louisiana	65.0%	14.3%	3.0%	Utah	54.2%	65.5%	0.0%
Massachusetts	57.5%	29.2%	3.0%	Vermont	62.5%	23.1%	2.9%
Maryland	76.7%	10.3%	0.0%	Virginia	50.0%	33.3%	0.0%
Maine	65.5%	26.1%	0.0%	Washington	53.3%	57.9%	0.0%
Michigan	66.7%	25.0%	1.4%	Wisconsin	63.3%	30.4%	0.0%
Minnesota	69.5%	17.3%	0.0%	West Virginia	70.0%	13.6%	7.7%
Missouri	70.2%	19.8%	2.1%	Wyoming	66.7%	20.0%	0.0%

\* Data is insufficient for meaningful analysis.

## 2.

## RETENTION, VACANCY AND TURNOVER RATES OF NURSING STAFF

## T. Nursing Staff - All

	Retention	Turnover	Vacancy		Retention	Turnover	Vacancy
<b>United States</b>	45.2%	48.7%	5.4%	Mississippi	47.6%	36.5%	4.3%
Alaska*				Montana*			
Alabama	44.1%	47.3%	6.8%	North Carolina	39.4%	57.8%	3.9%
Arkansas	36.1%	72.4%	4.3%	North Dakota	52.4%	33.6%	7.9%
Arizona	46.2%	52.9%	11.4%	Nebraska	48.8%	47.8%	7.3%
California	52.0%	40.6%	4.4%	New Hampshire	48.4%	38.6%	3.6%
Colorado	46.8%	53.6%	3.5%	New Jersey	53.6%	32.4%	2.2%
Connecticut	67.9%	18.7%	4.0%	New Mexico	35.4%	60.0%	5.1%
District of Columbia*				Nevada	33.7%	69.3%	1.8%
Delaware	44.2%	42.3%	6.0%	New York	54.0%	32.2%	7.6%
Florida	49.3%	45.4%	3.3%	Ohio	43.1%	60.0%	4.1%
Georgia	39.5%	45.2%	5.2%	Oklahoma	29.2%	64.4%	0.5%
Hawaii	65.7%	31.4%	1.3%	Oregon	48.5%	49.3%	5.2%
Iowa	62.5%	38.2%	6.1%	Pennsylvania	49.3%	44.1%	4.4%
Idaho	33.4%	72.4%	2.9%	Rhode Island	57.2%	29.9%	5.5%
Illinois	61.2%	27.2%	5.0%	South Carolina	59.2%	28.8%	4.2%
Indiana	34.8%	76.9%	6.5%	South Dakota	39.9%	46.4%	8.2%
Kansas	37.6%	63.2%	5.6%	Tennessee	41.6%	57.5%	4.2%
Kentucky	35.6%	74.5%	7.7%	Texas	41.7%	46.2%	5.1%
Louisiana	47.9%	33.9%	4.8%	Utah	48.3%	51.9%	4.5%
Massachusetts	51.5%	39.4%	8.3%	Vermont	37.0%	69.1%	4.9%
Maryland	47.1%	43.5%	3.7%	Virginia	39.5%	49.6%	3.1%
Maine	47.3%	39.6%	7.7%	Washington	38.6%	72.0%	3.6%
Michigan	53.0%	35.8%	5.4%	Wisconsin	42.7%	60.7%	5.6%
Minnesota	52.3%	36.8%	5.2%	West Virginia	39.6%	60.2%	3.5%
Missouri	33.9%	69.3%	6.7%	Wyoming	36.8%	67.3%	8.0%

\* Data is insufficient for meaningful analysis.

**T. Nursing Staff – DON**

	Retention	Turnover	Vacancy		Retention	Turnover	Vacancy
<b>United States</b>	68.9%	18.1%	1.8%	Mississippi	85.7%	5.0%	0.0%
Alaska*				Montana*			
Alabama	78.5%	12.0%	3.5%	North Carolina	72.9%	13.5%	2.6%
Arkansas	77.8%	12.5%	3.4%	North Dakota	80.0%	13.6%	4.5%
Arizona	62.5%	33.3%	7.7%	Nebraska	70.2%	23.5%	1.4%
California	70.3%	21.9%	3.4%	New Hampshire	82.4%	6.2%	0.0%
Colorado	63.9%	24.1%	4.3%	New Jersey	79.5%	7.3%	0.0%
Connecticut	58.8%	27.5%	0.0%	New Mexico	54.1%	27.6%	5.6%
District of Columbia*				Nevada	57.1%	40.0%	0.0%
Delaware	93.8%	6.7%	0.0%	New York	71.4%	14.8%	1.7%
Florida	66.7%	22.0%	0.0%	Ohio	64.9%	24.2%	2.1%
Georgia	59.4%	19.2%	1.0%	Oklahoma	65.0%	17.6%	0.0%
Hawaii	100.0%	0.0%	0.0%	Oregon	66.7%	14.3%	0.0%
Iowa	78.2%	19.6%	0.0%	Pennsylvania	76.5%	11.0%	1.1%
Idaho	66.7%	22.7%	0.0%	Rhode Island	85.7%	5.0%	0.0%
Illinois	71.4%	23.5%	5.3%	South Carolina	85.0%	17.6%	0.0%
Indiana	56.7%	28.3%	0.0%	South Dakota	76.9%	8.3%	0.0%
Kansas	68.1%	11.9%	0.0%	Tennessee	71.0%	14.8%	0.0%
Kentucky	63.5%	28.8%	4.9%	Texas	71.4%	14.8%	5.0%
Louisiana	74.3%	12.9%	0.0%	Utah	86.7%	7.1%	0.0%
Massachusetts	63.9%	19.8%	4.4%	Vermont	81.3%	17.1%	0.0%
Maryland	57.4%	17.5%	0.0%	Virginia	50.0%	33.3%	0.0%
Maine	69.2%	18.2%	0.0%	Washington	58.0%	35.1%	0.0%
Michigan	61.8%	22.2%	2.9%	Wisconsin	64.1%	21.1%	0.0%
Minnesota	72.5%	14.6%	0.0%	West Virginia	69.4%	14.0%	0.0%
Missouri	69.4%	14.9%	2.0%	Wyoming	75.0%	14.3%	0.0%

\* Data is insufficient for meaningful analysis.

**T. Nursing Staff – ARN**

	Retention	Turnover	Vacancy		Retention	Turnover	Vacancy
<b>United States</b>	53.6%	34.2%	8.7%	Mississippi	47.0%	41.9%	8.4%
Alaska*				Montana*			
Alabama	47.7%	42.3%	16.8%	North Carolina	46.0%	41.5%	11.8%
Arkansas	47.8%	48.4%	18.6%	North Dakota	81.5%	10.2%	0.0%
Arizona	50.0%	42.9%	12.5%	Nebraska	49.6%	33.7%	12.5%
California	43.0%	53.4%	8.1%	New Hampshire	56.4%	44.4%	23.1%
Colorado	65.4%	2.0%	0.0%	New Jersey	75.9%	8.0%	10.0%
Connecticut	62.4%	16.4%	1.8%	New Mexico	64.5%	40.9%	4.5%
District of Columbia*				Nevada	100.0%	0.0%	16.7%
Delaware	55.8%	22.9%	8.7%	New York	65.4%	21.9%	7.1%
Florida	54.9%	28.6%	1.9%	Ohio	68.0%	25.2%	3.9%
Georgia	44.8%	33.6%	11.2%	Oklahoma	85.7%	0.0%	0.0%
Hawaii	100.0%	0.0%	0.0%	Oregon	70.2%	17.5%	7.0%
Iowa	83.3%	10.5%	0.0%	Pennsylvania	50.4%	38.6%	4.7%
Idaho	37.5%	33.3%	0.0%	Rhode Island	70.8%	20.0%	5.3%
Illinois	74.1%	22.7%	0.0%	South Carolina	55.9%	30.8%	3.7%
Indiana	37.2%	69.6%	15.5%	South Dakota	54.1%	33.3%	9.9%
Kansas	45.2%	48.6%	16.0%	Tennessee	58.2%	30.0%	7.4%
Kentucky	47.8%	47.3%	4.1%	Texas	65.3%	17.3%	0.0%
Louisiana	58.6%	11.5%	4.2%	Utah	66.7%	12.5%	0.0%
Massachusetts	56.1%	30.9%	6.4%	Vermont	44.8%	39.8%	16.0%
Maryland	52.5%	34.1%	11.9%	Virginia	83.3%	0.0%	0.0%
Maine	86.4%	4.8%	21.1%	Washington	51.4%	37.0%	0.0%
Michigan	72.7%	17.2%	3.9%	Wisconsin	56.3%	34.1%	12.9%
Minnesota	57.2%	32.5%	8.2%	West Virginia	46.0%	34.8%	7.0%
Missouri	49.7%	38.9%	12.6%	Wyoming	100.0%	0.0%	0.0%

\* Data is insufficient for meaningful analysis.

**T. Nursing Staff – RN**

	Retention	Turnover	Vacancy		Retention	Turnover	Vacancy
<b>United States</b>	48.3%	42.8%	7.9%	Mississippi	59.0%	21.2%	8.9%
Alaska*				Montana*			
Alabama	48.5%	38.7%	8.4%	North Carolina	40.6%	56.0%	5.6%
Arkansas	53.4%	39.7%	9.4%	North Dakota	65.3%	17.1%	6.8%
Arizona	48.8%	50.4%	9.9%	Nebraska	68.3%	30.3%	10.9%
California	49.1%	38.2%	5.6%	New Hampshire	48.2%	38.3%	3.6%
Colorado	46.5%	44.0%	1.9%	New Jersey	54.2%	25.1%	2.9%
Connecticut	58.7%	29.5%	10.5%	New Mexico	39.4%	54.7%	8.0%
District of Columbia*				Nevada	35.6%	57.3%	1.4%
Delaware	43.7%	50.8%	8.7%	New York	62.2%	27.2%	9.9%
Florida	46.1%	51.4%	8.1%	Ohio	45.0%	57.3%	7.3%
Georgia	37.1%	42.1%	9.3%	Oklahoma	40.0%	37.3%	0.0%
Hawaii	73.0%	26.0%	0.0%	Oregon	57.3%	47.1%	7.9%
Iowa	59.4%	35.7%	8.2%	Pennsylvania	49.4%	36.6%	4.3%
Idaho	37.9%	56.3%	5.3%	Rhode Island	53.8%	34.3%	11.8%
Illinois	69.7%	25.3%	5.7%	South Carolina	52.2%	35.3%	7.9%
Indiana	38.4%	78.6%	15.4%	South Dakota	54.4%	33.9%	11.5%
Kansas	51.1%	30.1%	6.1%	Tennessee	42.6%	50.7%	7.1%
Kentucky	37.9%	73.1%	10.8%	Texas	56.1%	25.9%	4.5%
Louisiana	58.6%	26.1%	3.4%	Utah	54.1%	44.3%	4.5%
Massachusetts	48.7%	44.3%	10.5%	Vermont	38.5%	62.7%	9.2%
Maryland	42.6%	44.7%	0.0%	Virginia	48.1%	30.0%	4.1%
Maine	40.1%	47.0%	10.7%	Washington	46.9%	55.5%	5.1%
Michigan	50.2%	39.0%	12.0%	Wisconsin	44.1%	63.6%	8.9%
Minnesota	51.7%	34.7%	6.1%	West Virginia	35.3%	53.9%	2.4%
Missouri	45.9%	45.0%	9.8%	Wyoming	54.9%	47.8%	9.9%

\* Data is insufficient for meaningful analysis.

T. Nursing Staff – LPN

	Retention	Turnover	Vacancy		Retention	Turnover	Vacancy
<b>United States</b>	48.4%	43.0%	5.6%	Mississippi	56.0%	32.0%	4.2%
Alaska*				Montana*			
Alabama	48.0%	44.4%	7.2%	North Carolina	44.0%	48.7%	3.3%
Arkansas	41.2%	61.1%	4.2%	North Dakota	61.9%	29.2%	8.3%
Arizona	42.6%	50.6%	8.8%	Nebraska	58.4%	36.6%	9.0%
California	51.0%	40.5%	4.5%	New Hampshire	53.9%	31.5%	1.8%
Colorado	45.7%	49.9%	5.3%	New Jersey	60.9%	25.7%	2.1%
Connecticut	62.7%	24.5%	5.7%	New Mexico	44.4%	37.2%	6.9%
District of Columbia*				Nevada	24.5%	89.5%	0.0%
Delaware	43.0%	38.7%	3.8%	New York	54.1%	32.5%	9.8%
Florida	42.2%	54.8%	4.2%	Ohio	49.1%	47.4%	3.2%
Georgia	38.9%	38.0%	5.3%	Oklahoma	34.5%	68.7%	1.1%
Hawaii	71.3%	25.0%	4.3%	Oregon	54.2%	39.2%	6.3%
Iowa	69.7%	32.2%	4.3%	Pennsylvania	55.7%	36.4%	4.4%
Idaho	42.8%	51.6%	3.1%	Rhode Island	54.3%	38.3%	4.1%
Illinois	56.3%	30.9%	4.3%	South Carolina	57.8%	29.4%	3.7%
Indiana	40.8%	64.8%	5.7%	South Dakota	45.5%	30.3%	14.0%
Kansas	47.6%	39.9%	5.9%	Tennessee	51.3%	42.3%	3.0%
Kentucky	43.3%	56.4%	8.6%	Texas	47.7%	37.6%	5.9%
Louisiana	52.6%	28.4%	4.5%	Utah	55.8%	38.3%	3.0%
Massachusetts	52.7%	39.3%	8.3%	Vermont	38.8%	63.7%	5.5%
Maryland	50.8%	40.6%	3.8%	Virginia	48.4%	55.0%	1.9%
Maine	51.1%	42.4%	6.7%	Washington	44.8%	58.7%	3.6%
Michigan	47.4%	39.2%	6.2%	Wisconsin	48.2%	54.1%	6.3%
Minnesota	56.0%	35.0%	5.8%	West Virginia	46.3%	47.2%	2.1%
Missouri	41.0%	56.8%	6.9%	Wyoming	47.0%	57.1%	8.9%

\* Data is insufficient for meaningful analysis.

**T. Nursing Staff - CNA**

	Retention	Turnover	Vacancy		Retention	Turnover	Vacancy
<b>United States</b>	43.2%	53.5%	5.7%	Mississippi	55.9%	32.9%	6.9%
Alaska*				Montana*			
Alabama	42.4%	50.7%	6.7%	North Carolina	37.5%	63.3%	3.6%
Arkansas	31.2%	83.7%	3.8%	North Dakota	47.0%	36.8%	8.3%
Arizona	45.1%	57.4%	13.4%	Nebraska	42.5%	58.8%	7.7%
California	50.9%	43.8%	4.2%	New Hampshire	46.8%	41.1%	2.8%
Colorado	45.8%	59.5%	4.3%	New Jersey	57.6%	31.2%	1.6%
Connecticut	72.7%	16.5%	3.5%	New Mexico	35.2%	65.5%	4.7%
District of Columbia*				Nevada	33.4%	75.9%	2.4%
Delaware	42.1%	46.6%	7.6%	New York	52.2%	36.1%	7.6%
Florida	50.4%	46.0%	3.0%	Ohio	39.5%	69.9%	4.8%
Georgia	36.1%	47.8%	6.0%	Oklahoma	25.1%	72.9%	0.6%
Hawaii	60.9%	37.2%	1.2%	Oregon	46.6%	57.0%	5.4%
Iowa	59.9%	43.8%	6.4%	Pennsylvania	48.9%	48.0%	5.5%
Idaho	33.2%	72.4%	3.5%	Rhode Island	56.1%	30.0%	4.3%
Illinois	57.9%	28.6%	6.0%	South Carolina	59.9%	28.7%	4.3%
Indiana	29.0%	93.2%	5.9%	South Dakota	34.6%	54.7%	7.7%
Kansas	30.4%	81.3%	5.8%	Tennessee	37.6%	68.1%	4.8%
Kentucky	30.5%	89.7%	7.6%	Texas	36.9%	55.0%	6.4%
Louisiana	44.6%	39.4%	5.7%	Utah	45.4%	58.6%	6.5%
Massachusetts	53.4%	37.7%	8.5%	Vermont	36.2%	75.7%	4.3%
Maryland	47.1%	45.0%	5.0%	Virginia	34.7%	56.3%	2.7%
Maine	47.2%	42.3%	8.2%	Washington	36.5%	80.2%	3.6%
Michigan	52.5%	38.2%	5.3%	Wisconsin	38.5%	67.7%	4.7%
Minnesota	47.9%	41.7%	5.5%	West Virginia	39.9%	64.5%	5.0%
Missouri	28.4%	83.9%	6.8%	Wyoming	35.3%	69.1%	7.9%

\* Data is insufficient for meaningful analysis.

3.

RETENTION, VACANCY AND TURNOVER RATES OF THERAPY STAFF

T. Therapy Staff - All

	Retention	Turnover	Vacancy		Retention	Turnover	Vacancy
<b>United States</b>	63.3%	16.7%	2.0%	Mississippi	87.2%	1.3%	1.3%
Alaska*				Montana*			
Alabama	68.6%	16.8%	1.2%	North Carolina	52.0%	33.5%	1.2%
Arkansas	100.0%	0.0%	2.3%	North Dakota	91.4%	4.4%	3.3%
Arizona	47.2%	39.9%	4.0%	Nebraska	60.1%	17.6%	5.4%
California	60.7%	24.9%	4.3%	New Hampshire	59.2%	13.3%	0.4%
Colorado	53.3%	24.1%	1.1%	New Jersey	63.0%	8.3%	1.3%
Connecticut	66.3%	9.4%	1.9%	New Mexico	88.2%	0.0%	10.5%
District of Columbia*				Nevada	69.7%	26.9%	0.0%
Delaware	71.9%	9.7%	0.0%	New York	62.9%	8.7%	2.5%
Florida	71.0%	6.9%	3.3%	Ohio	67.6%	17.3%	1.1%
Georgia	62.6%	17.5%	3.0%	Oklahoma	55.6%	5.9%	0.0%
Hawaii	100.0%	0.0%	0.0%	Oregon	62.5%	30.0%	6.7%
Iowa	76.4%	6.5%	0.0%	Pennsylvania	65.5%	9.7%	0.8%
Idaho	64.8%	17.9%	2.6%	Rhode Island	62.9%	10.4%	4.9%
Illinois	94.8%	3.6%	1.8%	South Carolina	67.7%	18.5%	5.4%
Indiana	55.7%	27.9%	1.2%	South Dakota	94.3%	0.0%	0.0%
Kansas	88.7%	8.6%	20.6%	Tennessee	69.6%	17.6%	3.2%
Kentucky	59.7%	21.5%	1.9%	Texas	60.4%	16.4%	2.3%
Louisiana	81.5%	19.4%	0.0%	Utah	76.9%	19.5%	1.1%
Massachusetts	58.7%	22.6%	1.2%	Vermont	57.9%	16.6%	4.1%
Maryland	60.9%	6.5%	0.0%	Virginia	38.5%	46.3%	0.0%
Maine	56.1%	18.5%	0.0%	Washington	59.6%	22.8%	1.3%
Michigan	73.8%	15.3%	8.5%	Wisconsin	65.2%	21.4%	0.9%
Minnesota	69.2%	11.9%	2.2%	West Virginia	49.2%	15.4%	0.0%
Missouri	69.4%	11.3%	3.3%	Wyoming	41.3%	31.4%	0.0%

\* Data is insufficient for meaningful analysis.

## 4.

## RETENTION, VACANCY AND TURNOVER RATES OF FOOD SERVICES STAFF

## T. Food Services - All

	Retention	Turnover	Vacancy		Retention	Turnover	Vacancy
<b>United States</b>	47.9%	45.7%	3.9%	Mississippi	59.8%	29.9%	2.9%
Alaska*				Montana*			
Alabama	50.7%	41.4%	5.8%	North Carolina	52.7%	36.1%	1.9%
Arkansas	44.5%	59.8%	3.6%	North Dakota	52.5%	23.7%	5.8%
Arizona	39.4%	60.5%	16.1%	Nebraska	44.1%	57.3%	9.6%
California	52.9%	35.0%	2.8%	New Hampshire	39.1%	64.6%	4.2%
Colorado	45.3%	51.2%	2.8%	New Jersey	51.3%	42.4%	1.4%
Connecticut	72.4%	18.7%	2.8%	New Mexico	36.0%	68.4%	6.0%
District of Columbia*				Nevada	44.6%	49.4%	1.4%
Delaware	43.1%	41.2%	5.8%	New York	53.6%	35.3%	4.3%
Florida	47.2%	48.3%	2.2%	Ohio	48.0%	47.2%	2.1%
Georgia	46.4%	33.9%	3.3%	Oklahoma	38.0%	37.1%	0.0%
Hawaii	67.7%	11.3%	0.0%	Oregon	54.3%	37.0%	1.5%
Iowa	62.0%	39.7%	3.4%	Pennsylvania	48.8%	44.6%	3.7%
Idaho	30.8%	86.0%	3.4%	Rhode Island	51.5%	33.0%	0.4%
Illinois	62.7%	24.7%	4.9%	South Carolina	69.9%	22.7%	1.4%
Indiana	35.4%	76.7%	3.7%	South Dakota	46.3%	42.7%	5.6%
Kansas	32.6%	75.5%	3.3%	Tennessee	48.1%	50.2%	3.2%
Kentucky	41.3%	64.0%	9.7%	Texas	42.9%	50.2%	1.7%
Louisiana	50.7%	38.0%	1.9%	Utah	54.8%	24.8%	2.0%
Massachusetts	42.7%	48.8%	7.3%	Vermont	40.9%	60.3%	2.6%
Maryland	42.1%	51.7%	1.3%	Virginia	42.2%	62.7%	3.5%
Maine	48.4%	58.2%	12.9%	Washington	47.9%	51.4%	1.1%
Michigan	64.7%	24.1%	4.2%	Wisconsin	45.4%	52.1%	2.8%
Minnesota	55.5%	34.6%	3.8%	West Virginia	47.8%	58.1%	4.2%
Missouri	40.6%	63.6%	3.2%	Wyoming	29.8%	*	0.0%

\* Data is insufficient for meaningful analysis.

## 5.

RETENTION, VACANCY AND TURNOVER RATES OF  
HOUSEKEEPING AND MAINTENANCE STAFF

## T. Housekeeping and Maintenance Staff - All

	Retention	Turnover	Vacancy		Retention	Turnover	Vacancy
<b>United States</b>	60.6%	28.5%	3.0%	Mississippi	71.2%	13.2%	1.5%
Alaska*				Montana*			
Alabama	65.9%	23.2%	2.1%	North Carolina	52.4%	33.8%	2.2%
Arkansas	54.2%	46.0%	4.0%	North Dakota	68.7%	17.3%	2.6%
Arizona	57.6%	15.5%	10.8%	Nebraska	61.4%	35.4%	9.1%
California	64.9%	23.6%	1.9%	New Hampshire	55.3%	34.3%	9.1%
Colorado	59.3%	46.8%	3.4%	New Jersey	65.5%	23.4%	0.0%
Connecticut	79.0%	11.5%	3.5%	New Mexico	48.2%	52.4%	5.1%
District of Columbia*				Nevada	53.6%	32.2%	0.0%
Delaware	63.5%	17.1%	9.6%	New York	67.7%	18.7%	2.3%
Florida	60.7%	25.3%	1.7%	Ohio	62.1%	29.0%	1.8%
Georgia	49.9%	29.8%	3.2%	Oklahoma	42.1%	34.2%	0.0%
Hawaii	64.0%	0.0%	3.5%	Oregon	76.4%	15.2%	0.6%
Iowa	78.7%	21.2%	2.4%	Pennsylvania	65.2%	23.6%	1.7%
Idaho	45.8%	52.4%	1.2%	Rhode Island	66.7%	17.3%	2.2%
Illinois	75.0%	14.2%	3.2%	South Carolina	69.6%	19.8%	2.1%
Indiana	53.6%	42.9%	3.0%	South Dakota	63.3%	18.6%	3.9%
Kansas	52.7%	35.9%	0.4%	Tennessee	64.9%	29.1%	1.6%
Kentucky	49.5%	46.2%	9.4%	Texas	51.7%	36.8%	2.9%
Louisiana	50.9%	39.1%	1.6%	Utah	61.3%	26.2%	2.6%
Massachusetts	71.1%	19.0%	4.1%	Vermont	62.5%	27.8%	4.1%
Maryland	54.0%	34.1%	2.4%	Virginia	56.3%	36.2%	3.1%
Maine	56.6%	28.6%	2.6%	Washington	54.4%	34.9%	2.5%
Michigan	73.5%	17.3%	3.2%	Wisconsin	62.4%	31.1%	1.0%
Minnesota	70.8%	18.7%	2.6%	West Virginia	59.4%	30.0%	2.4%
Missouri	47.0%	52.6%	4.2%	Wyoming	38.8%	50.1%	4.9%

\* Data is insufficient for meaningful analysis.

## 6.

 RETENTION, VACANCY AND TURNOVER RATES OF  
 SOCIAL SERVICES AND ACTIVITIES STAFF

## T. Social Services and Activities Staff - All

	Retention	Turnover	Vacancy		Retention	Turnover	Vacancy
<b>United States</b>	65.8%	19.5%	2.6%	Mississippi	76.3%	9.7%	0.7%
Alaska*				Montana*			
Alabama	76.1%	13.1%	3.4%	North Carolina	64.9%	17.2%	0.5%
Arkansas	71.1%	18.8%	2.6%	North Dakota	70.5%	22.7%	3.7%
Arizona	66.9%	18.6%	1.4%	Nebraska	73.3%	20.6%	4.7%
California	59.9%	23.9%	2.0%	New Hampshire	61.6%	22.8%	1.8%
Colorado	57.7%	26.5%	1.9%	New Jersey	63.6%	22.4%	0.0%
Connecticut	74.6%	11.0%	1.3%	New Mexico	59.8%	20.4%	4.1%
District of Columbia*				Nevada	44.9%	34.6%	0.0%
Delaware	56.7%	17.2%	6.7%	New York	72.9%	12.4%	1.8%
Florida	65.9%	11.3%	1.5%	Ohio	68.6%	19.6%	2.6%
Georgia	60.4%	15.0%	2.7%	Oklahoma	60.6%	13.1%	0.0%
Hawaii	46.4%	19.0%	0.0%	Oregon	77.8%	17.1%	2.5%
Iowa	85.9%	7.8%	2.5%	Pennsylvania	59.9%	25.3%	2.1%
Idaho	67.9%	20.8%	6.0%	Rhode Island	80.1%	9.2%	2.2%
Illinois	87.6%	6.7%	2.1%	South Carolina	86.6%	7.8%	2.1%
Indiana	61.1%	26.3%	0.8%	South Dakota	67.1%	18.3%	5.9%
Kansas	62.3%	19.5%	1.0%	Tennessee	68.6%	17.2%	0.0%
Kentucky	67.8%	18.7%	7.8%	Texas	69.4%	16.1%	2.1%
Louisiana	75.8%	11.8%	2.1%	Utah	58.1%	12.3%	0.0%
Massachusetts	56.9%	29.0%	6.9%	Vermont	53.6%	18.3%	1.7%
Maryland	59.0%	26.9%	1.9%	Virginia	78.0%	10.8%	3.9%
Maine	59.2%	27.0%	0.0%	Washington	65.9%	19.3%	2.9%
Michigan	69.0%	18.5%	3.3%	Wisconsin	65.3%	24.5%	3.0%
Minnesota	68.7%	20.5%	3.3%	West Virginia	63.7%	18.4%	2.3%
Missouri	68.7%	19.6%	0.6%	Wyoming	52.2%	35.8%	0.0%

\* Data is insufficient for meaningful analysis.

## **Appendix B**

### **TABLES OF RETENTION, VACANCY AND TURNOVER RATES BY STATE**

## ALABAMA

### Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	COUNT	PERCENTAGE	COUNT	PERCENTAGE
<b>All Nursing Facility Employees</b>	33,039	100.0%	2,039,924	100.0%
Administrative and Management Staff	1,141	3.5%	86,053	4.2%
Nursing Staff	23,061	69.8%	1,325,654	65.0%
Therapy Staff	503	1.5%	86,083	4.2%
Food Services Staff	3,137	9.5%	214,591	10.5%
Housekeeping and Maintenance Staff	3,233	9.8%	167,626	8.2%
Social Services and Activities Staff	1,130	3.4%	79,853	3.9%
<b>Nursing Staff</b>	23,061	100.0%	1,325,654	100.0%
Director of Nursing (DON)	229	1.0%	15,922	1.2%
RN with Administrative Duties (ARN)	671	2.9%	31,582	2.4%
Staff Registered Nurse (RN)	767	3.3%	111,588	8.4%
Licensed Practical Nurse (LPN)	5,364	23.3%	276,783	20.9%
Certified Nurse Assistant (CNA)	14,119	61.2%	744,979	56.2%
Other Nursing Staff	1,910	8.3%	144,801	10.9%

### Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	49.2%	49.1%	41.1%	42.5%	5.9%	4.5%
Administrative and Management Staff	78.1%	68.1%	14.0%	20.5%	4.6%	1.8%
Nursing Staff	44.1%	45.2%	47.3%	48.7%	6.8%	5.4%
Therapy Staff	68.6%	63.3%	16.8%	16.7%	1.2%	2.0%
Food Services Staff	50.7%	47.9%	41.4%	45.7%	5.8%	3.9%
Housekeeping and Maintenance Staff	65.9%	60.6%	23.2%	28.5%	2.1%	3.0%
Social Services and Activities Staff	76.1%	65.8%	13.1%	19.5%	3.4%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	78.5%	68.9%	12.0%	18.1%	3.5%	1.8%
RN with Administrative Duties (ARN)	47.7%	53.6%	42.3%	34.2%	16.8%	8.7%
Staff Registered Nurse (RN)	48.5%	48.3%	38.7%	42.8%	8.4%	7.9%
Licensed Practical Nurse (LPN)	48.0%	48.4%	44.4%	43.0%	7.2%	5.6%
Certified Nurse Assistant (CNA)	42.4%	43.2%	50.7%	53.5%	6.7%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

## ARKANSAS

### Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
<b>All Nursing Facility Employees</b>	23,821	100.0%	2,039,924	100.0%
Administrative and Management Staff	1,001	4.2%	86,053	4.2%
Nursing Staff	17,328	72.7%	1,325,654	65.0%
Therapy Staff	324	1.4%	86,083	4.2%
Food Services Staff	2,452	10.3%	214,591	10.5%
Housekeeping and Maintenance Staff	1,770	7.4%	167,626	8.2%
Social Services and Activities Staff	631	2.7%	79,853	3.9%
<b>Nursing Staff</b>	17,328	100.0%	1,325,654	100.0%
Director of Nursing (DON)	232	1.3%	15,922	1.2%
RN with Administrative Duties (ARN)	464	2.7%	31,582	2.4%
Staff Registered Nurse (RN)	504	2.9%	111,588	8.4%
Licensed Practical Nurse (LPN)	3,687	21.3%	276,783	20.9%
Certified Nurse Assistant (CNA)	11,699	67.5%	744,979	56.2%
Other Nursing Staff	741	4.3%	144,801	10.9%

### Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	40.3%	49.1%	64.2%	42.5%	3.9%	4.5%
Administrative and Management Staff	62.6%	68.1%	23.0%	20.5%	0.9%	1.8%
Nursing Staff	36.1%	45.2%	72.4%	48.7%	4.3%	5.4%
Therapy Staff	100.0%	63.3%	0.0%	16.7%	2.3%	2.0%
Food Services Staff	44.5%	47.9%	59.8%	45.7%	3.6%	3.9%
Housekeeping and Maintenance Staff	54.2%	60.6%	46.0%	28.5%	4.0%	3.0%
Social Services and Activities Staff	71.1%	65.8%	18.8%	19.5%	2.6%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	77.8%	68.9%	12.5%	18.1%	3.4%	1.8%
RN with Administrative Duties (ARN)	47.8%	53.6%	48.4%	34.2%	18.6%	8.7%
Staff Registered Nurse (RN)	53.4%	48.3%	39.7%	42.8%	9.4%	7.9%
Licensed Practical Nurse (LPN)	41.2%	48.4%	61.1%	43.0%	4.2%	5.6%
Certified Nurse Assistant (CNA)	31.2%	43.2%	83.7%	53.5%	3.8%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

## ARIZONA

### Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	COUNT	PERCENTAGE	COUNT	PERCENTAGE
<b>All Nursing Facility Employees</b>	17,502	100.0%	2,039,924	100.0%
Administrative and Management Staff	1,034	5.9%	86,053	4.2%
Nursing Staff	10,739	61.4%	1,325,654	65.0%
Therapy Staff	772	4.4%	86,083	4.2%
Food Services Staff	1,846	10.5%	214,591	10.5%
Housekeeping and Maintenance Staff	1,715	9.8%	167,626	8.2%
Social Services and Activities Staff	797	4.6%	79,853	3.9%
<b>Nursing Staff</b>	10,739	100.0%	1,325,654	100.0%
Director of Nursing (DON)	133	1.2%	15,922	1.2%
RN with Administrative Duties (ARN)	93	0.9%	31,582	2.4%
Staff Registered Nurse (RN)	1,074	10.0%	111,588	8.4%
Licensed Practical Nurse (LPN)	2,403	22.4%	276,783	20.9%
Certified Nurse Assistant (CNA)	6,242	58.1%	744,979	56.2%
Other Nursing Staff	795	7.4%	144,801	10.9%

### Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	48.3%	49.1%	46.9%	42.5%	10.7%	4.5%
Administrative and Management Staff	60.3%	68.1%	41.8%	20.5%	7.9%	1.8%
Nursing Staff	46.2%	45.2%	52.9%	48.7%	11.4%	5.4%
Therapy Staff	47.2%	63.3%	39.9%	16.7%	4.0%	2.0%
Food Services Staff	39.4%	47.9%	60.5%	45.7%	16.1%	3.9%
Housekeeping and Maintenance Staff	57.6%	60.6%	15.5%	28.5%	10.8%	3.0%
Social Services and Activities Staff	66.9%	65.8%	18.6%	19.5%	1.4%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	62.5%	68.9%	33.3%	18.1%	7.7%	1.8%
RN with Administrative Duties (ARN)	50.0%	53.6%	42.9%	34.2%	12.5%	8.7%
Staff Registered Nurse (RN)	48.8%	48.3%	50.4%	42.8%	9.9%	7.9%
Licensed Practical Nurse (LPN)	42.6%	48.4%	50.6%	43.0%	8.8%	5.6%
Certified Nurse Assistant (CNA)	45.1%	43.2%	57.4%	53.5%	13.4%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

## CALIFORNIA

### Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
<b>All Nursing Facility Employees</b>	154,914	100.0%	2,039,924	100.0%
Administrative and Management Staff	8,504	5.5%	86,053	4.2%
Nursing Staff	102,837	66.4%	1,325,654	65.0%
Therapy Staff	5,135	3.3%	86,083	4.2%
Food Services Staff	13,532	8.7%	214,591	10.5%
Housekeeping and Maintenance Staff	10,824	7.0%	167,626	8.2%
Social Services and Activities Staff	6,462	4.2%	79,853	3.9%
<b>Nursing Staff</b>	102,837	100.0%	1,325,654	100.0%
Director of Nursing (DON)	1,279	1.2%	15,922	1.2%
RN with Administrative Duties (ARN)	2,755	2.7%	31,582	2.4%
Staff Registered Nurse (RN)	10,119	9.8%	111,588	8.4%
Licensed Practical Nurse (LPN)	19,807	19.3%	276,783	20.9%
Certified Nurse Assistant (CNA)	59,310	57.7%	744,979	56.2%
Other Nursing Staff	9,566	9.3%	144,801	10.9%

### Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	53.9%	49.1%	36.9%	42.5%	3.8%	4.5%
Administrative and Management Staff	61.3%	68.1%	28.5%	20.5%	3.9%	1.8%
Nursing Staff	52.0%	45.2%	40.6%	48.7%	4.4%	5.4%
Therapy Staff	60.7%	63.3%	24.9%	16.7%	4.3%	2.0%
Food Services Staff	52.9%	47.9%	35.0%	45.7%	2.8%	3.9%
Housekeeping and Maintenance Staff	64.9%	60.6%	23.6%	28.5%	1.9%	3.0%
Social Services and Activities Staff	59.9%	65.8%	23.9%	19.5%	2.0%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	70.3%	68.9%	21.9%	18.1%	3.4%	1.8%
RN with Administrative Duties (ARN)	43.0%	53.6%	53.4%	34.2%	8.1%	8.7%
Staff Registered Nurse (RN)	49.1%	48.3%	38.2%	42.8%	5.6%	7.9%
Licensed Practical Nurse (LPN)	51.0%	48.4%	40.5%	43.0%	4.5%	5.6%
Certified Nurse Assistant (CNA)	50.9%	43.2%	43.8%	53.5%	4.2%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

## COLORADO

### Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	COUNT	PERCENTAGE	COUNT	PERCENTAGE
<b>All Nursing Facility Employees</b>	27,183	100.0%	2,039,924	100.0%
Administrative and Management Staff	993	3.7%	86,053	4.2%
Nursing Staff	15,690	57.7%	1,325,654	65.0%
Therapy Staff	789	2.9%	86,083	4.2%
Food Services Staff	2,634	9.7%	214,591	10.5%
Housekeeping and Maintenance Staff	1,954	7.2%	167,626	8.2%
Social Services and Activities Staff	1,058	3.9%	79,853	3.9%
<b>Nursing Staff</b>	15,690	100.0%	1,325,654	100.0%
Director of Nursing (DON)	220	1.4%	15,922	1.2%
RN with Administrative Duties (ARN)	208	1.3%	31,582	2.4%
Staff Registered Nurse (RN)	1,945	12.4%	111,588	8.4%
Licensed Practical Nurse (LPN)	3,314	21.1%	276,783	20.9%
Certified Nurse Assistant (CNA)	8,982	57.2%	744,979	56.2%
Other Nursing Staff	1,022	6.5%	144,801	10.9%

### Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	49.1%	49.1%	48.9%	42.5%	2.8%	4.5%
Administrative and Management Staff	68.1%	68.1%	21.1%	20.5%	1.0%	1.8%
Nursing Staff	46.8%	45.2%	53.6%	48.7%	3.5%	5.4%
Therapy Staff	53.3%	63.3%	24.1%	16.7%	1.1%	2.0%
Food Services Staff	45.3%	47.9%	51.2%	45.7%	2.8%	3.9%
Housekeeping and Maintenance Staff	59.3%	60.6%	46.8%	28.5%	3.4%	3.0%
Social Services and Activities Staff	57.7%	65.8%	26.5%	19.5%	1.9%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	63.9%	68.9%	24.1%	18.1%	4.3%	1.8%
RN with Administrative Duties (ARN)	65.4%	53.6%	2.0%	34.2%	0.0%	8.7%
Staff Registered Nurse (RN)	46.5%	48.3%	44.0%	42.8%	1.9%	7.9%
Licensed Practical Nurse (LPN)	45.7%	48.4%	49.9%	43.0%	5.3%	5.6%
Certified Nurse Assistant (CNA)	45.8%	43.2%	59.5%	53.5%	4.3%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

## CONNECTICUT

### Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
<b>All Nursing Facility Employees</b>	48,183	100.0%	2,039,924	100.0%
Administrative and Management Staff	1,728	3.6%	86,053	4.2%
Nursing Staff	30,437	63.2%	1,325,654	65.0%
Therapy Staff	2,068	4.3%	86,083	4.2%
Food Services Staff	4,573	9.5%	214,591	10.5%
Housekeeping and Maintenance Staff	3,604	7.5%	167,626	8.2%
Social Services and Activities Staff	1,692	3.5%	79,853	3.9%
<b>Nursing Staff</b>	30,437	100.0%	1,325,654	100.0%
Director of Nursing (DON)	241	0.8%	15,922	1.2%
RN with Administrative Duties (ARN)	429	1.4%	31,582	2.4%
Staff Registered Nurse (RN)	3,396	11.2%	111,588	8.4%
Licensed Practical Nurse (LPN)	5,935	19.5%	276,783	20.9%
Certified Nurse Assistant (CNA)	17,696	58.1%	744,979	56.2%
Other Nursing Staff	2,739	9.0%	144,801	10.9%

### Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	69.5%	49.1%	17.5%	42.5%	3.3%	4.5%
Administrative and Management Staff	76.6%	68.1%	15.9%	20.5%	2.5%	1.8%
Nursing Staff	67.9%	45.2%	18.7%	48.7%	4.0%	5.4%
Therapy Staff	66.3%	63.3%	9.4%	16.7%	1.9%	2.0%
Food Services Staff	72.4%	47.9%	18.7%	45.7%	2.8%	3.9%
Housekeeping and Maintenance Staff	79.0%	60.6%	11.5%	28.5%	3.5%	3.0%
Social Services and Activities Staff	74.6%	65.8%	11.0%	19.5%	1.3%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	58.8%	68.9%	27.5%	18.1%	0.0%	1.8%
RN with Administrative Duties (ARN)	62.4%	53.6%	16.4%	34.2%	1.8%	8.7%
Staff Registered Nurse (RN)	58.7%	48.3%	29.5%	42.8%	10.5%	7.9%
Licensed Practical Nurse (LPN)	62.7%	48.4%	24.5%	43.0%	5.7%	5.6%
Certified Nurse Assistant (CNA)	72.7%	43.2%	16.5%	53.5%	3.5%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

## DELAWARE

### Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
<b>All Nursing Facility Employees</b>	8,048	100.0%	2,039,924	100.0%
Administrative and Management Staff	433	5.4%	86,053	4.2%
Nursing Staff	4,764	59.2%	1,325,654	65.0%
Therapy Staff	409	5.1%	86,083	4.2%
Food Services Staff	1,128	14.0%	214,591	10.5%
Housekeeping and Maintenance Staff	735	9.1%	167,626	8.2%
Social Services and Activities Staff	314	3.9%	79,853	3.9%
<b>Nursing Staff</b>	4,764	100.0%	1,325,654	100.0%
Director of Nursing (DON)	45	0.9%	15,922	1.2%
RN with Administrative Duties (ARN)	113	2.4%	31,582	2.4%
Staff Registered Nurse (RN)	630	13.2%	111,588	8.4%
Licensed Practical Nurse (LPN)	968	20.3%	276,783	20.9%
Certified Nurse Assistant (CNA)	2,528	53.1%	744,979	56.2%
Other Nursing Staff	481	10.1%	144,801	10.9%

### Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	49.0%	49.1%	35.4%	42.5%	5.7%	4.5%
Administrative and Management Staff	71.3%	68.1%	14.9%	20.5%	2.0%	1.8%
Nursing Staff	44.2%	45.2%	42.3%	48.7%	6.0%	5.4%
Therapy Staff	71.9%	63.3%	9.7%	16.7%	0.0%	2.0%
Food Services Staff	43.1%	47.9%	41.2%	45.7%	5.8%	3.9%
Housekeeping and Maintenance Staff	63.5%	60.6%	17.1%	28.5%	9.6%	3.0%
Social Services and Activities Staff	56.7%	65.8%	17.2%	19.5%	6.7%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	93.8%	68.9%	6.7%	18.1%	0.0%	1.8%
RN with Administrative Duties (ARN)	55.8%	53.6%	22.9%	34.2%	8.7%	8.7%
Staff Registered Nurse (RN)	43.7%	48.3%	50.8%	42.8%	8.7%	7.9%
Licensed Practical Nurse (LPN)	43.0%	48.4%	38.7%	43.0%	3.8%	5.6%
Certified Nurse Assistant (CNA)	42.1%	43.2%	46.6%	53.5%	7.6%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

## FLORIDA

### Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
<b>All Nursing Facility Employees</b>	114,999	100.0%	2,039,924	100.0%
Administrative and Management Staff	5,040	4.4%	86,053	4.2%
Nursing Staff	74,790	65.0%	1,325,654	65.0%
Therapy Staff	7,562	6.6%	86,083	4.2%
Food Services Staff	10,393	9.0%	214,591	10.5%
Housekeeping and Maintenance Staff	7,376	6.4%	167,626	8.2%
Social Services and Activities Staff	3,029	2.6%	79,853	3.9%
<b>Nursing Staff</b>	74,790	100.0%	1,325,654	100.0%
Director of Nursing (DON)	700	0.9%	15,922	1.2%
RN with Administrative Duties (ARN)	1,319	1.8%	31,582	2.4%
Staff Registered Nurse (RN)	4,688	6.3%	111,588	8.4%
Licensed Practical Nurse (LPN)	16,169	21.6%	276,783	20.9%
Certified Nurse Assistant (CNA)	47,331	63.3%	744,979	56.2%
Other Nursing Staff	4,584	6.1%	144,801	10.9%

### Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	52.2%	49.1%	39.2%	42.5%	2.9%	4.5%
Administrative and Management Staff	59.4%	68.1%	27.8%	20.5%	1.2%	1.8%
Nursing Staff	49.3%	45.2%	45.4%	48.7%	3.3%	5.4%
Therapy Staff	71.0%	63.3%	6.9%	16.7%	3.3%	2.0%
Food Services Staff	47.2%	47.9%	48.3%	45.7%	2.2%	3.9%
Housekeeping and Maintenance Staff	60.7%	60.6%	25.3%	28.5%	1.7%	3.0%
Social Services and Activities Staff	65.9%	65.8%	11.3%	19.5%	1.5%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	66.7%	68.9%	22.0%	18.1%	0.0%	1.8%
RN with Administrative Duties (ARN)	54.9%	53.6%	28.6%	34.2%	1.9%	8.7%
Staff Registered Nurse (RN)	46.1%	48.3%	51.4%	42.8%	8.1%	7.9%
Licensed Practical Nurse (LPN)	42.2%	48.4%	54.8%	43.0%	4.2%	5.6%
Certified Nurse Assistant (CNA)	50.4%	43.2%	46.0%	53.5%	3.0%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

## GEORGIA

### Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
<b>All Nursing Facility Employees</b>	46,749	100.0%	2,039,924	100.0%
Administrative and Management Staff	1,621	3.5%	86,053	4.2%
Nursing Staff	33,105	70.8%	1,325,654	65.0%
Therapy Staff	780	1.7%	86,083	4.2%
Food Services Staff	4,428	9.5%	214,591	10.5%
Housekeeping and Maintenance Staff	4,531	9.7%	167,626	8.2%
Social Services and Activities Staff	1,397	3.0%	79,853	3.9%
<b>Nursing Staff</b>	33,105	100.0%	1,325,654	100.0%
Director of Nursing (DON)	363	1.1%	15,922	1.2%
RN with Administrative Duties (ARN)	546	1.7%	31,582	2.4%
Staff Registered Nurse (RN)	1,258	3.8%	111,588	8.4%
Licensed Practical Nurse (LPN)	8,199	24.8%	276,783	20.9%
Certified Nurse Assistant (CNA)	17,651	53.3%	744,979	56.2%
Other Nursing Staff	5,088	15.4%	144,801	10.9%

### Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	42.8%	49.1%	40.3%	42.5%	4.5%	4.5%
Administrative and Management Staff	61.5%	68.1%	22.0%	20.5%	1.0%	1.8%
Nursing Staff	39.5%	45.2%	45.2%	48.7%	5.2%	5.4%
Therapy Staff	62.6%	63.3%	17.5%	16.7%	3.0%	2.0%
Food Services Staff	46.4%	47.9%	33.9%	45.7%	3.3%	3.9%
Housekeeping and Maintenance Staff	49.9%	60.6%	29.8%	28.5%	3.2%	3.0%
Social Services and Activities Staff	60.4%	65.8%	15.0%	19.5%	2.7%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	59.4%	68.9%	19.2%	18.1%	1.0%	1.8%
RN with Administrative Duties (ARN)	44.8%	53.6%	33.6%	34.2%	11.2%	8.7%
Staff Registered Nurse (RN)	37.1%	48.3%	42.1%	42.8%	9.3%	7.9%
Licensed Practical Nurse (LPN)	38.9%	48.4%	38.0%	43.0%	5.3%	5.6%
Certified Nurse Assistant (CNA)	36.1%	43.2%	47.8%	53.5%	6.0%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

## HAWAII

### Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
<b>All Nursing Facility Employees</b>	5,551	100.0%	2,039,924	100.0%
Administrative and Management Staff	382	6.9%	86,053	4.2%
Nursing Staff	3,514	63.3%	1,325,654	65.0%
Therapy Staff	29	0.5%	86,083	4.2%
Food Services Staff	682	12.3%	214,591	10.5%
Housekeeping and Maintenance Staff	667	12.0%	167,626	8.2%
Social Services and Activities Staff	278	5.0%	79,853	3.9%
<b>Nursing Staff</b>	3,514	100.0%	1,325,654	100.0%
Director of Nursing (DON)	48	1.4%	15,922	1.2%
RN with Administrative Duties (ARN)	72	2.0%	31,582	2.4%
Staff Registered Nurse (RN)	480	13.7%	111,588	8.4%
Licensed Practical Nurse (LPN)	614	17.5%	276,783	20.9%
Certified Nurse Assistant (CNA)	2,093	59.6%	744,979	56.2%
Other Nursing Staff	206	5.9%	144,801	10.9%

### Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	65.9%	49.1%	24.1%	42.5%	1.3%	4.5%
Administrative and Management Staff	78.3%	68.1%	27.7%	20.5%	0.0%	1.8%
Nursing Staff	65.7%	45.2%	31.4%	48.7%	1.3%	5.4%
Therapy Staff	100.0%	63.3%	0.0%	16.7%	0.0%	2.0%
Food Services Staff	67.7%	47.9%	11.3%	45.7%	0.0%	3.9%
Housekeeping and Maintenance Staff	64.0%	60.6%	0.0%	28.5%	3.5%	3.0%
Social Services and Activities Staff	46.4%	65.8%	19.0%	19.5%	0.0%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	100.0%	68.9%	0.0%	18.1%	0.0%	1.8%
RN with Administrative Duties (ARN)	100.0%	53.6%	0.0%	34.2%	0.0%	8.7%
Staff Registered Nurse (RN)	73.0%	48.3%	26.0%	42.8%	0.0%	7.9%
Licensed Practical Nurse (LPN)	71.2%	48.4%	25.0%	43.0%	4.3%	5.6%
Certified Nurse Assistant (CNA)	60.9%	43.2%	37.2%	53.5%	1.2%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

## IOWA

### Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	COUNT	PERCENTAGE	COUNT	PERCENTAGE
<b>All Nursing Facility Employees</b>	37,759	100.0%	2,039,924	100.0%
Administrative and Management Staff	1,520	4.0%	86,053	4.2%
Nursing Staff	23,251	61.6%	1,325,654	65.0%
Therapy Staff	363	1.0%	86,083	4.2%
Food Services Staff	5,777	15.3%	214,591	10.5%
Housekeeping and Maintenance Staff	4,361	11.5%	167,626	8.2%
Social Services and Activities Staff	1,823	4.8%	79,853	3.9%
<b>Nursing Staff</b>	23,251	100.0%	1,325,654	100.0%
Director of Nursing (DON)	472	2.0%	15,922	1.2%
RN with Administrative Duties (ARN)	408	1.8%	31,582	2.4%
Staff Registered Nurse (RN)	2,475	10.6%	111,588	8.4%
Licensed Practical Nurse (LPN)	3,795	16.3%	276,783	20.9%
Certified Nurse Assistant (CNA)	13,913	59.8%	744,979	56.2%
Other Nursing Staff	2,189	9.4%	144,801	10.9%

### Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	66.5%	49.1%	33.4%	42.5%	4.8%	4.5%
Administrative and Management Staff	90.1%	68.1%	12.6%	20.5%	1.5%	1.8%
Nursing Staff	62.5%	45.2%	38.2%	48.7%	6.1%	5.4%
Therapy Staff	76.4%	63.3%	6.5%	16.7%	0.0%	2.0%
Food Services Staff	62.0%	47.9%	39.7%	45.7%	3.4%	3.9%
Housekeeping and Maintenance Staff	78.7%	60.6%	21.2%	28.5%	2.4%	3.0%
Social Services and Activities Staff	85.9%	65.8%	7.8%	19.5%	2.5%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	78.2%	68.9%	19.6%	18.1%	0.0%	1.8%
RN with Administrative Duties (ARN)	83.3%	53.6%	10.5%	34.2%	0.0%	8.7%
Staff Registered Nurse (RN)	59.4%	48.3%	35.7%	42.8%	8.2%	7.9%
Licensed Practical Nurse (LPN)	69.7%	48.4%	32.2%	43.0%	4.3%	5.6%
Certified Nurse Assistant (CNA)	59.9%	43.2%	43.8%	53.5%	6.4%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

## IDAHO

### Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
<b>All Nursing Facility Employees</b>	8,998	100.0%	2,039,924	100.0%
Administrative and Management Staff	245	2.7%	86,053	4.2%
Nursing Staff	5,601	62.2%	1,325,654	65.0%
Therapy Staff	395	4.4%	86,083	4.2%
Food Services Staff	807	9.0%	214,591	10.5%
Housekeeping and Maintenance Staff	584	6.5%	167,626	8.2%
Social Services and Activities Staff	235	2.6%	79,853	3.9%
<b>Nursing Staff</b>	5,601	100.0%	1,325,654	100.0%
Director of Nursing (DON)	82	1.5%	15,922	1.2%
RN with Administrative Duties (ARN)	20	0.4%	31,582	2.4%
Staff Registered Nurse (RN)	592	10.6%	111,588	8.4%
Licensed Practical Nurse (LPN)	973	17.4%	276,783	20.9%
Certified Nurse Assistant (CNA)	3,131	55.9%	744,979	56.2%
Other Nursing Staff	802	14.3%	144,801	10.9%

### Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	38.1%	49.1%	63.0%	42.5%	2.5%	4.5%
Administrative and Management Staff	69.5%	68.1%	21.4%	20.5%	0.0%	1.8%
Nursing Staff	33.4%	45.2%	72.4%	48.7%	2.9%	5.4%
Therapy Staff	64.8%	63.3%	17.9%	16.7%	2.6%	2.0%
Food Services Staff	30.8%	47.9%	86.0%	45.7%	3.4%	3.9%
Housekeeping and Maintenance Staff	45.8%	60.6%	52.4%	28.5%	1.2%	3.0%
Social Services and Activities Staff	67.9%	65.8%	20.8%	19.5%	6.0%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	66.7%	68.9%	22.7%	18.1%	0.0%	1.8%
RN with Administrative Duties (ARN)	37.5%	53.6%	33.3%	34.2%	0.0%	8.7%
Staff Registered Nurse (RN)	37.9%	48.3%	56.3%	42.8%	5.3%	7.9%
Licensed Practical Nurse (LPN)	42.8%	48.4%	51.6%	43.0%	3.1%	5.6%
Certified Nurse Assistant (CNA)	33.2%	43.2%	72.4%	53.5%	3.5%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

## ILLINOIS

### Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	COUNT	PERCENTAGE	COUNT	PERCENTAGE
<b>All Nursing Facility Employees</b>	90,544	100.0%	2,039,924	100.0%
Administrative and Management Staff	4,158	4.6%	86,053	4.2%
Nursing Staff	52,439	57.9%	1,325,654	65.0%
Therapy Staff	3,258	3.6%	86,083	4.2%
Food Services Staff	10,699	11.8%	214,591	10.5%
Housekeeping and Maintenance Staff	12,045	13.3%	167,626	8.2%
Social Services and Activities Staff	5,414	6.0%	79,853	3.9%
<b>Nursing Staff</b>	52,439	100.0%	1,325,654	100.0%
Director of Nursing (DON)	791	1.5%	15,922	1.2%
RN with Administrative Duties (ARN)	916	1.7%	31,582	2.4%
Staff Registered Nurse (RN)	6,578	12.5%	111,588	8.4%
Licensed Practical Nurse (LPN)	8,889	17.0%	276,783	20.9%
Certified Nurse Assistant (CNA)	30,629	58.4%	744,979	56.2%
Other Nursing Staff	4,635	8.8%	144,801	10.9%

### Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	65.6%	49.1%	21.8%	42.5%	4.4%	4.5%
Administrative and Management Staff	59.0%	68.1%	15.7%	20.5%	0.9%	1.8%
Nursing Staff	61.2%	45.2%	27.2%	48.7%	5.0%	5.4%
Therapy Staff	94.8%	63.3%	3.6%	16.7%	1.8%	2.0%
Food Services Staff	62.7%	47.9%	24.7%	45.7%	4.9%	3.9%
Housekeeping and Maintenance Staff	75.0%	60.6%	14.2%	28.5%	3.2%	3.0%
Social Services and Activities Staff	87.6%	65.8%	6.7%	19.5%	2.1%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	71.4%	68.9%	23.5%	18.1%	5.3%	1.8%
RN with Administrative Duties (ARN)	74.1%	53.6%	22.7%	34.2%	0.0%	8.7%
Staff Registered Nurse (RN)	69.7%	48.3%	25.3%	42.8%	5.7%	7.9%
Licensed Practical Nurse (LPN)	56.3%	48.4%	30.9%	43.0%	4.3%	5.6%
Certified Nurse Assistant (CNA)	57.9%	43.2%	28.6%	53.5%	6.0%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

## INDIANA

### Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
<b>All Nursing Facility Employees</b>	58,227	100.0%	2,039,924	100.0%
Administrative and Management Staff	2,596	4.5%	86,053	4.2%
Nursing Staff	36,652	62.9%	1,325,654	65.0%
Therapy Staff	4,619	7.9%	86,083	4.2%
Food Services Staff	5,415	9.3%	214,591	10.5%
Housekeeping and Maintenance Staff	4,283	7.4%	167,626	8.2%
Social Services and Activities Staff	2,566	4.4%	79,853	3.9%
<b>Nursing Staff</b>	36,652	100.0%	1,325,654	100.0%
Director of Nursing (DON)	505	1.4%	15,922	1.2%
RN with Administrative Duties (ARN)	1,127	3.1%	31,582	2.4%
Staff Registered Nurse (RN)	1,880	5.1%	111,588	8.4%
Licensed Practical Nurse (LPN)	9,663	26.4%	276,783	20.9%
Certified Nurse Assistant (CNA)	19,082	52.1%	744,979	56.2%
Other Nursing Staff	4,396	12.0%	144,801	10.9%

### Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	40.0%	49.1%	64.4%	42.5%	4.9%	4.5%
Administrative and Management Staff	61.6%	68.1%	31.3%	20.5%	1.6%	1.8%
Nursing Staff	34.8%	45.2%	76.9%	48.7%	6.5%	5.4%
Therapy Staff	55.7%	63.3%	27.9%	16.7%	1.2%	2.0%
Food Services Staff	35.4%	47.9%	76.7%	45.7%	3.7%	3.9%
Housekeeping and Maintenance Staff	53.6%	60.6%	42.9%	28.5%	3.0%	3.0%
Social Services and Activities Staff	61.1%	65.8%	26.3%	19.5%	0.8%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	56.7%	68.9%	28.3%	18.1%	0.0%	1.8%
RN with Administrative Duties (ARN)	37.2%	53.6%	69.6%	34.2%	15.5%	8.7%
Staff Registered Nurse (RN)	38.4%	48.3%	78.6%	42.8%	15.4%	7.9%
Licensed Practical Nurse (LPN)	40.8%	48.4%	64.8%	43.0%	5.7%	5.6%
Certified Nurse Assistant (CNA)	29.0%	43.2%	93.2%	53.5%	5.9%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

## KANSAS

### Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	COUNT	PERCENTAGE	COUNT	PERCENTAGE
<b>All Nursing Facility Employees</b>	25,652	100.0%	2,039,924	100.0%
Administrative and Management Staff	1,410	5.5%	86,053	4.2%
Nursing Staff	16,589	64.7%	1,325,654	65.0%
Therapy Staff	288	1.1%	86,083	4.2%
Food Services Staff	3,559	13.9%	214,591	10.5%
Housekeeping and Maintenance Staff	2,382	9.3%	167,626	8.2%
Social Services and Activities Staff	1,127	4.4%	79,853	3.9%
<b>Nursing Staff</b>	16,589	100.0%	1,325,654	100.0%
Director of Nursing (DON)	354	2.1%	15,922	1.2%
RN with Administrative Duties (ARN)	655	3.9%	31,582	2.4%
Staff Registered Nurse (RN)	1,123	6.8%	111,588	8.4%
Licensed Practical Nurse (LPN)	2,540	15.3%	276,783	20.9%
Certified Nurse Assistant (CNA)	8,949	53.9%	744,979	56.2%
Other Nursing Staff	2,969	17.9%	144,801	10.9%

### Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	41.0%	49.1%	56.9%	42.5%	4.5%	4.5%
Administrative and Management Staff	77.4%	68.1%	15.1%	20.5%	0.7%	1.8%
Nursing Staff	37.6%	45.2%	63.2%	48.7%	5.6%	5.4%
Therapy Staff	88.7%	63.3%	8.6%	16.7%	20.6%	2.0%
Food Services Staff	32.6%	47.9%	75.5%	45.7%	3.3%	3.9%
Housekeeping and Maintenance Staff	52.7%	60.6%	35.9%	28.5%	0.4%	3.0%
Social Services and Activities Staff	62.3%	65.8%	19.5%	19.5%	1.0%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	68.1%	68.9%	11.9%	18.1%	0.0%	1.8%
RN with Administrative Duties (ARN)	45.2%	53.6%	48.6%	34.2%	16.0%	8.7%
Staff Registered Nurse (RN)	51.1%	48.3%	30.1%	42.8%	6.1%	7.9%
Licensed Practical Nurse (LPN)	47.6%	48.4%	39.9%	43.0%	5.9%	5.6%
Certified Nurse Assistant (CNA)	30.4%	43.2%	81.3%	53.5%	5.8%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

## KENTUCKY

### Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
<b>All Nursing Facility Employees</b>	32,422	100.0%	2,039,924	100.0%
Administrative and Management Staff	1,192	3.7%	86,053	4.2%
Nursing Staff	21,287	65.7%	1,325,654	65.0%
Therapy Staff	1,755	5.4%	86,083	4.2%
Food Services Staff	3,144	9.7%	214,591	10.5%
Housekeeping and Maintenance Staff	2,385	7.4%	167,626	8.2%
Social Services and Activities Staff	1,000	3.1%	79,853	3.9%
<b>Nursing Staff</b>	21,287	100.0%	1,325,654	100.0%
Director of Nursing (DON)	283	1.3%	15,922	1.2%
RN with Administrative Duties (ARN)	384	1.8%	31,582	2.4%
Staff Registered Nurse (RN)	1,439	6.8%	111,588	8.4%
Licensed Practical Nurse (LPN)	4,695	22.1%	276,783	20.9%
Certified Nurse Assistant (CNA)	12,096	56.8%	744,979	56.2%
Other Nursing Staff	2,390	11.2%	144,801	10.9%

### Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	40.5%	49.1%	63.2%	42.5%	7.4%	4.5%
Administrative and Management Staff	69.7%	68.1%	21.1%	20.5%	5.5%	1.8%
Nursing Staff	35.6%	45.2%	74.5%	48.7%	7.7%	5.4%
Therapy Staff	59.7%	63.3%	21.5%	16.7%	1.9%	2.0%
Food Services Staff	41.3%	47.9%	64.0%	45.7%	9.7%	3.9%
Housekeeping and Maintenance Staff	49.5%	60.6%	46.2%	28.5%	9.4%	3.0%
Social Services and Activities Staff	67.8%	65.8%	18.7%	19.5%	7.8%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	63.5%	68.9%	28.8%	18.1%	4.9%	1.8%
RN with Administrative Duties (ARN)	47.8%	53.6%	47.3%	34.2%	4.1%	8.7%
Staff Registered Nurse (RN)	37.9%	48.3%	73.1%	42.8%	10.8%	7.9%
Licensed Practical Nurse (LPN)	43.3%	48.4%	56.4%	43.0%	8.6%	5.6%
Certified Nurse Assistant (CNA)	30.5%	43.2%	89.7%	53.5%	7.6%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

## LOUISIANA

### Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
<b>All Nursing Facility Employees</b>	33,385	100.0%	2,039,924	100.0%
Administrative and Management Staff	1,146	3.4%	86,053	4.2%
Nursing Staff	21,776	65.2%	1,325,654	65.0%
Therapy Staff	522	1.6%	86,083	4.2%
Food Services Staff	3,473	10.4%	214,591	10.5%
Housekeeping and Maintenance Staff	4,478	13.4%	167,626	8.2%
Social Services and Activities Staff	1,012	3.0%	79,853	3.9%
<b>Nursing Staff</b>	21,776	100.0%	1,325,654	100.0%
Director of Nursing (DON)	295	1.4%	15,922	1.2%
RN with Administrative Duties (ARN)	296	1.4%	31,582	2.4%
Staff Registered Nurse (RN)	678	3.1%	111,588	8.4%
Licensed Practical Nurse (LPN)	6,194	28.4%	276,783	20.9%
Certified Nurse Assistant (CNA)	12,825	58.9%	744,979	56.2%
Other Nursing Staff	1,488	6.8%	144,801	10.9%

### Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	50.5%	49.1%	34.2%	42.5%	3.6%	4.5%
Administrative and Management Staff	80.0%	68.1%	9.3%	20.5%	0.9%	1.8%
Nursing Staff	47.9%	45.2%	33.9%	48.7%	4.8%	5.4%
Therapy Staff	81.5%	63.3%	19.4%	16.7%	0.0%	2.0%
Food Services Staff	50.7%	47.9%	38.0%	45.7%	1.9%	3.9%
Housekeeping and Maintenance Staff	50.9%	60.6%	39.1%	28.5%	1.6%	3.0%
Social Services and Activities Staff	75.8%	65.8%	11.8%	19.5%	2.1%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	74.3%	68.9%	12.9%	18.1%	0.0%	1.8%
RN with Administrative Duties (ARN)	58.6%	53.6%	11.5%	34.2%	4.2%	8.7%
Staff Registered Nurse (RN)	58.6%	48.3%	26.1%	42.8%	3.4%	7.9%
Licensed Practical Nurse (LPN)	52.6%	48.4%	28.4%	43.0%	4.5%	5.6%
Certified Nurse Assistant (CNA)	44.6%	43.2%	39.4%	53.5%	5.7%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

## MASSACHUSETTS

### Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
<b>All Nursing Facility Employees</b>	61,684	100.0%	2,039,924	100.0%
Administrative and Management Staff	2,210	3.6%	86,053	4.2%
Nursing Staff	40,242	65.2%	1,325,654	65.0%
Therapy Staff	2,885	4.7%	86,083	4.2%
Food Services Staff	6,851	11.1%	214,591	10.5%
Housekeeping and Maintenance Staff	3,578	5.8%	167,626	8.2%
Social Services and Activities Staff	2,915	4.7%	79,853	3.9%
<b>Nursing Staff</b>	40,242	100.0%	1,325,654	100.0%
Director of Nursing (DON)	437	1.1%	15,922	1.2%
RN with Administrative Duties (ARN)	1,076	2.7%	31,582	2.4%
Staff Registered Nurse (RN)	4,611	11.5%	111,588	8.4%
Licensed Practical Nurse (LPN)	8,915	22.2%	276,783	20.9%
Certified Nurse Assistant (CNA)	22,848	56.8%	744,979	56.2%
Other Nursing Staff	2,356	5.9%	144,801	10.9%

### Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	52.6%	49.1%	37.3%	42.5%	7.2%	4.5%
Administrative and Management Staff	66.5%	68.1%	23.1%	20.5%	3.7%	1.8%
Nursing Staff	51.5%	45.2%	39.4%	48.7%	8.3%	5.4%
Therapy Staff	58.7%	63.3%	22.6%	16.7%	1.2%	2.0%
Food Services Staff	42.7%	47.9%	48.8%	45.7%	7.3%	3.9%
Housekeeping and Maintenance Staff	71.1%	60.6%	19.0%	28.5%	4.1%	3.0%
Social Services and Activities Staff	56.9%	65.8%	29.0%	19.5%	6.9%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	63.9%	68.9%	19.8%	18.1%	4.4%	1.8%
RN with Administrative Duties (ARN)	56.1%	53.6%	30.9%	34.2%	6.4%	8.7%
Staff Registered Nurse (RN)	48.7%	48.3%	44.3%	42.8%	10.5%	7.9%
Licensed Practical Nurse (LPN)	52.7%	48.4%	39.3%	43.0%	8.3%	5.6%
Certified Nurse Assistant (CNA)	53.4%	43.2%	37.7%	53.5%	8.5%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

## MARYLAND

### Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
<b>All Nursing Facility Employees</b>	36,478	100.0%	2,039,924	100.0%
Administrative and Management Staff	1,791	4.9%	86,053	4.2%
Nursing Staff	23,181	63.5%	1,325,654	65.0%
Therapy Staff	1,839	5.0%	86,083	4.2%
Food Services Staff	3,945	10.8%	214,591	10.5%
Housekeeping and Maintenance Staff	3,122	8.6%	167,626	8.2%
Social Services and Activities Staff	1,324	3.6%	79,853	3.9%
<b>Nursing Staff</b>	23,181	100.0%	1,325,654	100.0%
Director of Nursing (DON)	236	1.0%	15,922	1.2%
RN with Administrative Duties (ARN)	523	2.3%	31,582	2.4%
Staff Registered Nurse (RN)	2,890	12.5%	111,588	8.4%
Licensed Practical Nurse (LPN)	5,314	22.9%	276,783	20.9%
Certified Nurse Assistant (CNA)	12,483	53.9%	744,979	56.2%
Other Nursing Staff	1,735	7.5%	144,801	10.9%

### Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	48.9%	49.1%	40.2%	42.5%	3.1%	4.5%
Administrative and Management Staff	61.3%	68.1%	25.8%	20.5%	1.4%	1.8%
Nursing Staff	47.1%	45.2%	43.5%	48.7%	3.7%	5.4%
Therapy Staff	60.9%	63.3%	6.5%	16.7%	0.0%	2.0%
Food Services Staff	42.1%	47.9%	51.7%	45.7%	1.3%	3.9%
Housekeeping and Maintenance Staff	54.0%	60.6%	34.1%	28.5%	2.4%	3.0%
Social Services and Activities Staff	59.0%	65.8%	26.9%	19.5%	1.9%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	57.4%	68.9%	17.5%	18.1%	0.0%	1.8%
RN with Administrative Duties (ARN)	52.5%	53.6%	34.1%	34.2%	11.9%	8.7%
Staff Registered Nurse (RN)	42.6%	48.3%	44.7%	42.8%	0.0%	7.9%
Licensed Practical Nurse (LPN)	50.8%	48.4%	40.6%	43.0%	3.8%	5.6%
Certified Nurse Assistant (CNA)	47.1%	43.2%	45.0%	53.5%	5.0%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

## MAINE

### Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
<b>All Nursing Facility Employees</b>	15,160	100.0%	2,039,924	100.0%
Administrative and Management Staff	500	3.3%	86,053	4.2%
Nursing Staff	9,903	65.3%	1,325,654	65.0%
Therapy Staff	1,123	7.4%	86,083	4.2%
Food Services Staff	1,508	9.9%	214,591	10.5%
Housekeeping and Maintenance Staff	1,339	8.8%	167,626	8.2%
Social Services and Activities Staff	569	3.8%	79,853	3.9%
<b>Nursing Staff</b>	9,903	100.0%	1,325,654	100.0%
Director of Nursing (DON)	112	1.1%	15,922	1.2%
RN with Administrative Duties (ARN)	107	1.1%	31,582	2.4%
Staff Registered Nurse (RN)	1,626	16.4%	111,588	8.4%
Licensed Practical Nurse (LPN)	803	8.1%	276,783	20.9%
Certified Nurse Assistant (CNA)	6,043	61.0%	744,979	56.2%
Other Nursing Staff	1,211	12.2%	144,801	10.9%

### Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	49.9%	49.1%	37.5%	42.5%	6.7%	4.5%
Administrative and Management Staff	68.7%	68.1%	15.3%	20.5%	0.0%	1.8%
Nursing Staff	47.3%	45.2%	39.6%	48.7%	7.7%	5.4%
Therapy Staff	56.1%	63.3%	18.5%	16.7%	0.0%	2.0%
Food Services Staff	48.4%	47.9%	58.2%	45.7%	12.9%	3.9%
Housekeeping and Maintenance Staff	56.6%	60.6%	28.6%	28.5%	2.6%	3.0%
Social Services and Activities Staff	59.2%	65.8%	27.0%	19.5%	0.0%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	69.2%	68.9%	18.2%	18.1%	0.0%	1.8%
RN with Administrative Duties (ARN)	86.4%	53.6%	4.8%	34.2%	21.1%	8.7%
Staff Registered Nurse (RN)	40.1%	48.3%	47.0%	42.8%	10.7%	7.9%
Licensed Practical Nurse (LPN)	51.1%	48.4%	42.4%	43.0%	6.7%	5.6%
Certified Nurse Assistant (CNA)	47.2%	43.2%	42.3%	53.5%	8.2%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

## MICHIGAN

### Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
<b>All Nursing Facility Employees</b>	56,917	100.0%	2,039,924	100.0%
Administrative and Management Staff	1,968	3.5%	86,053	4.2%
Nursing Staff	38,077	66.9%	1,325,654	65.0%
Therapy Staff	1,141	2.0%	86,083	4.2%
Food Services Staff	6,495	11.4%	214,591	10.5%
Housekeeping and Maintenance Staff	5,935	10.4%	167,626	8.2%
Social Services and Activities Staff	2,751	4.8%	79,853	3.9%
<b>Nursing Staff</b>	38,077	100.0%	1,325,654	100.0%
Director of Nursing (DON)	430	1.1%	15,922	1.2%
RN with Administrative Duties (ARN)	570	1.5%	31,582	2.4%
Staff Registered Nurse (RN)	3,160	8.3%	111,588	8.4%
Licensed Practical Nurse (LPN)	7,036	18.5%	276,783	20.9%
Certified Nurse Assistant (CNA)	22,043	57.9%	744,979	56.2%
Other Nursing Staff	4,838	12.7%	144,801	10.9%

### Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	58.0%	49.1%	30.5%	42.5%	5.0%	4.5%
Administrative and Management Staff	74.3%	68.1%	16.2%	20.5%	3.3%	1.8%
Nursing Staff	53.0%	45.2%	35.8%	48.7%	5.4%	5.4%
Therapy Staff	73.8%	63.3%	15.3%	16.7%	8.5%	2.0%
Food Services Staff	64.7%	47.9%	24.1%	45.7%	4.2%	3.9%
Housekeeping and Maintenance Staff	73.5%	60.6%	17.3%	28.5%	3.2%	3.0%
Social Services and Activities Staff	69.0%	65.8%	18.5%	19.5%	3.3%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	61.8%	68.9%	22.2%	18.1%	2.9%	1.8%
RN with Administrative Duties (ARN)	72.7%	53.6%	17.2%	34.2%	3.9%	8.7%
Staff Registered Nurse (RN)	50.2%	48.3%	39.0%	42.8%	12.0%	7.9%
Licensed Practical Nurse (LPN)	47.4%	48.4%	39.2%	43.0%	6.2%	5.6%
Certified Nurse Assistant (CNA)	52.5%	43.2%	38.2%	53.5%	5.3%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

## MINNESOTA

### Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
<b>All Nursing Facility Employees</b>	49,510	100.0%	2,039,924	100.0%
Administrative and Management Staff	2,171	4.4%	86,053	4.2%
Nursing Staff	32,631	65.9%	1,325,654	65.0%
Therapy Staff	1,284	2.6%	86,083	4.2%
Food Services Staff	6,325	12.8%	214,591	10.5%
Housekeeping and Maintenance Staff	3,564	7.2%	167,626	8.2%
Social Services and Activities Staff	2,641	5.3%	79,853	3.9%
<b>Nursing Staff</b>	32,631	100.0%	1,325,654	100.0%
Director of Nursing (DON)	390	1.2%	15,922	1.2%
RN with Administrative Duties (ARN)	1,199	3.7%	31,582	2.4%
Staff Registered Nurse (RN)	2,764	8.5%	111,588	8.4%
Licensed Practical Nurse (LPN)	6,497	19.9%	276,783	20.9%
Certified Nurse Assistant (CNA)	18,571	56.9%	744,979	56.2%
Other Nursing Staff	3,210	9.8%	144,801	10.9%

### Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	55.8%	49.1%	32.7%	42.5%	4.5%	4.5%
Administrative and Management Staff	69.6%	68.1%	19.3%	20.5%	1.0%	1.8%
Nursing Staff	52.3%	45.2%	36.8%	48.7%	5.2%	5.4%
Therapy Staff	69.2%	63.3%	11.9%	16.7%	2.2%	2.0%
Food Services Staff	55.5%	47.9%	34.6%	45.7%	3.8%	3.9%
Housekeeping and Maintenance Staff	70.8%	60.6%	18.7%	28.5%	2.6%	3.0%
Social Services and Activities Staff	68.7%	65.8%	20.5%	19.5%	3.3%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	72.5%	68.9%	14.6%	18.1%	0.0%	1.8%
RN with Administrative Duties (ARN)	57.2%	53.6%	32.5%	34.2%	8.2%	8.7%
Staff Registered Nurse (RN)	51.7%	48.3%	34.7%	42.8%	6.1%	7.9%
Licensed Practical Nurse (LPN)	56.0%	48.4%	35.0%	43.0%	5.8%	5.6%
Certified Nurse Assistant (CNA)	47.9%	43.2%	41.7%	53.5%	5.5%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

## MISSOURI

### Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	COUNT	PERCENTAGE	COUNT	PERCENTAGE
<b>All Nursing Facility Employees</b>	49,056	100.0%	2,039,924	100.0%
Administrative and Management Staff	2,077	4.2%	86,053	4.2%
Nursing Staff	31,227	63.7%	1,325,654	65.0%
Therapy Staff	1,221	2.5%	86,083	4.2%
Food Services Staff	5,840	11.9%	214,591	10.5%
Housekeeping and Maintenance Staff	5,402	11.0%	167,626	8.2%
Social Services and Activities Staff	1,872	3.8%	79,853	3.9%
<b>Nursing Staff</b>	31,227	100.0%	1,325,654	100.0%
Director of Nursing (DON)	516	1.7%	15,922	1.2%
RN with Administrative Duties (ARN)	684	2.2%	31,582	2.4%
Staff Registered Nurse (RN)	1,559	5.0%	111,588	8.4%
Licensed Practical Nurse (LPN)	6,042	19.3%	276,783	20.9%
Certified Nurse Assistant (CNA)	17,118	54.8%	744,979	56.2%
Other Nursing Staff	5,308	17.0%	144,801	10.9%

### Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	39.3%	49.1%	59.9%	42.5%	5.5%	4.5%
Administrative and Management Staff	67.8%	68.1%	18.7%	20.5%	1.6%	1.8%
Nursing Staff	33.9%	45.2%	69.3%	48.7%	6.7%	5.4%
Therapy Staff	69.4%	63.3%	11.3%	16.7%	3.3%	2.0%
Food Services Staff	40.6%	47.9%	63.6%	45.7%	3.2%	3.9%
Housekeeping and Maintenance Staff	47.0%	60.6%	52.6%	28.5%	4.2%	3.0%
Social Services and Activities Staff	68.7%	65.8%	19.6%	19.5%	0.6%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	69.4%	68.9%	14.9%	18.1%	2.0%	1.8%
RN with Administrative Duties (ARN)	49.7%	53.6%	38.9%	34.2%	12.6%	8.7%
Staff Registered Nurse (RN)	45.9%	48.3%	45.0%	42.8%	9.8%	7.9%
Licensed Practical Nurse (LPN)	41.0%	48.4%	56.8%	43.0%	6.9%	5.6%
Certified Nurse Assistant (CNA)	28.4%	43.2%	83.9%	53.5%	6.8%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

## MISSISSIPPI

### Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
<b>All Nursing Facility Employees</b>	27,494	100.0%	2,039,924	100.0%
Administrative and Management Staff	873	3.2%	86,053	4.2%
Nursing Staff	20,467	74.4%	1,325,654	65.0%
Therapy Staff	490	1.8%	86,083	4.2%
Food Services Staff	2,343	8.5%	214,591	10.5%
Housekeeping and Maintenance Staff	2,322	8.4%	167,626	8.2%
Social Services and Activities Staff	742	2.7%	79,853	3.9%
<b>Nursing Staff</b>	20,467	100.0%	1,325,654	100.0%
Director of Nursing (DON)	203	1.0%	15,922	1.2%
RN with Administrative Duties (ARN)	661	3.2%	31,582	2.4%
Staff Registered Nurse (RN)	752	3.7%	111,588	8.4%
Licensed Practical Nurse (LPN)	3,606	17.6%	276,783	20.9%
Certified Nurse Assistant (CNA)	9,165	44.8%	744,979	56.2%
Other Nursing Staff	6,081	29.7%	144,801	10.9%

### Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	52.3%	49.1%	31.6%	42.5%	3.7%	4.5%
Administrative and Management Staff	76.1%	68.1%	16.0%	20.5%	0.0%	1.8%
Nursing Staff	47.6%	45.2%	36.5%	48.7%	4.3%	5.4%
Therapy Staff	87.2%	63.3%	1.3%	16.7%	1.3%	2.0%
Food Services Staff	59.8%	47.9%	29.9%	45.7%	2.9%	3.9%
Housekeeping and Maintenance Staff	71.2%	60.6%	13.2%	28.5%	1.5%	3.0%
Social Services and Activities Staff	76.3%	65.8%	9.7%	19.5%	0.7%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	85.7%	68.9%	5.0%	18.1%	0.0%	1.8%
RN with Administrative Duties (ARN)	47.0%	53.6%	41.9%	34.2%	8.4%	8.7%
Staff Registered Nurse (RN)	59.0%	48.3%	21.2%	42.8%	8.9%	7.9%
Licensed Practical Nurse (LPN)	56.0%	48.4%	32.0%	43.0%	4.2%	5.6%
Certified Nurse Assistant (CNA)	55.9%	43.2%	32.9%	53.5%	6.9%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

## NORTH CAROLINA

### Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
<b>All Nursing Facility Employees</b>	61,768	100.0%	2,039,924	100.0%
Administrative and Management Staff	2,352	3.8%	86,053	4.2%
Nursing Staff	41,889	67.8%	1,325,654	65.0%
Therapy Staff	2,761	4.5%	86,083	4.2%
Food Services Staff	5,732	9.3%	214,591	10.5%
Housekeeping and Maintenance Staff	4,737	7.7%	167,626	8.2%
Social Services and Activities Staff	1,963	3.2%	79,853	3.9%
<b>Nursing Staff</b>	41,889	100.0%	1,325,654	100.0%
Director of Nursing (DON)	430	1.0%	15,922	1.2%
RN with Administrative Duties (ARN)	828	2.0%	31,582	2.4%
Staff Registered Nurse (RN)	3,649	8.7%	111,588	8.4%
Licensed Practical Nurse (LPN)	9,024	21.5%	276,783	20.9%
Certified Nurse Assistant (CNA)	23,112	55.2%	744,979	56.2%
Other Nursing Staff	4,846	11.6%	144,801	10.9%

### Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	44.0%	49.1%	49.5%	42.5%	3.1%	4.5%
Administrative and Management Staff	64.5%	68.1%	21.9%	20.5%	0.5%	1.8%
Nursing Staff	39.4%	45.2%	57.8%	48.7%	3.9%	5.4%
Therapy Staff	52.0%	63.3%	33.5%	16.7%	1.2%	2.0%
Food Services Staff	52.7%	47.9%	36.1%	45.7%	1.9%	3.9%
Housekeeping and Maintenance Staff	52.4%	60.6%	33.8%	28.5%	2.2%	3.0%
Social Services and Activities Staff	64.9%	65.8%	17.2%	19.5%	0.5%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	72.9%	68.9%	13.5%	18.1%	2.6%	1.8%
RN with Administrative Duties (ARN)	46.0%	53.6%	41.5%	34.2%	11.8%	8.7%
Staff Registered Nurse (RN)	40.6%	48.3%	56.0%	42.8%	5.6%	7.9%
Licensed Practical Nurse (LPN)	44.0%	48.4%	48.7%	43.0%	3.3%	5.6%
Certified Nurse Assistant (CNA)	37.5%	43.2%	63.3%	53.5%	3.6%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

## NORTH DAKOTA

### Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
<b>All Nursing Facility Employees</b>	11,360	100.0%	2,039,924	100.0%
Administrative and Management Staff	450	4.0%	86,053	4.2%
Nursing Staff	7,390	65.1%	1,325,654	65.0%
Therapy Staff	285	2.5%	86,083	4.2%
Food Services Staff	1,349	11.9%	214,591	10.5%
Housekeeping and Maintenance Staff	1,068	9.4%	167,626	8.2%
Social Services and Activities Staff	675	5.9%	79,853	3.9%
<b>Nursing Staff</b>	7,390	100.0%	1,325,654	100.0%
Director of Nursing (DON)	87	1.2%	15,922	1.2%
RN with Administrative Duties (ARN)	272	3.7%	31,582	2.4%
Staff Registered Nurse (RN)	743	10.0%	111,588	8.4%
Licensed Practical Nurse (LPN)	809	11.0%	276,783	20.9%
Certified Nurse Assistant (CNA)	4,773	64.6%	744,979	56.2%
Other Nursing Staff	707	9.6%	144,801	10.9%

### Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	57.1%	49.1%	28.2%	42.5%	6.5%	4.5%
Administrative and Management Staff	85.1%	68.1%	8.2%	20.5%	1.9%	1.8%
Nursing Staff	52.4%	45.2%	33.6%	48.7%	7.9%	5.4%
Therapy Staff	91.4%	63.3%	4.4%	16.7%	3.3%	2.0%
Food Services Staff	52.5%	47.9%	23.7%	45.7%	5.8%	3.9%
Housekeeping and Maintenance Staff	68.7%	60.6%	17.3%	28.5%	2.6%	3.0%
Social Services and Activities Staff	70.5%	65.8%	22.7%	19.5%	3.7%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	80.0%	68.9%	13.6%	18.1%	4.5%	1.8%
RN with Administrative Duties (ARN)	81.5%	53.6%	10.2%	34.2%	0.0%	8.7%
Staff Registered Nurse (RN)	65.3%	48.3%	17.1%	42.8%	6.8%	7.9%
Licensed Practical Nurse (LPN)	61.9%	48.4%	29.2%	43.0%	8.3%	5.6%
Certified Nurse Assistant (CNA)	47.0%	43.2%	36.8%	53.5%	8.3%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

## NEBRASKA

### Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	COUNT	PERCENTAGE	COUNT	PERCENTAGE
<b>All Nursing Facility Employees</b>	20,392	100.0%	2,039,924	100.0%
Administrative and Management Staff	877	4.3%	86,053	4.2%
Nursing Staff	14,171	69.5%	1,325,654	65.0%
Therapy Staff	62	0.3%	86,083	4.2%
Food Services Staff	2,547	12.5%	214,591	10.5%
Housekeeping and Maintenance Staff	1,628	8.0%	167,626	8.2%
Social Services and Activities Staff	927	4.5%	79,853	3.9%
<b>Nursing Staff</b>	14,171	100.0%	1,325,654	100.0%
Director of Nursing (DON)	231	1.6%	15,922	1.2%
RN with Administrative Duties (ARN)	382	2.7%	31,582	2.4%
Staff Registered Nurse (RN)	740	5.2%	111,588	8.4%
Licensed Practical Nurse (LPN)	2,277	16.1%	276,783	20.9%
Certified Nurse Assistant (CNA)	7,502	52.9%	744,979	56.2%
Other Nursing Staff	3,040	21.5%	144,801	10.9%

### Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	50.9%	49.1%	45.3%	42.5%	7.3%	4.5%
Administrative and Management Staff	72.9%	68.1%	19.3%	20.5%	1.7%	1.8%
Nursing Staff	48.8%	45.2%	47.8%	48.7%	7.3%	5.4%
Therapy Staff	60.1%	63.3%	17.6%	16.7%	5.4%	2.0%
Food Services Staff	44.1%	47.9%	57.3%	45.7%	9.6%	3.9%
Housekeeping and Maintenance Staff	61.4%	60.6%	35.4%	28.5%	9.1%	3.0%
Social Services and Activities Staff	73.3%	65.8%	20.6%	19.5%	4.7%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	70.2%	68.9%	23.5%	18.1%	1.4%	1.8%
RN with Administrative Duties (ARN)	49.6%	53.6%	33.7%	34.2%	12.5%	8.7%
Staff Registered Nurse (RN)	68.3%	48.3%	30.3%	42.8%	10.9%	7.9%
Licensed Practical Nurse (LPN)	58.4%	48.4%	36.6%	43.0%	9.0%	5.6%
Certified Nurse Assistant (CNA)	42.5%	43.2%	58.8%	53.5%	7.7%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

## NEW HAMPSHIRE

### Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
<b>All Nursing Facility Employees</b>	11,321	100.0%	2,039,924	100.0%
Administrative and Management Staff	346	3.1%	86,053	4.2%
Nursing Staff	7,028	62.1%	1,325,654	65.0%
Therapy Staff	665	5.9%	86,083	4.2%
Food Services Staff	1,131	10.0%	214,591	10.5%
Housekeeping and Maintenance Staff	762	6.7%	167,626	8.2%
Social Services and Activities Staff	473	4.2%	79,853	3.9%
<b>Nursing Staff</b>	7,028	100.0%	1,325,654	100.0%
Director of Nursing (DON)	85	1.2%	15,922	1.2%
RN with Administrative Duties (ARN)	68	1.0%	31,582	2.4%
Staff Registered Nurse (RN)	1,065	15.2%	111,588	8.4%
Licensed Practical Nurse (LPN)	1,325	18.9%	276,783	20.9%
Certified Nurse Assistant (CNA)	4,088	58.2%	744,979	56.2%
Other Nursing Staff	397	5.7%	144,801	10.9%

### Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	50.1%	49.1%	37.6%	42.5%	3.4%	4.5%
Administrative and Management Staff	68.8%	68.1%	15.8%	20.5%	0.0%	1.8%
Nursing Staff	48.4%	45.2%	38.6%	48.7%	3.6%	5.4%
Therapy Staff	59.2%	63.3%	13.3%	16.7%	0.4%	2.0%
Food Services Staff	39.1%	47.9%	64.6%	45.7%	4.2%	3.9%
Housekeeping and Maintenance Staff	55.3%	60.6%	34.3%	28.5%	9.1%	3.0%
Social Services and Activities Staff	61.6%	65.8%	22.8%	19.5%	1.8%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	82.4%	68.9%	6.2%	18.1%	0.0%	1.8%
RN with Administrative Duties (ARN)	56.4%	53.6%	44.4%	34.2%	23.1%	8.7%
Staff Registered Nurse (RN)	48.2%	48.3%	38.3%	42.8%	3.6%	7.9%
Licensed Practical Nurse (LPN)	53.9%	48.4%	31.5%	43.0%	1.8%	5.6%
Certified Nurse Assistant (CNA)	46.8%	43.2%	41.1%	53.5%	2.8%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

## NEW JERSEY

### Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	COUNT	PERCENTAGE	COUNT	PERCENTAGE
<b>All Nursing Facility Employees</b>	70,702	100.0%	2,039,924	100.0%
Administrative and Management Staff	2,668	3.8%	86,053	4.2%
Nursing Staff	44,492	62.9%	1,325,654	65.0%
Therapy Staff	4,254	6.0%	86,083	4.2%
Food Services Staff	7,645	10.8%	214,591	10.5%
Housekeeping and Maintenance Staff	6,105	8.6%	167,626	8.2%
Social Services and Activities Staff	3,593	5.1%	79,853	3.9%
<b>Nursing Staff</b>	44,492	100.0%	1,325,654	100.0%
Director of Nursing (DON)	361	0.8%	15,922	1.2%
RN with Administrative Duties (ARN)	880	2.0%	31,582	2.4%
Staff Registered Nurse (RN)	7,836	17.6%	111,588	8.4%
Licensed Practical Nurse (LPN)	9,095	20.4%	276,783	20.9%
Certified Nurse Assistant (CNA)	22,162	49.8%	744,979	56.2%
Other Nursing Staff	4,157	9.3%	144,801	10.9%

### Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	56.0%	49.1%	29.7%	42.5%	1.6%	4.5%
Administrative and Management Staff	66.9%	68.1%	15.2%	20.5%	0.0%	1.8%
Nursing Staff	53.6%	45.2%	32.4%	48.7%	2.2%	5.4%
Therapy Staff	63.0%	63.3%	8.3%	16.7%	1.3%	2.0%
Food Services Staff	51.3%	47.9%	42.4%	45.7%	1.4%	3.9%
Housekeeping and Maintenance Staff	65.5%	60.6%	23.4%	28.5%	0.0%	3.0%
Social Services and Activities Staff	63.6%	65.8%	22.4%	19.5%	0.0%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	79.5%	68.9%	7.3%	18.1%	0.0%	1.8%
RN with Administrative Duties (ARN)	75.9%	53.6%	8.0%	34.2%	10.0%	8.7%
Staff Registered Nurse (RN)	54.2%	48.3%	25.1%	42.8%	2.9%	7.9%
Licensed Practical Nurse (LPN)	60.9%	48.4%	25.7%	43.0%	2.1%	5.6%
Certified Nurse Assistant (CNA)	57.6%	43.2%	31.2%	53.5%	1.6%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

## NEW MEXICO

### Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
<b>All Nursing Facility Employees</b>	9,390	100.0%	2,039,924	100.0%
Administrative and Management Staff	463	4.9%	86,053	4.2%
Nursing Staff	5,242	55.8%	1,325,654	65.0%
Therapy Staff	74	0.8%	86,083	4.2%
Food Services Staff	781	8.3%	214,591	10.5%
Housekeeping and Maintenance Staff	848	9.0%	167,626	8.2%
Social Services and Activities Staff	309	3.3%	79,853	3.9%
<b>Nursing Staff</b>	5,242	100.0%	1,325,654	100.0%
Director of Nursing (DON)	75	1.4%	15,922	1.2%
RN with Administrative Duties (ARN)	57	1.1%	31,582	2.4%
Staff Registered Nurse (RN)	464	8.9%	111,588	8.4%
Licensed Practical Nurse (LPN)	818	15.6%	276,783	20.9%
Certified Nurse Assistant (CNA)	2,797	53.4%	744,979	56.2%
Other Nursing Staff	1,029	19.6%	144,801	10.9%

### Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	39.9%	49.1%	54.4%	42.5%	5.1%	4.5%
Administrative and Management Staff	58.2%	68.1%	24.3%	20.5%	3.3%	1.8%
Nursing Staff	35.4%	45.2%	60.0%	48.7%	5.1%	5.4%
Therapy Staff	88.2%	63.3%	0.0%	16.7%	10.5%	2.0%
Food Services Staff	36.0%	47.9%	68.4%	45.7%	6.0%	3.9%
Housekeeping and Maintenance Staff	48.2%	60.6%	52.4%	28.5%	5.1%	3.0%
Social Services and Activities Staff	59.8%	65.8%	20.4%	19.5%	4.1%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	54.1%	68.9%	27.6%	18.1%	5.6%	1.8%
RN with Administrative Duties (ARN)	64.5%	53.6%	40.9%	34.2%	4.5%	8.7%
Staff Registered Nurse (RN)	39.4%	48.3%	54.7%	42.8%	8.0%	7.9%
Licensed Practical Nurse (LPN)	44.4%	48.4%	37.2%	43.0%	6.9%	5.6%
Certified Nurse Assistant (CNA)	35.2%	43.2%	65.5%	53.5%	4.7%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

## NEVADA

### Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
<b>All Nursing Facility Employees</b>	8,658	100.0%	2,039,924	100.0%
Administrative and Management Staff	682	7.9%	86,053	4.2%
Nursing Staff	5,127	59.2%	1,325,654	65.0%
Therapy Staff	624	7.2%	86,083	4.2%
Food Services Staff	835	9.6%	214,591	10.5%
Housekeeping and Maintenance Staff	864	10.0%	167,626	8.2%
Social Services and Activities Staff	382	4.4%	79,853	3.9%
<b>Nursing Staff</b>	5,127	100.0%	1,325,654	100.0%
Director of Nursing (DON)	48	0.9%	15,922	1.2%
RN with Administrative Duties (ARN)	48	0.9%	31,582	2.4%
Staff Registered Nurse (RN)	720	14.0%	111,588	8.4%
Licensed Practical Nurse (LPN)	1,032	20.1%	276,783	20.9%
Certified Nurse Assistant (CNA)	2,630	51.3%	744,979	56.2%
Other Nursing Staff	649	12.7%	144,801	10.9%

### Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	41.5%	49.1%	55.0%	42.5%	1.2%	4.5%
Administrative and Management Staff	67.8%	68.1%	22.5%	20.5%	0.0%	1.8%
Nursing Staff	33.7%	45.2%	69.3%	48.7%	1.8%	5.4%
Therapy Staff	69.7%	63.3%	26.9%	16.7%	0.0%	2.0%
Food Services Staff	44.6%	47.9%	49.4%	45.7%	1.4%	3.9%
Housekeeping and Maintenance Staff	53.6%	60.6%	32.2%	28.5%	0.0%	3.0%
Social Services and Activities Staff	44.9%	65.8%	34.6%	19.5%	0.0%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	57.1%	68.9%	40.0%	18.1%	0.0%	1.8%
RN with Administrative Duties (ARN)	100.0%	53.6%	0.0%	34.2%	16.7%	8.7%
Staff Registered Nurse (RN)	35.6%	48.3%	57.3%	42.8%	1.4%	7.9%
Licensed Practical Nurse (LPN)	24.5%	48.4%	89.5%	43.0%	0.0%	5.6%
Certified Nurse Assistant (CNA)	33.4%	43.2%	75.9%	53.5%	2.4%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

## NEW YORK

### Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
<b>All Nursing Facility Employees</b>	126,533	100.0%	2,039,924	100.0%
Administrative and Management Staff	5,772	4.6%	86,053	4.2%
Nursing Staff	77,542	61.3%	1,325,654	65.0%
Therapy Staff	5,502	4.3%	86,083	4.2%
Food Services Staff	14,100	11.1%	214,591	10.5%
Housekeeping and Maintenance Staff	12,531	9.9%	167,626	8.2%
Social Services and Activities Staff	4,995	3.9%	79,853	3.9%
<b>Nursing Staff</b>	77,542	100.0%	1,325,654	100.0%
Director of Nursing (DON)	662	0.9%	15,922	1.2%
RN with Administrative Duties (ARN)	2,069	2.7%	31,582	2.4%
Staff Registered Nurse (RN)	7,434	9.6%	111,588	8.4%
Licensed Practical Nurse (LPN)	17,212	22.2%	276,783	20.9%
Certified Nurse Assistant (CNA)	44,416	57.3%	744,979	56.2%
Other Nursing Staff	5,749	7.4%	144,801	10.9%

### Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	55.7%	49.1%	27.2%	42.5%	5.9%	4.5%
Administrative and Management Staff	69.9%	68.1%	9.4%	20.5%	2.5%	1.8%
Nursing Staff	54.0%	45.2%	32.2%	48.7%	7.6%	5.4%
Therapy Staff	62.9%	63.3%	8.7%	16.7%	2.5%	2.0%
Food Services Staff	53.6%	47.9%	35.3%	45.7%	4.3%	3.9%
Housekeeping and Maintenance Staff	67.7%	60.6%	18.7%	28.5%	2.3%	3.0%
Social Services and Activities Staff	72.9%	65.8%	12.4%	19.5%	1.8%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	71.4%	68.9%	14.8%	18.1%	1.7%	1.8%
RN with Administrative Duties (ARN)	65.4%	53.6%	21.9%	34.2%	7.1%	8.7%
Staff Registered Nurse (RN)	62.2%	48.3%	27.2%	42.8%	9.9%	7.9%
Licensed Practical Nurse (LPN)	54.1%	48.4%	32.5%	43.0%	9.8%	5.6%
Certified Nurse Assistant (CNA)	52.2%	43.2%	36.1%	53.5%	7.6%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

## OHIO

### Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
<b>All Nursing Facility Employees</b>	122,135	100.0%	2,039,924	100.0%
Administrative and Management Staff	4,682	3.8%	86,053	4.2%
Nursing Staff	75,680	62.0%	1,325,654	65.0%
Therapy Staff	10,659	8.7%	86,083	4.2%
Food Services Staff	13,669	11.2%	214,591	10.5%
Housekeeping and Maintenance Staff	7,862	6.4%	167,626	8.2%
Social Services and Activities Staff	4,543	3.7%	79,853	3.9%
<b>Nursing Staff</b>	75,680	100.0%	1,325,654	100.0%
Director of Nursing (DON)	971	1.3%	15,922	1.2%
RN with Administrative Duties (ARN)	1,131	1.5%	31,582	2.4%
Staff Registered Nurse (RN)	6,514	8.6%	111,588	8.4%
Licensed Practical Nurse (LPN)	17,932	23.7%	276,783	20.9%
Certified Nurse Assistant (CNA)	42,764	56.5%	744,979	56.2%
Other Nursing Staff	6,368	8.4%	144,801	10.9%

### Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	48.6%	49.1%	48.6%	42.5%	3.1%	4.5%
Administrative and Management Staff	67.7%	68.1%	23.3%	20.5%	0.7%	1.8%
Nursing Staff	43.1%	45.2%	60.0%	48.7%	4.1%	5.4%
Therapy Staff	67.6%	63.3%	17.3%	16.7%	1.1%	2.0%
Food Services Staff	48.0%	47.9%	47.2%	45.7%	2.1%	3.9%
Housekeeping and Maintenance Staff	62.1%	60.6%	29.0%	28.5%	1.8%	3.0%
Social Services and Activities Staff	68.6%	65.8%	19.6%	19.5%	2.6%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	64.9%	68.9%	24.2%	18.1%	2.1%	1.8%
RN with Administrative Duties (ARN)	68.0%	53.6%	25.2%	34.2%	3.9%	8.7%
Staff Registered Nurse (RN)	45.0%	48.3%	57.3%	42.8%	7.3%	7.9%
Licensed Practical Nurse (LPN)	49.1%	48.4%	47.4%	43.0%	3.2%	5.6%
Certified Nurse Assistant (CNA)	39.5%	43.2%	69.9%	53.5%	4.8%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

## OKLAHOMA

### Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
<b>All Nursing Facility Employees</b>	35,034	100.0%	2,039,924	100.0%
Administrative and Management Staff	813	2.3%	86,053	4.2%
Nursing Staff	17,394	49.6%	1,325,654	65.0%
Therapy Staff	392	1.1%	86,083	4.2%
Food Services Staff	3,008	8.6%	214,591	10.5%
Housekeeping and Maintenance Staff	2,442	7.0%	167,626	8.2%
Social Services and Activities Staff	1,043	3.0%	79,853	3.9%
<b>Nursing Staff</b>	17,394	100.0%	1,325,654	100.0%
Director of Nursing (DON)	343	2.0%	15,922	1.2%
RN with Administrative Duties (ARN)	133	0.8%	31,582	2.4%
Staff Registered Nurse (RN)	969	5.6%	111,588	8.4%
Licensed Practical Nurse (LPN)	3,819	22.0%	276,783	20.9%
Certified Nurse Assistant (CNA)	11,077	63.7%	744,979	56.2%
Other Nursing Staff	1,053	6.1%	144,801	10.9%

### Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	34.8%	49.1%	56.8%	42.5%	0.3%	4.5%
Administrative and Management Staff	56.6%	68.1%	24.3%	20.5%	0.0%	1.8%
Nursing Staff	29.2%	45.2%	64.4%	48.7%	0.5%	5.4%
Therapy Staff	55.6%	63.3%	5.9%	16.7%	0.0%	2.0%
Food Services Staff	38.0%	47.9%	37.1%	45.7%	0.0%	3.9%
Housekeeping and Maintenance Staff	42.1%	60.6%	34.2%	28.5%	0.0%	3.0%
Social Services and Activities Staff	60.6%	65.8%	13.1%	19.5%	0.0%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	65.0%	68.9%	17.6%	18.1%	0.0%	1.8%
RN with Administrative Duties (ARN)	85.7%	53.6%	0.0%	34.2%	0.0%	8.7%
Staff Registered Nurse (RN)	40.0%	48.3%	37.3%	42.8%	0.0%	7.9%
Licensed Practical Nurse (LPN)	34.5%	48.4%	68.7%	43.0%	1.1%	5.6%
Certified Nurse Assistant (CNA)	25.1%	43.2%	72.9%	53.5%	0.6%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

# OREGON

## Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	COUNT	PERCENTAGE	COUNT	PERCENTAGE
<b>All Nursing Facility Employees</b>	13,308	100.0%	2,039,924	100.0%
Administrative and Management Staff	579	4.4%	86,053	4.2%
Nursing Staff	8,436	63.4%	1,325,654	65.0%
Therapy Staff	916	6.9%	86,083	4.2%
Food Services Staff	1,504	11.3%	214,591	10.5%
Housekeeping and Maintenance Staff	1,201	9.0%	167,626	8.2%
Social Services and Activities Staff	576	4.3%	79,853	3.9%
<b>Nursing Staff</b>	8,436	100.0%	1,325,654	100.0%
Director of Nursing (DON)	138	1.6%	15,922	1.2%
RN with Administrative Duties (ARN)	263	3.1%	31,582	2.4%
Staff Registered Nurse (RN)	704	8.3%	111,588	8.4%
Licensed Practical Nurse (LPN)	1,124	13.3%	276,783	20.9%
Certified Nurse Assistant (CNA)	4,968	58.9%	744,979	56.2%
Other Nursing Staff	1,239	14.7%	144,801	10.9%

## Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	54.0%	49.1%	40.8%	42.5%	4.1%	4.5%
Administrative and Management Staff	67.0%	68.1%	23.2%	20.5%	0.0%	1.8%
Nursing Staff	48.5%	45.2%	49.3%	48.7%	5.2%	5.4%
Therapy Staff	62.5%	63.3%	30.0%	16.7%	6.7%	2.0%
Food Services Staff	54.3%	47.9%	37.0%	45.7%	1.5%	3.9%
Housekeeping and Maintenance Staff	76.4%	60.6%	15.2%	28.5%	0.6%	3.0%
Social Services and Activities Staff	77.8%	65.8%	17.1%	19.5%	2.5%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	66.7%	68.9%	14.3%	18.1%	0.0%	1.8%
RN with Administrative Duties (ARN)	70.2%	53.6%	17.5%	34.2%	7.0%	8.7%
Staff Registered Nurse (RN)	57.3%	48.3%	47.1%	42.8%	7.9%	7.9%
Licensed Practical Nurse (LPN)	54.2%	48.4%	39.2%	43.0%	6.3%	5.6%
Certified Nurse Assistant (CNA)	46.6%	43.2%	57.0%	53.5%	5.4%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

## PENNSYLVANIA

### Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
<b>All Nursing Facility Employees</b>	93,779	100.0%	2,039,924	100.0%
Administrative and Management Staff	4,713	5.0%	86,053	4.2%
Nursing Staff	61,064	65.1%	1,325,654	65.0%
Therapy Staff	5,396	5.8%	86,083	4.2%
Food Services Staff	11,165	11.9%	214,591	10.5%
Housekeeping and Maintenance Staff	5,914	6.3%	167,626	8.2%
Social Services and Activities Staff	3,658	3.9%	79,853	3.9%
<b>Nursing Staff</b>	61,064	100.0%	1,325,654	100.0%
Director of Nursing (DON)	697	1.1%	15,922	1.2%
RN with Administrative Duties (ARN)	2,653	4.3%	31,582	2.4%
Staff Registered Nurse (RN)	6,465	10.6%	111,588	8.4%
Licensed Practical Nurse (LPN)	12,783	20.9%	276,783	20.9%
Certified Nurse Assistant (CNA)	32,071	52.5%	744,979	56.2%
Other Nursing Staff	6,395	10.5%	144,801	10.9%

### Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	52.0%	49.1%	38.5%	42.5%	3.7%	4.5%
Administrative and Management Staff	68.9%	68.1%	17.5%	20.5%	1.7%	1.8%
Nursing Staff	49.3%	45.2%	44.1%	48.7%	4.4%	5.4%
Therapy Staff	65.5%	63.3%	9.7%	16.7%	0.8%	2.0%
Food Services Staff	48.8%	47.9%	44.6%	45.7%	3.7%	3.9%
Housekeeping and Maintenance Staff	65.2%	60.6%	23.6%	28.5%	1.7%	3.0%
Social Services and Activities Staff	59.9%	65.8%	25.3%	19.5%	2.1%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	76.5%	68.9%	11.0%	18.1%	1.1%	1.8%
RN with Administrative Duties (ARN)	50.4%	53.6%	38.6%	34.2%	4.7%	8.7%
Staff Registered Nurse (RN)	49.4%	48.3%	36.6%	42.8%	4.3%	7.9%
Licensed Practical Nurse (LPN)	55.7%	48.4%	36.4%	43.0%	4.4%	5.6%
Certified Nurse Assistant (CNA)	48.9%	43.2%	48.0%	53.5%	5.5%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

## RHODE ISLAND

### Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	COUNT	PERCENTAGE	COUNT	PERCENTAGE
<b>All Nursing Facility Employees</b>	12,339	100.0%	2,039,924	100.0%
Administrative and Management Staff	539	4.4%	86,053	4.2%
Nursing Staff	7,577	61.4%	1,325,654	65.0%
Therapy Staff	553	4.5%	86,083	4.2%
Food Services Staff	1,466	11.9%	214,591	10.5%
Housekeeping and Maintenance Staff	861	7.0%	167,626	8.2%
Social Services and Activities Staff	554	4.5%	79,853	3.9%
<b>Nursing Staff</b>	7,577	100.0%	1,325,654	100.0%
Director of Nursing (DON)	96	1.3%	15,922	1.2%
RN with Administrative Duties (ARN)	101	1.3%	31,582	2.4%
Staff Registered Nurse (RN)	1,123	14.8%	111,588	8.4%
Licensed Practical Nurse (LPN)	946	12.5%	276,783	20.9%
Certified Nurse Assistant (CNA)	4,897	64.6%	744,979	56.2%
Other Nursing Staff	414	5.5%	144,801	10.9%

### Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	58.8%	49.1%	27.3%	42.5%	4.1%	4.5%
Administrative and Management Staff	72.8%	68.1%	13.3%	20.5%	2.4%	1.8%
Nursing Staff	57.2%	45.2%	29.9%	48.7%	5.5%	5.4%
Therapy Staff	62.9%	63.3%	10.4%	16.7%	4.9%	2.0%
Food Services Staff	51.5%	47.9%	33.0%	45.7%	0.4%	3.9%
Housekeeping and Maintenance Staff	66.7%	60.6%	17.3%	28.5%	2.2%	3.0%
Social Services and Activities Staff	80.1%	65.8%	9.2%	19.5%	2.2%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	85.7%	68.9%	5.0%	18.1%	0.0%	1.8%
RN with Administrative Duties (ARN)	70.8%	53.6%	20.0%	34.2%	5.3%	8.7%
Staff Registered Nurse (RN)	53.8%	48.3%	34.3%	42.8%	11.8%	7.9%
Licensed Practical Nurse (LPN)	54.3%	48.4%	38.3%	43.0%	4.1%	5.6%
Certified Nurse Assistant (CNA)	56.1%	43.2%	30.0%	53.5%	4.3%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

## SOUTH CAROLINA

### Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
<b>All Nursing Facility Employees</b>	27,712	100.0%	2,039,924	100.0%
Administrative and Management Staff	981	3.5%	86,053	4.2%
Nursing Staff	18,853	68.0%	1,325,654	65.0%
Therapy Staff	787	2.8%	86,083	4.2%
Food Services Staff	2,731	9.9%	214,591	10.5%
Housekeeping and Maintenance Staff	3,235	11.7%	167,626	8.2%
Social Services and Activities Staff	878	3.2%	79,853	3.9%
<b>Nursing Staff</b>	18,853	100.0%	1,325,654	100.0%
Director of Nursing (DON)	175	0.9%	15,922	1.2%
RN with Administrative Duties (ARN)	239	1.3%	31,582	2.4%
Staff Registered Nurse (RN)	1,194	6.3%	111,588	8.4%
Licensed Practical Nurse (LPN)	5,128	27.2%	276,783	20.9%
Certified Nurse Assistant (CNA)	11,283	59.8%	744,979	56.2%
Other Nursing Staff	834	4.4%	144,801	10.9%

### Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	63.1%	49.1%	25.3%	42.5%	3.5%	4.5%
Administrative and Management Staff	86.6%	68.1%	10.8%	20.5%	0.0%	1.8%
Nursing Staff	59.2%	45.2%	28.8%	48.7%	4.2%	5.4%
Therapy Staff	67.7%	63.3%	18.5%	16.7%	5.4%	2.0%
Food Services Staff	69.9%	47.9%	22.7%	45.7%	1.4%	3.9%
Housekeeping and Maintenance Staff	69.6%	60.6%	19.8%	28.5%	2.1%	3.0%
Social Services and Activities Staff	86.6%	65.8%	7.8%	19.5%	2.1%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	85.0%	68.9%	17.6%	18.1%	0.0%	1.8%
RN with Administrative Duties (ARN)	55.9%	53.6%	30.8%	34.2%	3.7%	8.7%
Staff Registered Nurse (RN)	52.2%	48.3%	35.3%	42.8%	7.9%	7.9%
Licensed Practical Nurse (LPN)	57.8%	48.4%	29.4%	43.0%	3.7%	5.6%
Certified Nurse Assistant (CNA)	59.9%	43.2%	28.7%	53.5%	4.3%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

## SOUTH DAKOTA

### Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
<b>All Nursing Facility Employees</b>	9,128	100.0%	2,039,924	100.0%
Administrative and Management Staff	396	4.3%	86,053	4.2%
Nursing Staff	5,932	65.0%	1,325,654	65.0%
Therapy Staff	93	1.0%	86,083	4.2%
Food Services Staff	1,375	15.1%	214,591	10.5%
Housekeeping and Maintenance Staff	704	7.7%	167,626	8.2%
Social Services and Activities Staff	536	5.9%	79,853	3.9%
<b>Nursing Staff</b>	5,932	100.0%	1,325,654	100.0%
Director of Nursing (DON)	110	1.9%	15,922	1.2%
RN with Administrative Duties (ARN)	647	10.9%	31,582	2.4%
Staff Registered Nurse (RN)	270	4.6%	111,588	8.4%
Licensed Practical Nurse (LPN)	697	11.7%	276,783	20.9%
Certified Nurse Assistant (CNA)	3,727	62.8%	744,979	56.2%
Other Nursing Staff	481	8.1%	144,801	10.9%

### Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	45.7%	49.1%	39.6%	42.5%	6.9%	4.5%
Administrative and Management Staff	78.2%	68.1%	9.0%	20.5%	1.1%	1.8%
Nursing Staff	39.9%	45.2%	46.4%	48.7%	8.2%	5.4%
Therapy Staff	94.3%	63.3%	0.0%	16.7%	0.0%	2.0%
Food Services Staff	46.3%	47.9%	42.7%	45.7%	5.6%	3.9%
Housekeeping and Maintenance Staff	63.3%	60.6%	18.6%	28.5%	3.9%	3.0%
Social Services and Activities Staff	67.1%	65.8%	18.3%	19.5%	5.9%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	76.9%	68.9%	8.3%	18.1%	0.0%	1.8%
RN with Administrative Duties (ARN)	54.1%	53.6%	33.3%	34.2%	9.9%	8.7%
Staff Registered Nurse (RN)	54.4%	48.3%	33.9%	42.8%	11.5%	7.9%
Licensed Practical Nurse (LPN)	45.5%	48.4%	30.3%	43.0%	14.0%	5.6%
Certified Nurse Assistant (CNA)	34.6%	43.2%	54.7%	53.5%	7.7%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

## TENNESSEE

### Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
<b>All Nursing Facility Employees</b>	40,917	100.0%	2,039,924	100.0%
Administrative and Management Staff	1,674	4.1%	86,053	4.2%
Nursing Staff	25,635	62.7%	1,325,654	65.0%
Therapy Staff	1,419	3.5%	86,083	4.2%
Food Services Staff	3,846	9.4%	214,591	10.5%
Housekeeping and Maintenance Staff	4,467	10.9%	167,626	8.2%
Social Services and Activities Staff	1,281	3.1%	79,853	3.9%
<b>Nursing Staff</b>	25,635	100.0%	1,325,654	100.0%
Director of Nursing (DON)	319	1.2%	15,922	1.2%
RN with Administrative Duties (ARN)	456	1.8%	31,582	2.4%
Staff Registered Nurse (RN)	1,395	5.4%	111,588	8.4%
Licensed Practical Nurse (LPN)	6,290	24.5%	276,783	20.9%
Certified Nurse Assistant (CNA)	14,713	57.4%	744,979	56.2%
Other Nursing Staff	2,463	9.6%	144,801	10.9%

### Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	47.9%	49.1%	47.8%	42.5%	3.3%	4.5%
Administrative and Management Staff	74.1%	68.1%	16.2%	20.5%	0.0%	1.8%
Nursing Staff	41.6%	45.2%	57.5%	48.7%	4.2%	5.4%
Therapy Staff	69.6%	63.3%	17.6%	16.7%	3.2%	2.0%
Food Services Staff	48.1%	47.9%	50.2%	45.7%	3.2%	3.9%
Housekeeping and Maintenance Staff	64.9%	60.6%	29.1%	28.5%	1.6%	3.0%
Social Services and Activities Staff	68.6%	65.8%	17.2%	19.5%	0.0%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	71.0%	68.9%	14.8%	18.1%	0.0%	1.8%
RN with Administrative Duties (ARN)	58.2%	53.6%	30.0%	34.2%	7.4%	8.7%
Staff Registered Nurse (RN)	42.6%	48.3%	50.7%	42.8%	7.1%	7.9%
Licensed Practical Nurse (LPN)	51.3%	48.4%	42.3%	43.0%	3.0%	5.6%
Certified Nurse Assistant (CNA)	37.6%	43.2%	68.1%	53.5%	4.8%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

## TEXAS

### Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	COUNT	PERCENTAGE	COUNT	PERCENTAGE
<b>All Nursing Facility Employees</b>	151,428	100.0%	2,039,924	100.0%
Administrative and Management Staff	7,719	5.1%	86,053	4.2%
Nursing Staff	100,615	66.4%	1,325,654	65.0%
Therapy Staff	4,424	2.9%	86,083	4.2%
Food Services Staff	15,511	10.2%	214,591	10.5%
Housekeeping and Maintenance Staff	16,122	10.6%	167,626	8.2%
Social Services and Activities Staff	5,347	3.5%	79,853	3.9%
<b>Nursing Staff</b>	100,615	100.0%	1,325,654	100.0%
Director of Nursing (DON)	1,204	1.2%	15,922	1.2%
RN with Administrative Duties (ARN)	1,599	1.6%	31,582	2.4%
Staff Registered Nurse (RN)	5,668	5.6%	111,588	8.4%
Licensed Practical Nurse (LPN)	20,343	20.2%	276,783	20.9%
Certified Nurse Assistant (CNA)	51,292	51.0%	744,979	56.2%
Other Nursing Staff	20,508	20.4%	144,801	10.9%

### Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	45.3%	49.1%	42.2%	42.5%	4.1%	4.5%
Administrative and Management Staff	60.7%	68.1%	26.4%	20.5%	2.0%	1.8%
Nursing Staff	41.7%	45.2%	46.2%	48.7%	5.1%	5.4%
Therapy Staff	60.4%	63.3%	16.4%	16.7%	2.3%	2.0%
Food Services Staff	42.9%	47.9%	50.2%	45.7%	1.7%	3.9%
Housekeeping and Maintenance Staff	51.7%	60.6%	36.8%	28.5%	2.9%	3.0%
Social Services and Activities Staff	69.4%	65.8%	16.1%	19.5%	2.1%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	71.4%	68.9%	14.8%	18.1%	5.0%	1.8%
RN with Administrative Duties (ARN)	65.3%	53.6%	17.3%	34.2%	0.0%	8.7%
Staff Registered Nurse (RN)	56.1%	48.3%	25.9%	42.8%	4.5%	7.9%
Licensed Practical Nurse (LPN)	47.7%	48.4%	37.6%	43.0%	5.9%	5.6%
Certified Nurse Assistant (CNA)	36.9%	43.2%	55.0%	53.5%	6.4%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

## UTAH

### Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	COUNT	PERCENTAGE	COUNT	PERCENTAGE
<b>All Nursing Facility Employees</b>	10,679	100.0%	2,039,924	100.0%
Administrative and Management Staff	726	6.8%	86,053	4.2%
Nursing Staff	6,964	65.2%	1,325,654	65.0%
Therapy Staff	302	2.8%	86,083	4.2%
Food Services Staff	955	8.9%	214,591	10.5%
Housekeeping and Maintenance Staff	747	7.0%	167,626	8.2%
Social Services and Activities Staff	464	4.3%	79,853	3.9%
<b>Nursing Staff</b>	6,964	100.0%	1,325,654	100.0%
Director of Nursing (DON)	93	1.3%	15,922	1.2%
RN with Administrative Duties (ARN)	68	1.0%	31,582	2.4%
Staff Registered Nurse (RN)	847	12.2%	111,588	8.4%
Licensed Practical Nurse (LPN)	1,076	15.5%	276,783	20.9%
Certified Nurse Assistant (CNA)	3,406	48.9%	744,979	56.2%
Other Nursing Staff	1,475	21.2%	144,801	10.9%

### Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	52.0%	49.1%	42.9%	42.5%	3.4%	4.5%
Administrative and Management Staff	74.0%	68.1%	27.5%	20.5%	0.0%	1.8%
Nursing Staff	48.3%	45.2%	51.9%	48.7%	4.5%	5.4%
Therapy Staff	76.9%	63.3%	19.5%	16.7%	1.1%	2.0%
Food Services Staff	54.8%	47.9%	24.8%	45.7%	2.0%	3.9%
Housekeeping and Maintenance Staff	61.3%	60.6%	26.2%	28.5%	2.6%	3.0%
Social Services and Activities Staff	58.1%	65.8%	12.3%	19.5%	0.0%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	86.7%	68.9%	7.1%	18.1%	0.0%	1.8%
RN with Administrative Duties (ARN)	66.7%	53.6%	12.5%	34.2%	0.0%	8.7%
Staff Registered Nurse (RN)	54.1%	48.3%	44.3%	42.8%	4.5%	7.9%
Licensed Practical Nurse (LPN)	55.8%	48.4%	38.3%	43.0%	3.0%	5.6%
Certified Nurse Assistant (CNA)	45.4%	43.2%	58.6%	53.5%	6.5%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

# VIRGINIA

## Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	COUNT	PERCENTAGE	COUNT	PERCENTAGE
<b>All Nursing Facility Employees</b>	44,729	100.0%	2,039,924	100.0%
Administrative and Management Staff	2,671	6.0%	86,053	4.2%
Nursing Staff	30,477	68.1%	1,325,654	65.0%
Therapy Staff	2,889	6.5%	86,083	4.2%
Food Services Staff	4,270	9.5%	214,591	10.5%
Housekeeping and Maintenance Staff	2,504	5.6%	167,626	8.2%
Social Services and Activities Staff	1,394	3.1%	79,853	3.9%
<b>Nursing Staff</b>	30,477	100.0%	1,325,654	100.0%
Director of Nursing (DON)	303	1.0%	15,922	1.2%
RN with Administrative Duties (ARN)	910	3.0%	31,582	2.4%
Staff Registered Nurse (RN)	1,200	3.9%	111,588	8.4%
Licensed Practical Nurse (LPN)	8,211	26.9%	276,783	20.9%
Certified Nurse Assistant (CNA)	17,352	56.9%	744,979	56.2%
Other Nursing Staff	2,502	8.2%	144,801	10.9%

## Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	41.4%	49.1%	58.0%	42.5%	4.4%	4.5%
Administrative and Management Staff	64.4%	68.1%	23.9%	20.5%	2.1%	1.8%
Nursing Staff	37.0%	45.2%	69.1%	48.7%	4.9%	5.4%
Therapy Staff	57.9%	63.3%	16.6%	16.7%	4.1%	2.0%
Food Services Staff	40.9%	47.9%	60.3%	45.7%	2.6%	3.9%
Housekeeping and Maintenance Staff	62.5%	60.6%	27.8%	28.5%	4.1%	3.0%
Social Services and Activities Staff	53.6%	65.8%	18.3%	19.5%	1.7%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	81.3%	68.9%	17.1%	18.1%	0.0%	1.8%
RN with Administrative Duties (ARN)	44.8%	53.6%	39.8%	34.2%	16.0%	8.7%
Staff Registered Nurse (RN)	38.5%	48.3%	62.7%	42.8%	9.2%	7.9%
Licensed Practical Nurse (LPN)	38.8%	48.4%	63.7%	43.0%	5.5%	5.6%
Certified Nurse Assistant (CNA)	36.2%	43.2%	75.7%	53.5%	4.3%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

## VERMONT

### Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
<b>All Nursing Facility Employees</b>	5,289	100.0%	2,039,924	100.0%
Administrative and Management Staff	167	3.2%	86,053	4.2%
Nursing Staff	3,596	68.0%	1,325,654	65.0%
Therapy Staff	267	5.0%	86,083	4.2%
Food Services Staff	553	10.5%	214,591	10.5%
Housekeeping and Maintenance Staff	313	5.9%	167,626	8.2%
Social Services and Activities Staff	247	4.7%	79,853	3.9%
<b>Nursing Staff</b>	3,596	100.0%	1,325,654	100.0%
Director of Nursing (DON)	40	1.1%	15,922	1.2%
RN with Administrative Duties (ARN)	40	1.1%	31,582	2.4%
Staff Registered Nurse (RN)	533	14.8%	111,588	8.4%
Licensed Practical Nurse (LPN)	533	14.8%	276,783	20.9%
Certified Nurse Assistant (CNA)	2,272	63.2%	744,979	56.2%
Other Nursing Staff	177	4.9%	144,801	10.9%

### Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	43.3%	49.1%	46.5%	42.5%	2.9%	4.5%
Administrative and Management Staff	66.7%	68.1%	17.6%	20.5%	0.0%	1.8%
Nursing Staff	39.5%	45.2%	49.6%	48.7%	3.1%	5.4%
Therapy Staff	38.5%	63.3%	46.3%	16.7%	0.0%	2.0%
Food Services Staff	42.2%	47.9%	62.7%	45.7%	3.5%	3.9%
Housekeeping and Maintenance Staff	56.3%	60.6%	36.2%	28.5%	3.1%	3.0%
Social Services and Activities Staff	78.0%	65.8%	10.8%	19.5%	3.9%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	50.0%	68.9%	33.3%	18.1%	0.0%	1.8%
RN with Administrative Duties (ARN)	83.3%	53.6%	0.0%	34.2%	0.0%	8.7%
Staff Registered Nurse (RN)	48.1%	48.3%	30.0%	42.8%	4.1%	7.9%
Licensed Practical Nurse (LPN)	48.4%	48.4%	55.0%	43.0%	1.9%	5.6%
Certified Nurse Assistant (CNA)	34.7%	43.2%	56.3%	53.5%	2.7%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

## WASHINGTON

### Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
<b>All Nursing Facility Employees</b>	28,028	100.0%	2,039,924	100.0%
Administrative and Management Staff	1,287	4.6%	86,053	4.2%
Nursing Staff	17,690	63.1%	1,325,654	65.0%
Therapy Staff	1,580	5.6%	86,083	4.2%
Food Services Staff	2,603	9.3%	214,591	10.5%
Housekeeping and Maintenance Staff	2,286	8.2%	167,626	8.2%
Social Services and Activities Staff	1,153	4.1%	79,853	3.9%
<b>Nursing Staff</b>	17,690	100.0%	1,325,654	100.0%
Director of Nursing (DON)	232	1.3%	15,922	1.2%
RN with Administrative Duties (ARN)	100	0.6%	31,582	2.4%
Staff Registered Nurse (RN)	2,168	12.3%	111,588	8.4%
Licensed Practical Nurse (LPN)	3,403	19.2%	276,783	20.9%
Certified Nurse Assistant (CNA)	9,581	54.2%	744,979	56.2%
Other Nursing Staff	2,206	12.5%	144,801	10.9%

### Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	44.0%	49.1%	59.2%	42.5%	2.8%	4.5%
Administrative and Management Staff	72.5%	68.1%	27.0%	20.5%	0.0%	1.8%
Nursing Staff	38.6%	45.2%	72.0%	48.7%	3.6%	5.4%
Therapy Staff	59.6%	63.3%	22.8%	16.7%	1.3%	2.0%
Food Services Staff	47.9%	47.9%	51.4%	45.7%	1.1%	3.9%
Housekeeping and Maintenance Staff	54.4%	60.6%	34.9%	28.5%	2.5%	3.0%
Social Services and Activities Staff	65.9%	65.8%	19.3%	19.5%	2.9%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	58.0%	68.9%	35.1%	18.1%	0.0%	1.8%
RN with Administrative Duties (ARN)	51.4%	53.6%	37.0%	34.2%	0.0%	8.7%
Staff Registered Nurse (RN)	46.9%	48.3%	55.5%	42.8%	5.1%	7.9%
Licensed Practical Nurse (LPN)	44.8%	48.4%	58.7%	43.0%	3.6%	5.6%
Certified Nurse Assistant (CNA)	36.5%	43.2%	80.2%	53.5%	3.6%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

## WISCONSIN

### Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
<b>All Nursing Facility Employees</b>	43,391	100.0%	2,039,924	100.0%
Administrative and Management Staff	1,771	4.1%	86,053	4.2%
Nursing Staff	28,507	65.7%	1,325,654	65.0%
Therapy Staff	2,604	6.0%	86,083	4.2%
Food Services Staff	5,311	12.2%	214,591	10.5%
Housekeeping and Maintenance Staff	2,391	5.5%	167,626	8.2%
Social Services and Activities Staff	2,161	5.0%	79,853	3.9%
<b>Nursing Staff</b>	28,507	100.0%	1,325,654	100.0%
Director of Nursing (DON)	393	1.4%	15,922	1.2%
RN with Administrative Duties (ARN)	977	3.4%	31,582	2.4%
Staff Registered Nurse (RN)	3,197	11.2%	111,588	8.4%
Licensed Practical Nurse (LPN)	4,542	15.9%	276,783	20.9%
Certified Nurse Assistant (CNA)	17,366	60.9%	744,979	56.2%
Other Nursing Staff	2,032	7.1%	144,801	10.9%

### Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	47.0%	49.1%	52.0%	42.5%	4.4%	4.5%
Administrative and Management Staff	71.0%	68.1%	20.3%	20.5%	0.0%	1.8%
Nursing Staff	42.7%	45.2%	60.7%	48.7%	5.6%	5.4%
Therapy Staff	65.2%	63.3%	21.4%	16.7%	0.9%	2.0%
Food Services Staff	45.4%	47.9%	52.1%	45.7%	2.8%	3.9%
Housekeeping and Maintenance Staff	62.4%	60.6%	31.1%	28.5%	1.0%	3.0%
Social Services and Activities Staff	65.3%	65.8%	24.5%	19.5%	3.0%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	64.1%	68.9%	21.1%	18.1%	0.0%	1.8%
RN with Administrative Duties (ARN)	56.3%	53.6%	34.1%	34.2%	12.9%	8.7%
Staff Registered Nurse (RN)	44.1%	48.3%	63.6%	42.8%	8.9%	7.9%
Licensed Practical Nurse (LPN)	48.2%	48.4%	54.1%	43.0%	6.3%	5.6%
Certified Nurse Assistant (CNA)	38.5%	43.2%	67.7%	53.5%	4.7%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

## WEST VIRGINIA

### Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
<b>All Nursing Facility Employees</b>	13,937	100.0%	2,039,924	100.0%
Administrative and Management Staff	640	4.6%	86,053	4.2%
Nursing Staff	8,548	61.3%	1,325,654	65.0%
Therapy Staff	615	4.4%	86,083	4.2%
Food Services Staff	1,318	9.5%	214,591	10.5%
Housekeeping and Maintenance Staff	1,566	11.2%	167,626	8.2%
Social Services and Activities Staff	545	3.9%	79,853	3.9%
<b>Nursing Staff</b>	8,548	100.0%	1,325,654	100.0%
Director of Nursing (DON)	136	1.6%	15,922	1.2%
RN with Administrative Duties (ARN)	292	3.4%	31,582	2.4%
Staff Registered Nurse (RN)	729	8.5%	111,588	8.4%
Licensed Practical Nurse (LPN)	1,899	22.2%	276,783	20.9%
Certified Nurse Assistant (CNA)	4,800	56.2%	744,979	56.2%
Other Nursing Staff	691	8.1%	144,801	10.9%

### Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	45.3%	49.1%	49.9%	42.5%	3.2%	4.5%
Administrative and Management Staff	72.9%	68.1%	13.6%	20.5%	6.3%	1.8%
Nursing Staff	39.6%	45.2%	60.2%	48.7%	3.5%	5.4%
Therapy Staff	49.2%	63.3%	15.4%	16.7%	0.0%	2.0%
Food Services Staff	47.8%	47.9%	58.1%	45.7%	4.2%	3.9%
Housekeeping and Maintenance Staff	59.4%	60.6%	30.0%	28.5%	2.4%	3.0%
Social Services and Activities Staff	63.7%	65.8%	18.4%	19.5%	2.3%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	69.4%	68.9%	14.0%	18.1%	0.0%	1.8%
RN with Administrative Duties (ARN)	46.0%	53.6%	34.8%	34.2%	7.0%	8.7%
Staff Registered Nurse (RN)	35.3%	48.3%	53.9%	42.8%	2.4%	7.9%
Licensed Practical Nurse (LPN)	46.3%	48.4%	47.2%	43.0%	2.1%	5.6%
Certified Nurse Assistant (CNA)	39.9%	43.2%	64.5%	53.5%	5.0%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

## WYOMING

### Estimated Number and Percentage of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	STATE		UNITED STATES	
	COUNT	PERCENTAGE	COUNT	PERCENTAGE
<b>All Nursing Facility Employees</b>	4,187	100.0%	2,039,924	100.0%
Administrative and Management Staff	252	6.0%	86,053	4.2%
Nursing Staff	2,382	56.9%	1,325,654	65.0%
Therapy Staff	228	5.4%	86,083	4.2%
Food Services Staff	538	12.9%	214,591	10.5%
Housekeeping and Maintenance Staff	382	9.1%	167,626	8.2%
Social Services and Activities Staff	180	4.3%	79,853	3.9%
<b>Nursing Staff</b>	2,382	100.0%	1,325,654	100.0%
Director of Nursing (DON)	39	1.6%	15,922	1.2%
RN with Administrative Duties (ARN)	13	0.5%	31,582	2.4%
Staff Registered Nurse (RN)	384	16.1%	111,588	8.4%
Licensed Practical Nurse (LPN)	328	13.8%	276,783	20.9%
Certified Nurse Assistant (CNA)	1,315	55.2%	744,979	56.2%
Other Nursing Staff	303	12.7%	144,801	10.9%

### Retention, Turnover, and Vacancy Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2008

	RETENTION RATE		TURNOVER RATE		VACANCY RATE	
	STATE	U.S.	STATE	U.S.	STATE	U.S.
<b>All Nursing Facility Employees</b>	38.1%	49.1%	65.0%	42.5%	5.4%	4.5%
Administrative and Management Staff	79.6%	68.1%	14.0%	20.5%	0.0%	1.8%
Nursing Staff	36.8%	45.2%	67.3%	48.7%	8.0%	5.4%
Therapy Staff	41.3%	63.3%	31.4%	16.7%	0.0%	2.0%
Food Services Staff	29.8%	47.9%	104.3%	45.7%	0.0%	3.9%
Housekeeping and Maintenance Staff	38.8%	60.6%	50.1%	28.5%	4.9%	3.0%
Social Services and Activities Staff	52.2%	65.8%	35.8%	19.5%	0.0%	2.6%
<b>Nursing Staff</b>						
Director of Nursing (DON)	75.0%	68.9%	14.3%	18.1%	0.0%	1.8%
RN with Administrative Duties (ARN)	100.0%	53.6%	0.0%	34.2%	0.0%	8.7%
Staff Registered Nurse (RN)	54.9%	48.3%	47.8%	42.8%	9.9%	7.9%
Licensed Practical Nurse (LPN)	47.0%	48.4%	57.1%	43.0%	8.9%	5.6%
Certified Nurse Assistant (CNA)	35.3%	43.2%	69.1%	53.5%	7.9%	5.7%

All retention, turnover and vacancy statistics were produced by AHCA Research Department using data from 2008 AHCA Nursing Facility Staff Vacancy, Retention and Turnover Survey.

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