

REPORT OF FINDINGS
2009 NURSING FACILITY STAFF
RETENTION AND TURNOVER SURVEY

American Health Care Association

Department of Research

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American Health Care Association

ABSTRACT

Approximately 2 million employees worked at nursing facilities across the United States in 2009. 1.3 million nursing staff represented 66 percent of the total nursing facility workforce. Retention rate for nursing facility employees was 53 percent. The retention rates among Staff Registered Nurses, Licensed Practical Nurses and Certified Nurse Assistants ranged from 48 to 52 percent. The turnover rate for all nursing facility employees was 40 percent. The turnover rate for Certified Nurse Assistants was higher than other nursing staff, at 47 percent.

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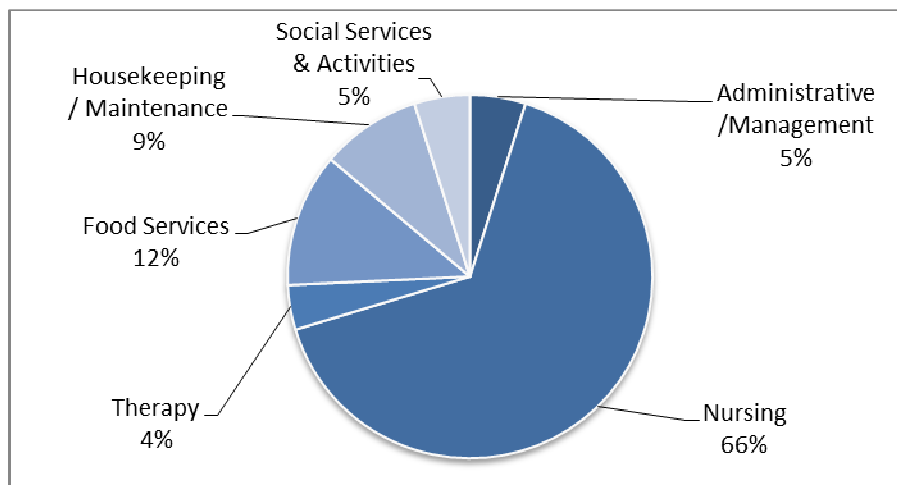
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EXECUTIVE SUMMARY

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 2009 data to estimate the retention and turnover rates of nursing facility employees. More than 3,120 nursing facilities (NFs) participated in this survey.

This study found that approximately 2 million workers were employed at nursing facilities across the United States in 2009. 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 facility residents.

Figure 1. Percentage Breakdown of Nursing Facility Employees by Job Category, 2009 *



*May not add due to rounding

The majority of the nursing staff – approximately 764,000 or 59 percent of total nursing staff – were Certified Nurse Assistant (CNA).

Retention Rates

The retention rate indicates a sense of the stability of the staff. In 2009, the retention rate for all nursing facility employees was 53.1 percent. As shown in Figure 2, retention rates ranged from 49.4 to

71.1 percent across all major nursing facility job categories. The overall nursing staff retention rate (49.4 percent) was the lowest among all job categories.

Figure 2. Total Nursing Facility Employee Retention Rates by Job Category, 2009

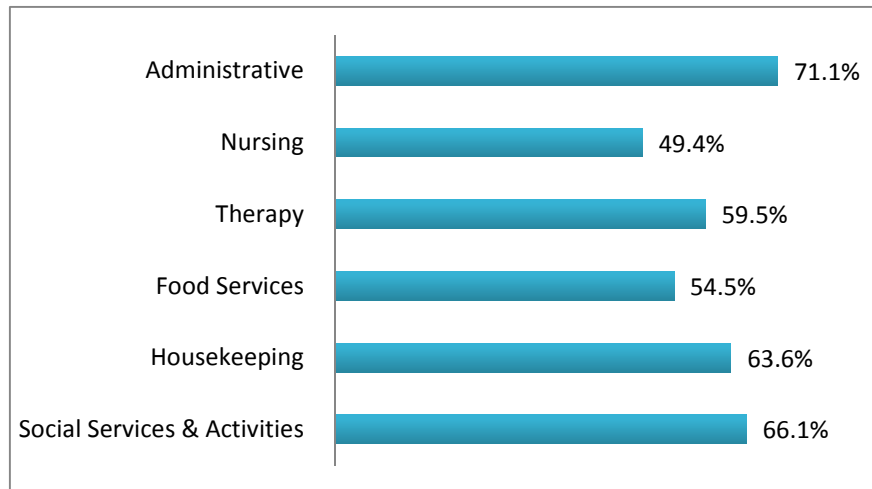
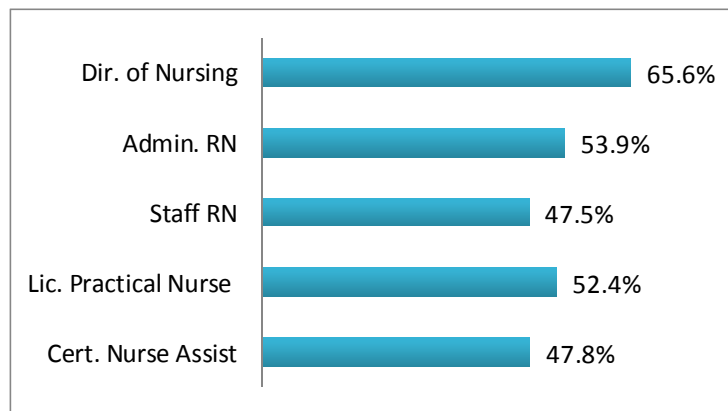


Figure 3. Nursing Staff Retention Rates by Job Position, 2009



Retention rates exhibited variability across the five major nursing positions. As shown in Figure 3, retention rates were highest for the director of nursing (65.6 percent) and lowest among Staff RNs (47.5 percent).

Turnover Rates

The turnover rate for all nursing facility employees was 40.0 percent. Turnover rates exhibited a high degree of variability across nursing facility job categories. As shown in Figure 4, turnover rates in nursing facilities were highest among nursing staff (45.2 percent) and lowest for administrative staff (20.3 percent).

As shown in Figure 5, turnover rates for Staff RNs, LPNs, and CNAs ranged from 41.8 to 46.7 percent. Turnover rates for DONs and ARNs were 25.3 and 36.3 percent, respectively.

Figure 4. Turnover Rates by Nursing Facility Job Category, 2009

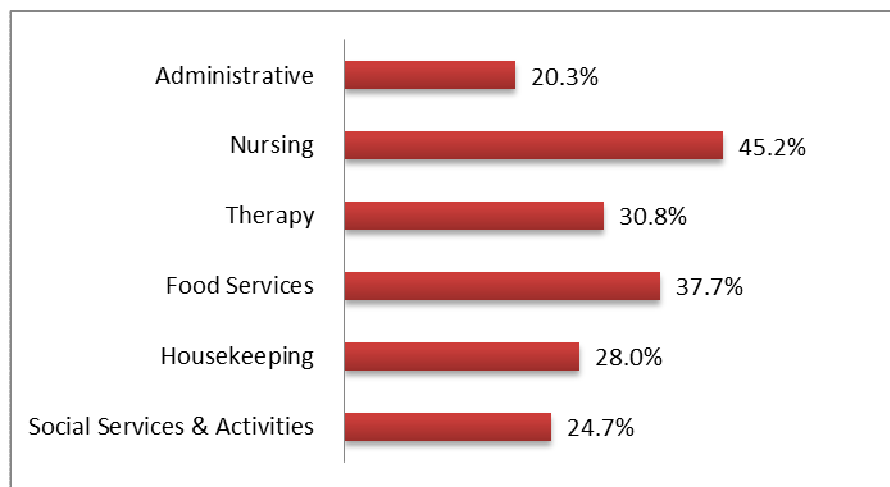
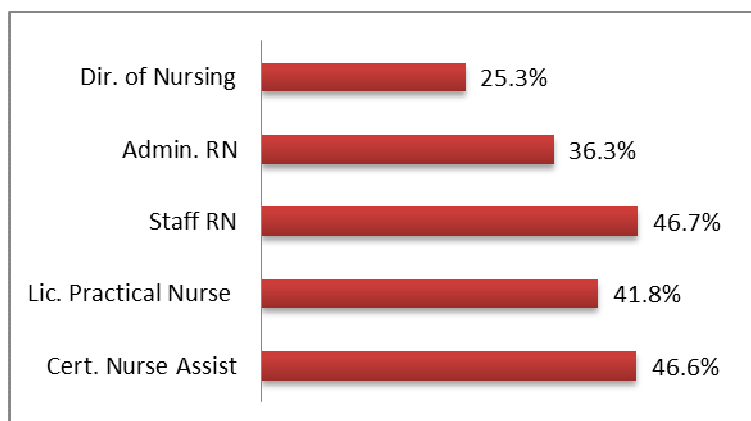


Figure 5. Turnover Rates by Nursing Job Position, 2009



The findings from the 2009 AHCA survey of nursing facility staff indicate that America's nursing facilities still experience high levels of turnover and relatively low retention for nursing facility employees, especially for direct nursing care staff.

1.0

INTRODUCTION

The American Health Care Association (AHCA) conducted a nationwide nursing facility survey, which collected 2009 data to estimate the retention and turnover rates of nursing facility employees. More than 3,120 nursing facilities nationwide participated in this survey.

In 2002, 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. Therefore, in 2008, AHCA conducted *Nursing Facility Staff Vacancy, Retention and Turnover Survey* that was 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. The detailed methodology of this study can be found in Section 4.0.

This report presents findings from the AHCA 2009 Nursing Facility Staff Retention and Turnover Survey. This is a descriptive study of retention and turnover of employees of nursing facilities. Initially, statistics in this report are not intended to be used as benchmarks.

In general, retention and turnover rates vary across job categories and across states. State level retention and turnover statistics can be found in Appendix A.

Approximately 2 million workers were employed at nursing facilities across the United States in 2009. A total of 1.3 million nursing staff, including Director of Nursing, Registered Nurse with Administrative Duties, Staff Registered Nurse, Licensed Practical Nurse, Certified Nurse Assistant, and other nursing staff, represented 66 percent of the total nursing facility workforce. Of these workers, the majority were Certified Nurse Assistants (59 percent of total nursing staff).

Table 1.1. Estimated Number of Nursing Facility Employees by Job Category, 2009

	Number of Employees	Percentage
All Nursing Facility Employees	1,964,203	100.0%
Administrative and Management Staff	91,497	4.7%
Nursing Staff	1,294,265	65.9%
Therapy Staff	75,887	3.9%
Food Services Staff	231,020	11.8%
Housekeeping and Maintenance Staff	183,562	9.3%
Social Service and Activities Staff	87,971	4.5%

In 2009, the retention rate for all nursing facility employees was 53.1 percent. As shown in Table 1.2, the retention rates ranged from 49.4 to 71.1 percent across nursing facility job categories. The retention rate of nursing staff was the lowest among all nursing facility employees.

The turnover rate for all nursing facility employees was 40.0 percent. Turnover rates exhibited a high degree of variability across all nursing facility job categories. As shown in table 1.2, turnover rates in nursing facilities were particularly high among nursing staff (45.2 percent) and were lowest for administrative staff (20.3 percent).

Table 1.2. Retention and Turnover Rates by Nursing Facility Job Category, 2009

	Retention	Turnover
All Nursing Facility Employees	53.1%	40.0%
Administrative and Management Staff	71.1%	20.3%
Nursing Staff	49.4%	45.2%
Therapy Staff	59.5%	30.8%
Food Services Staff	54.5%	37.7%
Housekeeping and Maintenance Staff	63.6%	28.0%
Social Services and Activities Staff	66.1%	24.7%

The findings from the *2009 Nursing Facility Staff Retention and Turnover Survey* indicate that America’s nursing facilities continue to experience difficulties in retention of nursing staff in 2009.

Figure 1.1. Retention Rates of All Nursing Facility Employees by State, 2009

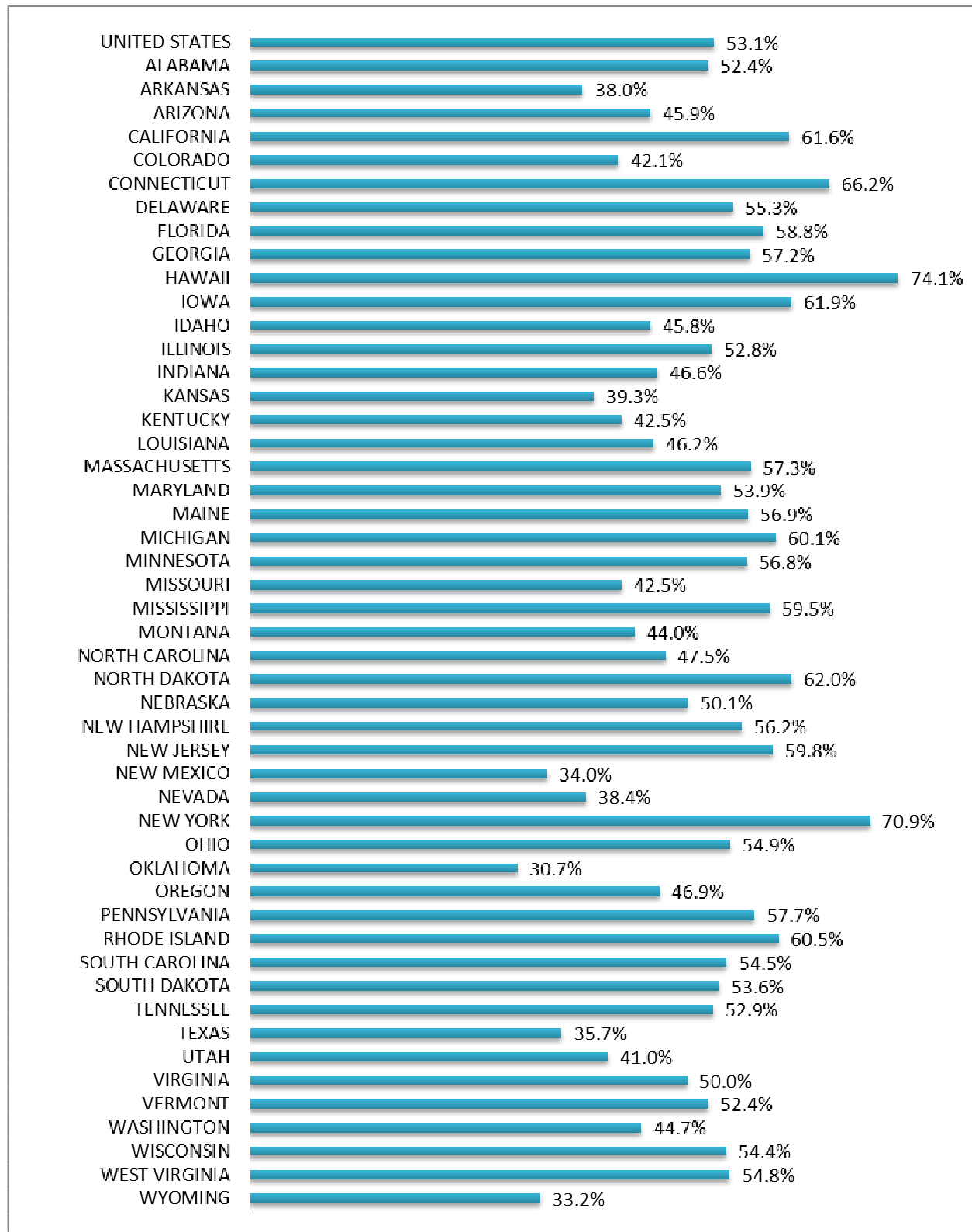


Figure 1.2. Turnover Rates of All Nursing Facility Employees by State, 2009

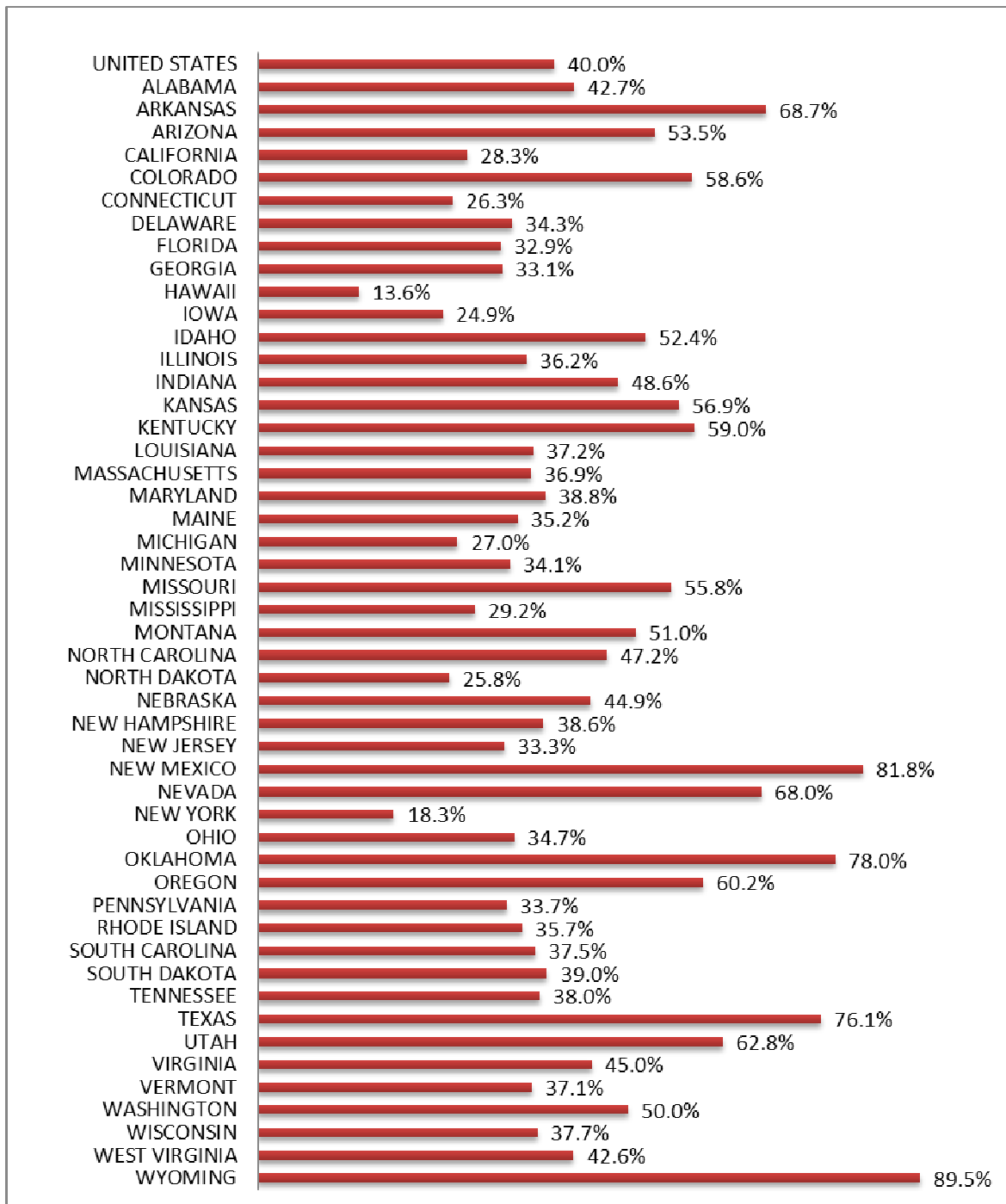
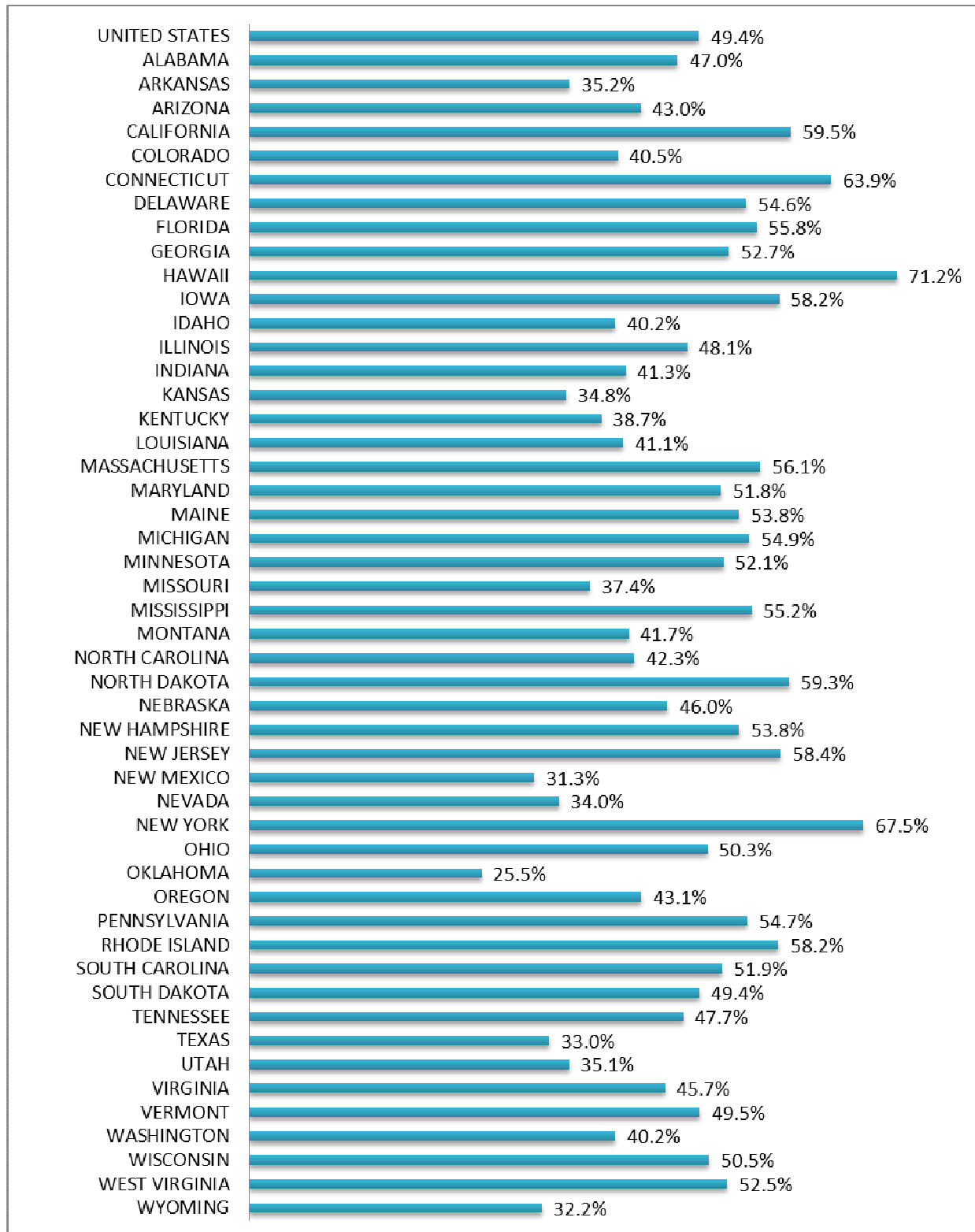
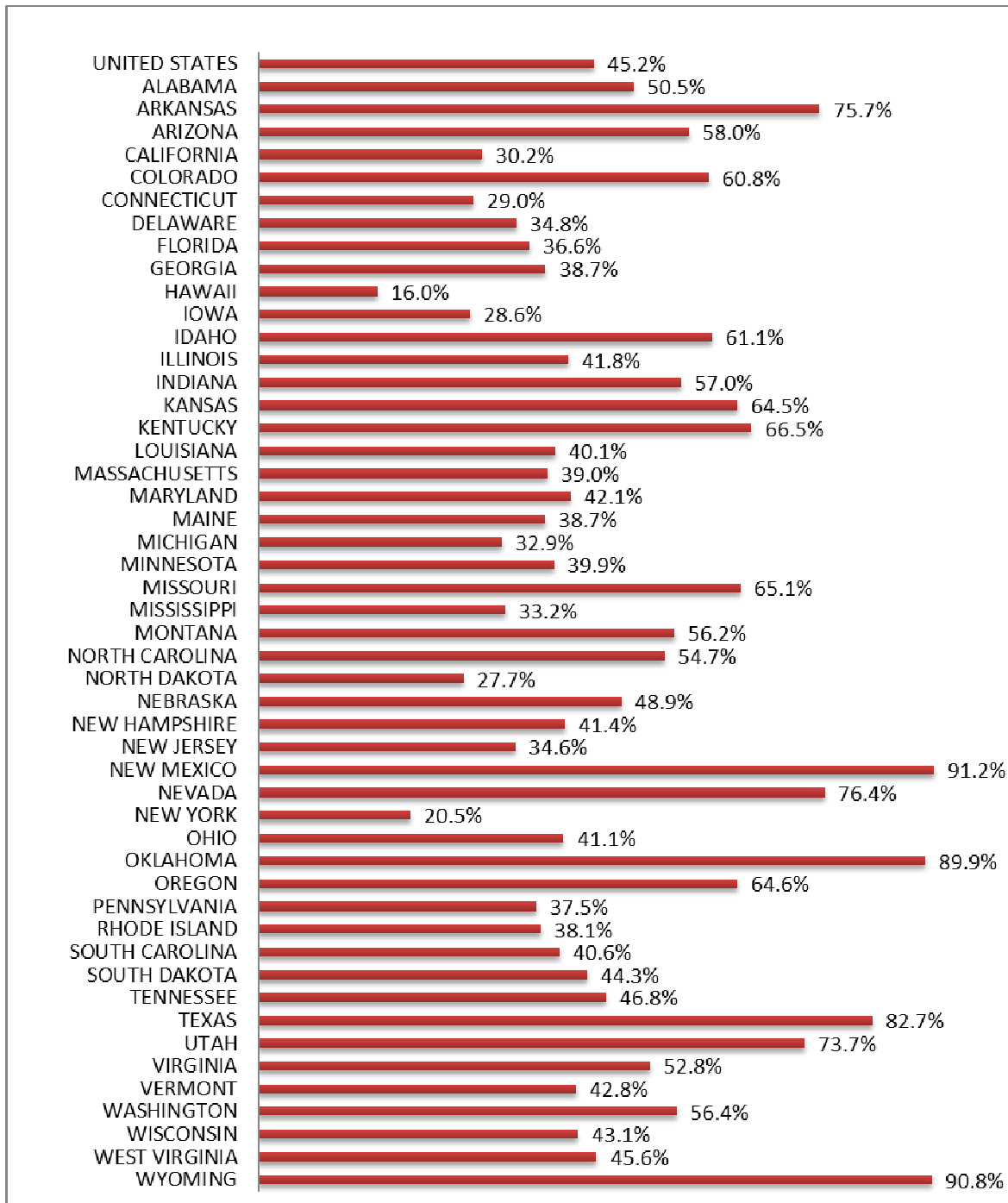


Figure 1.3. Retention Rates of Nursing Staff by State, 2009



State specific turnover rates for nursing staff ranged from a low of 16.0 percent to a high of 91.2 percent, a difference of 75.2 percentage points (see the figure below).

Figure 1.4. Turnover Rates of Nursing Staff by State, 2009



2.0

RETENTION AND TURNOVER OF NURSING STAFF

In 2009, 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 (ARN), Staff Registered Nurse (RN), Licensed Practical Nurse (LPN), Certified Nurse Assistant (CNA), and other nursing staff, represented 66 percent of the total nursing facility workforce. Certified Nurse Assistants constituted the largest portion of entire nursing staff (see Figure 2.1).

Figure 2.1. Percentage Breakdown of Nursing Staff by Job Position, 2009

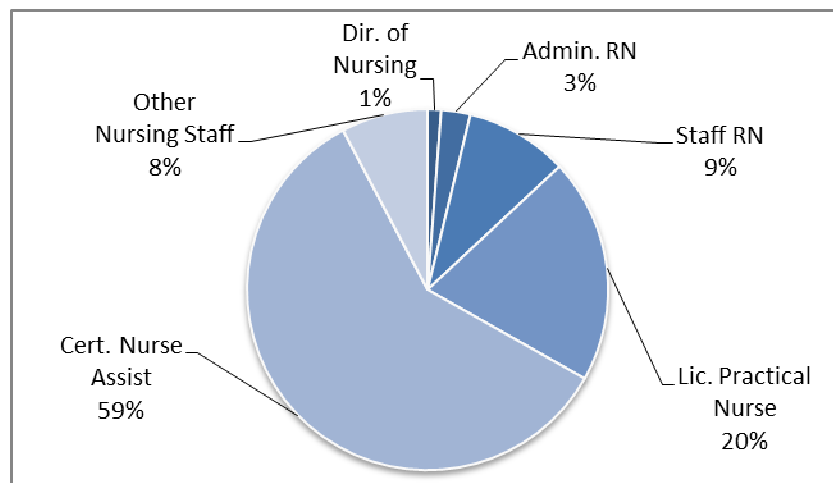


Table 2.1. Estimated Number of Nursing Staff by Job Position, 2009

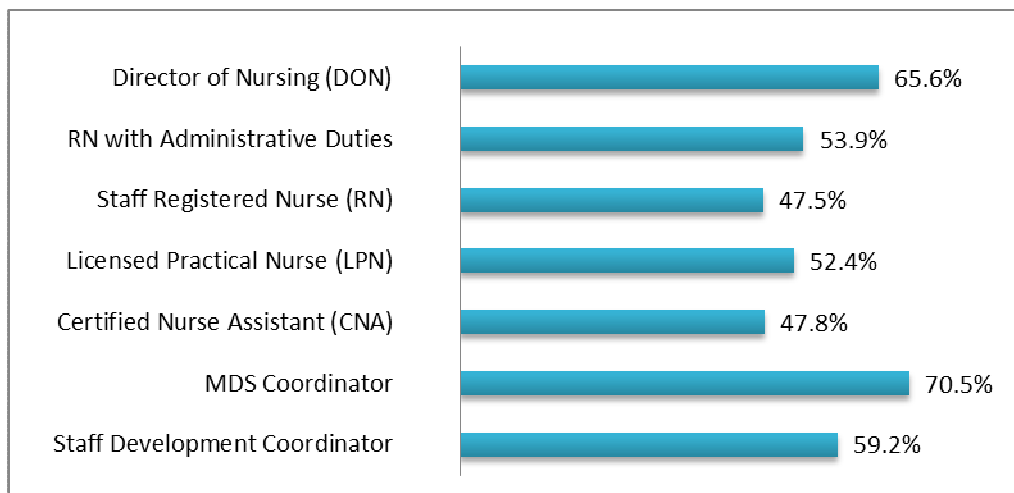
	Number	Percentage
All Nursing Staff	1,294,265	100.0%
Director of Nursing (DON)	15,625	1.2%
RN with Administrative Duties (ARN)	33,874	2.6%
Staff Registered Nurse (RN)	119,260	9.2%
Licensed Practical Nurse (LPN)	260,973	20.2%
Certified Nurse Assistant (CNA)	764,049	59.0%
Other Nursing Staff	100,484	7.8%

2.1 Retention of Nursing Staff

In 2009, the overall retention rate for nursing staff was 49.4 percent. The nursing staff retention rate was the lowest among all nursing facility employees.

Retention rates exhibited variability across the nursing positions. Figure 2.2 shows retention rates of nursing staff by major job positions. Retention rates were highest for the MDS Coordinators (70.5 percent) and lowest among Staff RNs (47.5 percent). The low level of retention among Staff RNs, LPNs and CNAs illustrated the difficulty that nursing facilities had in retaining direct care staff, particularly for Staff RNs and CNAs.

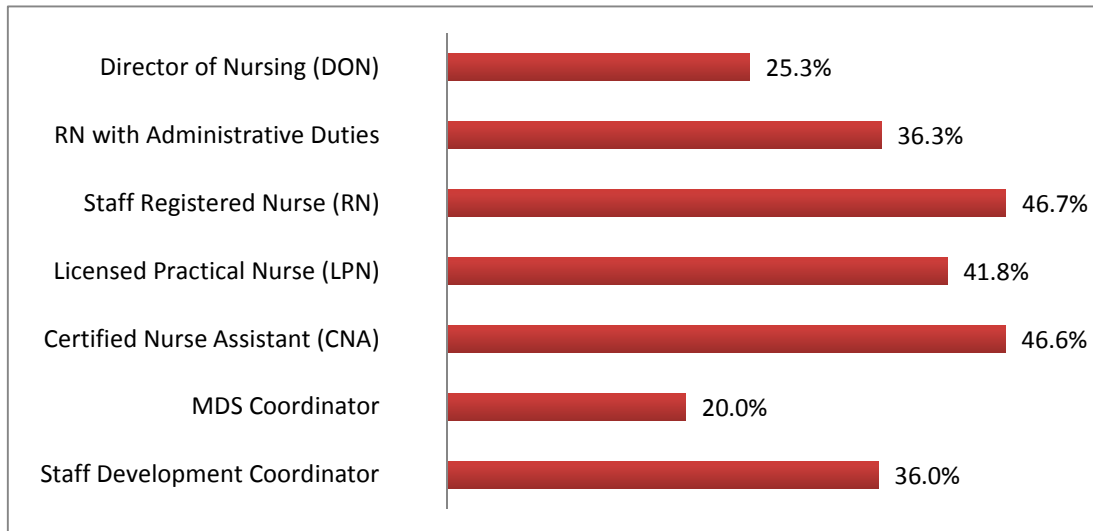
Figure 2.2. Nursing Staff Retention Rates by Job Position, 2009



2.2 Turnover of Nursing Staff

Turnover rates were high for most nursing job positions in 2009. Nationally, turnover rates exhibited a high degree of variability across nursing job positions. As shown in Figure 2.3, turnover rates in nursing facilities were particularly high among RNs (46.7 percent), CNAs (46.6 percent), and LPNs (41.8 percent). Meanwhile, the turnover rate for DONs was lowest at 25.3 percent. The low level of retention and the high level of turnover among CNAs continue to be a particular concern to nursing facilities as CNAs are responsible for much of the direct, hands-on resident care.

Figure 2.3. Nursing Staff Turnover Rates by Job Position, 2009



3.0

RETENTION AND TURNOVER OF OTHER EMPLOYEES

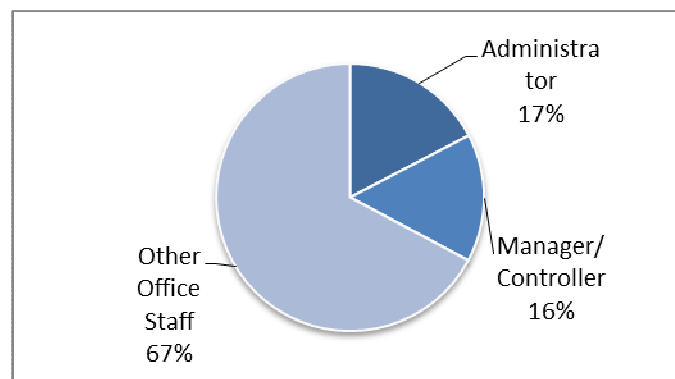
In order to measure the extent of the difficulty that nursing facilities had in retaining their entire nursing facility workforce, the *2009 Nursing Facility Staff Retention and Turnover Survey* also collected nationwide retention and turnover information among all nursing facility employees.

3.1

RETENTION AND TURNOVER OF ADMINISTRATIVE AND MANAGEMENT STAFF

In 2009, an estimated 91,000 workers were employed as administrative and management staff, representing 4.7 percent of the total nursing facility workforce.

Figure 3.1. Percentage Breakdown of Administrative and Management Staff by Job Position, 2009



In 2009, the retention rate for all administrative and management staff was 71.1 percent, the highest among all nursing facility employees. The overall turnover rate for administrative and management staff was 20.3 percent, the lowest among all nursing facility employee categories.

Table 3.1. Administrative and Management Staff Retention and Turnover Rates, 2009

	Retention	Turnover
<i>All Administrator & Management Staff</i>	71.1%	20.3%
Administrator	71.0%	20.5%

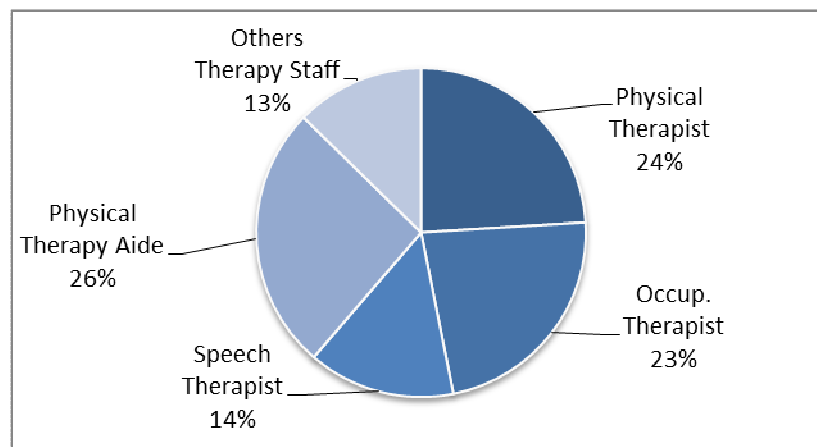
Office Manager/Controller	76.9%	16.1%
Other Office Staff	69.9%	21.3%

3.2

RETENTION AND TURNOVER OF THERAPY STAFF

In 2009, an estimated 76,000 workers were employed by nursing facilities as therapy staff, representing 3.9 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, 2009



In 2009, the retention rate for therapy staff was 59.5 percent. The overall turnover rate for therapy staff was 30.8 percent.

Table 3.2. Retention and Turnover Rates by Therapy Job Position, U.S., 2009

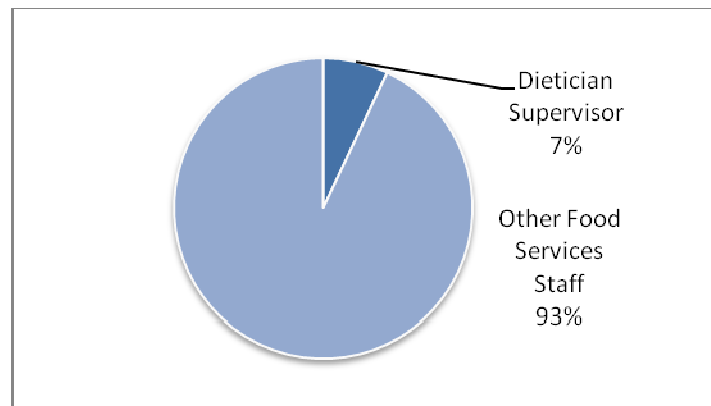
	Retention	Turnover
<i>All Therapy Staff</i>	59.5%	30.8%
Physical Therapist	58.2%	34.5%
Occupational Therapist	57.4%	34.5%
Speech /Language Therapist	54.2%	36.4%
Physical Therapy Aide	63.5%	23.7%
Occupational Therapy Aide	64.5%	26.8%
Speech Therapy Aide	73.3%	7.1%

3.3

RETENTION AND TURNOVER OF FOOD SERVICES STAFF

In 2009, an estimated 231,000 workers were employed as food services staff, representing 11.8 percent of the total nursing facility workforce.

Figure 3.3. Percentage Breakdown of Food Services Staff by Job Position, 2009



In 2009, the retention rate for food services staff was 54.5 percent, the second lowest among all nursing facility employees (see page 6, table 1.2). The overall turnover rate for food services staff was 37.7 percent.

Table 3.3. Retention and Turnover Rates by Food Services Job Position, 2009

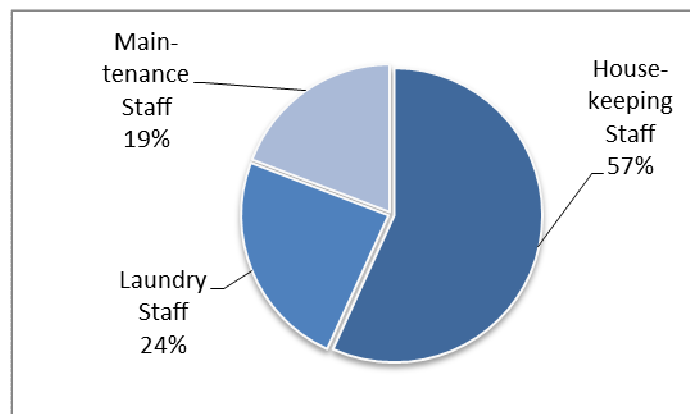
	Retention	Turnover
All Food Service Staff	54.5%	37.7%
Dietician Supervisor	73.2%	17.0%
Other Food Service Staff	53.3%	39.2%

3.4

**RETENTION AND TURNOVER OF
HOUSEKEEPING AND MAINTENANCE STAFF**

In 2009, an estimated 184,000 workers were employed as housekeeping and maintenance staff, representing 9.3 percent of the total nursing facility workforce.

Figure 3.4. Percentage Breakdown of Housekeeping and Maintenance Staff by Job Position, 2009



In 2009, the retention rate for housekeeping and maintenance staff was 63.6 percent. The overall turnover rate for housekeeping and maintenance staff was 28.0 percent.

Table 3.4. Retention and Turnover Rates by Housekeeping and Maintenance Job Position, U.S., 2009

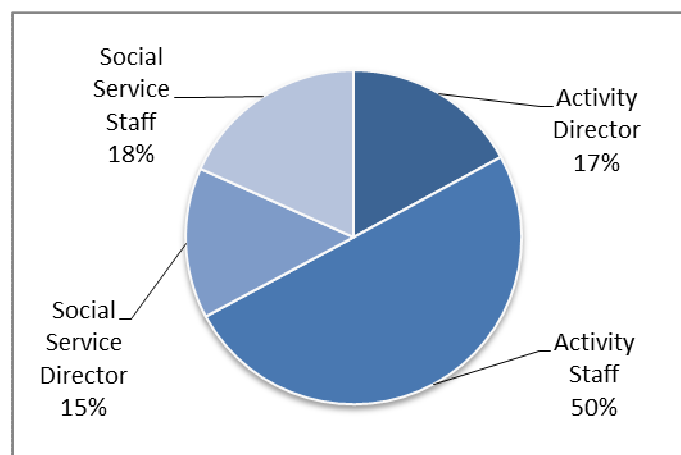
	Retention	Turnover
<i>All Housekeeping & Maintenance Staff</i>	63.6%	28.0%
Housekeeping Staff	60.6%	31.4%
Laundry Staff	66.0%	25.5%
Maintenance Staff	70.1%	21.1%

3.5

RETENTION AND TURNOVER OF SOCIAL SERVICES AND ACTIVITIES STAFF

In 2009, an estimated 88,000 workers were employed as social services and activities staff, representing 4.5 percent of the total nursing facility workforce.

Figure 3.5. Percentage Breakdown of Social Services and Activities Staff by Job Position, 2009



In 2009, the retention rate for social services and activities staff was 66.1 percent, the second highest among all nursing facility employees (see page 6, table 1.2). The overall turnover rate for social services and activities staff was 24.7 percent.

Table 3.5. Retention and Turnover Rates by Social Services and Activities Job Position, U.S., 2009

	Retention	Turnover
<i>All Social Service & Activities Staff</i>	66.1%	24.7%
Activity Director	77.6%	15.1%
Activity Staff	61.7%	29.2%
Social Service Director	72.7%	18.6%
Social Service Staff	63.9%	26.1%

4.0

SURVEY METHODOLOGY

2009 Nursing Facility Staff Retention and Turnover Survey collects nationwide retention and turnover information among nursing facility employees of six major job category and twenty-nine job positions (see the table below).

Nursing Facility Job Category	Nursing Facility Job Position
<i>Administrative & Management</i>	Administrator
	Office Manager/Controller
	Other Office Staff
<i>Nursing</i>	Director of Nursing (DON)
	Assistant Director of Nursing (ADON)
	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 – Clinical Support
	Unit Clerical Support
<i>Therapy</i>	Physical Therapist
	Occupational Therapist
	Speech Therapist/Language Pathologist
	Physical Therapy Aide
	Occupational Therapy Aide
	Speech Therapy Aide
<i>Food Services</i>	Dietician Supervisor
	Other Food Service Staff
<i>Housekeeping & Maintenance</i>	Housekeeping Staff
	Laundry Staff
	Maintenance Staff
<i>Social Activities</i>	Activity Director
	Activity Staff
	Social Service Director
	Social Service Staff

The survey questionnaire was used to collect three 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, 2009. All full-time, part-time, permanent, short-term, seasonal, salaried, and hourly employees were included. Employees of temporary help agencies and outside contractors were excluded because they are counted by their employer of record, not by the nursing facility where they are working.
- 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 2009 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 2009.

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 positions was insufficient for analysis. Data for the state of Alaska 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 and turnover rates. Population adjustment factors were calculated in each job-specific analysis of retention 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 and turnover rate estimates.

All retention 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, 2009 by the total number of employees during calendar year 2009. Turnover rates were calculated by dividing the total number of terminations in 2009 by the total number of employees as of December 31, 2009.

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 AND TURNOVER RATES BY JOB CATEGORY AND JOB POSITION

1.

RETENTION AND TURNOVER RATES OF ADMINISTRATIVE AND MANAGEMENT STAFF

Table A1. Administrative and Management – All

	Retention	Turnover		Retention	Turnover
United States	71.1%	20.3%	Mississippi	72.0%	22.8%
Alaska*			Montana	72.4%	20.7%
Alabama	74.4%	16.1%	North Carolina	65.6%	25.5%
Arkansas	72.4%	18.7%	North Dakota	85.7%	8.5%
Arizona	64.0%	30.8%	Nebraska	71.6%	25.0%
California	69.9%	19.8%	New Hampshire	73.3%	20.4%
Colorado	59.9%	34.7%	New Jersey	80.1%	11.9%
Connecticut	70.3%	19.9%	New Mexico	51.4%	43.4%
District of Columbia*			Nevada	52.7%	54.3%
Delaware	69.8%	12.0%	New York	86.9%	7.8%
Florida	68.9%	17.5%	Ohio	74.3%	13.6%
Georgia	75.6%	18.5%	Oklahoma	61.5%	32.3%
Hawaii	75.7%	7.7%	Oregon	54.2%	53.7%
Iowa	77.8%	14.7%	Pennsylvania	75.1%	16.2%
Idaho	83.9%	10.7%	Rhode Island	81.4%	17.2%
Illinois	60.1%	29.2%	South Carolina	76.7%	34.3%
Indiana	63.2%	23.4%	South Dakota	91.6%	3.5%
Kansas	68.3%	21.0%	Tennessee	74.3%	15.7%
Kentucky	66.1%	26.7%	Texas	54.6%	44.2%
Louisiana	66.9%	25.0%	Utah	59.8%	34.9%
Massachusetts	68.7%	23.0%	Virginia	73.9%	19.4%
Maryland	63.7%	25.2%	Vermont	78.6%	15.1%
Maine	73.0%	18.4%	Washington	64.0%	26.6%
Michigan	80.4%	7.1%	Wisconsin	77.1%	13.3%
Minnesota	84.9%	12.0%	West Virginia	69.9%	23.0%
Missouri	71.2%	20.4%	Wyoming	62.5%	41.2%

* Data is insufficient for meaningful analysis.

Table A2. Administrative and Management – Administrator

	Retention	Turnover		Retention	Turnover
United States	71.0%	20.5%	Mississippi	68.4%	18.8%
Alaska*			Montana	71.4%	27.3%
Alabama	75.2%	16.7%	North Carolina	74.2%	18.7%
Arkansas	83.3%	9.1%	North Dakota	93.9%	3.1%
Arizona	60.6%	32.0%	Nebraska	84.0%	16.3%
California	72.1%	17.1%	New Hampshire	72.3%	20.5%
Colorado	44.2%	48.6%	New Jersey	86.2%	5.5%
Connecticut	54.7%	36.2%	New Mexico	52.6%	40.7%
District of Columbia*			Nevada	61.1%	28.6%
Delaware	50.0%	11.1%	New York	88.6%	6.0%
Florida	65.1%	26.5%	Ohio	75.3%	12.4%
Georgia	72.4%	19.1%	Oklahoma	61.1%	36.1%
Hawaii	90.0%	0.0%	Oregon	52.8%	53.2%
Iowa	83.3%	10.2%	Pennsylvania	71.4%	16.7%
Idaho	72.4%	20.8%	Rhode Island	91.9%	5.7%
Illinois	81.8%	11.9%	South Carolina	86.4%	57.1%
Indiana	63.3%	27.1%	South Dakota	100.0%	0.0%
Kansas	62.9%	22.8%	Tennessee	71.0%	22.0%
Kentucky	62.5%	24.1%	Texas	55.4%	45.4%
Louisiana	70.0%	17.6%	Utah	58.8%	41.7%
Massachusetts	64.7%	27.2%	Virginia	65.2%	15.0%
Maryland	71.4%	14.8%	Vermont	83.3%	20.0%
Maine	77.8%	18.4%	Washington	63.0%	39.4%
Michigan	81.0%	7.4%	Wisconsin	71.0%	16.3%
Minnesota	91.4%	5.2%	West Virginia	67.7%	17.0%
Missouri	68.7%	25.3%	Wyoming	71.4%	16.7%

* Data is insufficient for meaningful analysis.

2.

RETENTION AND TURNOVER RATES OF NURSING STAFF

Table A3. Nursing Staff - All

	Retention	Turnover		Retention	Turnover
United States	49.4%	45.2%	Mississippi	55.2%	33.2%
Alaska*			Montana	41.7%	56.2%
Alabama	47.0%	50.5%	North Carolina	42.3%	54.7%
Arkansas	35.2%	75.7%	North Dakota	59.3%	27.7%
Arizona	43.0%	58.0%	Nebraska	46.0%	48.9%
California	59.5%	30.2%	New Hampshire	53.8%	41.4%
Colorado	40.5%	60.8%	New Jersey	58.4%	34.6%
Connecticut	63.9%	29.0%	New Mexico	31.3%	91.2%
District of Columbia*			Nevada	34.0%	76.4%
Delaware	54.6%	34.8%	New York	67.5%	20.5%
Florida	55.8%	36.6%	Ohio	50.3%	41.1%
Georgia	52.7%	38.7%	Oklahoma	25.5%	89.9%
Hawaii	71.2%	16.0%	Oregon	43.1%	64.6%
Iowa	58.2%	28.6%	Pennsylvania	54.7%	37.5%
Idaho	40.2%	61.1%	Rhode Island	58.2%	38.1%
Illinois	48.1%	41.8%	South Carolina	51.9%	40.6%
Indiana	41.3%	57.0%	South Dakota	49.4%	44.3%
Kansas	34.8%	64.5%	Tennessee	47.7%	46.8%
Kentucky	38.7%	66.5%	Texas	33.0%	82.7%
Louisiana	41.1%	40.1%	Utah	35.1%	73.7%
Massachusetts	56.1%	39.0%	Virginia	45.7%	52.8%
Maryland	51.8%	42.1%	Vermont	49.5%	42.8%
Maine	53.8%	38.7%	Washington	40.2%	56.4%
Michigan	54.9%	32.9%	Wisconsin	50.5%	43.1%
Minnesota	52.1%	39.9%	West Virginia	52.5%	45.6%
Missouri	37.4%	65.1%	Wyoming	32.2%	90.8%

* Data is insufficient for meaningful analysis

Table A4. Nursing Staff – DON

	Retention	Turnover		Retention	Turnover
United States	65.6%	25.3%	Mississippi	71.2%	20.9%
Alaska*			Montana	69.2%	8.3%
Alabama	74.8%	17.0%	North Carolina	52.0%	37.8%
Arkansas	65.0%	31.1%	North Dakota	97.1%	0.0%
Arizona	64.9%	42.3%	Nebraska	57.9%	29.5%
California	69.3%	20.7%	New Hampshire	69.8%	19.4%
Colorado	47.7%	37.5%	New Jersey	60.9%	23.1%
Connecticut	77.4%	17.8%	New Mexico	38.1%	61.5%
District of Columbia*			Nevada	63.2%	46.2%
Delaware	59.1%	29.4%	New York	84.0%	9.5%
Florida	59.6%	33.3%	Ohio	76.2%	15.4%
Georgia	69.9%	20.3%	Oklahoma	47.5%	43.9%
Hawaii	88.9%	0.0%	Oregon	63.5%	26.8%
Iowa	90.2%	6.3%	Pennsylvania	71.2%	16.8%
Idaho	72.4%	16.0%	Rhode Island	72.5%	17.6%
Illinois	59.7%	22.0%	South Carolina	70.0%	37.9%
Indiana	58.7%	30.4%	South Dakota	75.8%	22.2%
Kansas	45.8%	45.6%	Tennessee	71.7%	19.5%
Kentucky	46.5%	50.9%	Texas	43.2%	59.4%
Louisiana	81.8%	10.0%	Utah	50.0%	50.0%
Massachusetts	56.7%	31.4%	Virginia	71.7%	15.0%
Maryland	69.9%	19.7%	Vermont	52.6%	35.7%
Maine	97.5%	2.6%	Washington	63.6%	33.3%
Michigan	67.1%	25.0%	Wisconsin	75.8%	15.2%
Minnesota	74.5%	17.5%	West Virginia	78.8%	15.6%
Missouri	62.5%	34.9%	Wyoming	44.4%	80.0%

* Data is insufficient for meaningful analysis

Table A5. Nursing Staff – ARN

	Retention	Turnover		Retention	Turnover
United States	53.9%	36.3%	Mississippi	45.1%	44.7%
Alaska*			Montana	57.1%	40.0%
Alabama	46.8%	39.5%	North Carolina	37.6%	49.1%
Arkansas	46.7%	41.5%	North Dakota	90.4%	2.0%
Arizona	70.0%	5.3%	Nebraska	37.7%	52.9%
California	47.9%	40.9%	New Hampshire	80.4%	17.9%
Colorado	57.0%	47.6%	New Jersey	81.2%	12.5%
Connecticut	60.1%	33.6%	New Mexico	60.0%	25.0%
District of Columbia*			Nevada	23.8%	133.3%
Delaware	93.5%	0.0%	New York	77.1%	17.6%
Florida	57.1%	33.8%	Ohio	64.7%	29.1%
Georgia	48.4%	41.9%	Oklahoma	40.7%	50.0%
Hawaii	84.4%	6.7%	Oregon	42.6%	75.2%
Iowa	66.7%	28.6%	Pennsylvania	51.0%	38.3%
Idaho	100.0%	0.0%	Rhode Island	75.8%	15.8%
Illinois	82.0%	16.3%	South Carolina	57.1%	35.5%
Indiana	44.7%	45.2%	South Dakota	52.1%	35.7%
Kansas	33.1%	63.5%	Tennessee	60.7%	22.7%
Kentucky	44.4%	48.8%	Texas	51.6%	37.8%
Louisiana	53.3%	25.0%	Utah	100.0%	0.0%
Massachusetts	54.1%	39.5%	Virginia	44.3%	43.6%
Maryland	42.1%	56.7%	Vermont	75.0%	14.3%
Maine	70.0%	15.9%	Washington	55.6%	43.2%
Michigan	68.0%	22.5%	Wisconsin	48.7%	43.3%
Minnesota	55.4%	29.5%	West Virginia	40.0%	66.7%
Missouri	48.4%	38.5%	Wyoming	100.0%	0.0%

* Data is insufficient for meaningful analysis.

Table A6. Nursing Staff – RN

	Retention	Turnover		Retention	Turnover
United States	47.5%	46.7%	Mississippi	44.8%	53.4%
Alaska*			Montana	41.7%	38.9%
Alabama	41.4%	62.8%	North Carolina	36.5%	60.5%
Arkansas	48.1%	48.0%	North Dakota	73.8%	14.8%
Arizona	36.1%	57.8%	Nebraska	70.8%	14.3%
California	52.5%	33.6%	New Hampshire	48.7%	44.5%
Colorado	38.5%	62.7%	New Jersey	52.6%	40.0%
Connecticut	51.4%	47.2%	New Mexico	28.5%	89.9%
District of Columbia*			Nevada	26.4%	87.8%
Delaware	52.9%	32.9%	New York	65.0%	22.1%
Florida	48.9%	52.6%	Ohio	48.7%	46.6%
Georgia	48.7%	45.0%	Oklahoma	26.7%	81.6%
Hawaii	61.1%	18.9%	Oregon	34.2%	85.2%
Iowa	60.2%	26.7%	Pennsylvania	51.3%	44.7%
Idaho	33.3%	68.5%	Rhode Island	49.2%	47.9%
Illinois	51.3%	43.0%	South Carolina	41.3%	62.4%
Indiana	33.7%	67.6%	South Dakota	70.1%	33.3%
Kansas	41.4%	56.9%	Tennessee	54.0%	41.2%
Kentucky	34.4%	78.1%	Texas	33.0%	71.1%
Louisiana	58.0%	22.0%	Utah	38.1%	61.6%
Massachusetts	49.7%	44.2%	Virginia	41.0%	65.4%
Maryland	49.1%	45.6%	Vermont	45.1%	53.7%
Maine	45.1%	52.7%	Washington	46.0%	41.2%
Michigan	52.5%	37.1%	Wisconsin	45.5%	49.3%
Minnesota	53.9%	32.8%	West Virginia	42.5%	56.2%
Missouri	36.2%	62.4%	Wyoming	34.3%	75.0%

* Data is insufficient for meaningful analysis.

Table A7. Nursing Staff – LPN

	Retention	Turnover		Retention	Turnover
United States	52.4%	41.8%	Mississippi	54.1%	37.9%
Alaska*			Montana	53.5%	37.9%
Alabama	48.2%	49.2%	North Carolina	48.3%	48.2%
Arkansas	44.6%	44.6%	North Dakota	69.8%	20.5%
Arizona	48.2%	54.8%	Nebraska	52.5%	41.9%
California	59.8%	33.6%	New Hampshire	56.8%	40.7%
Colorado	41.4%	59.4%	New Jersey	59.7%	37.3%
Connecticut	66.4%	27.8%	New Mexico	35.8%	64.8%
District of Columbia*			Nevada	38.9%	74.2%
Delaware	57.4%	33.7%	New York	66.1%	21.9%
Florida	54.1%	41.7%	Ohio	54.9%	36.0%
Georgia	52.5%	38.1%	Oklahoma	33.5%	71.7%
Hawaii	71.3%	11.5%	Oregon	38.0%	85.8%
Iowa	61.5%	23.7%	Pennsylvania	59.1%	31.7%
Idaho	42.4%	60.2%	Rhode Island	64.1%	35.8%
Illinois	46.5%	42.4%	South Carolina	49.9%	41.0%
Indiana	47.1%	50.5%	South Dakota	62.5%	24.7%
Kansas	37.9%	55.4%	Tennessee	50.0%	41.8%
Kentucky	43.8%	56.8%	Texas	35.0%	70.5%
Louisiana	41.3%	28.6%	Utah	45.8%	62.4%
Massachusetts	57.6%	40.2%	Virginia	51.0%	47.4%
Maryland	55.8%	41.9%	Vermont	62.8%	29.1%
Maine	61.1%	36.0%	Washington	43.9%	48.4%
Michigan	53.5%	35.0%	Wisconsin	54.9%	39.4%
Minnesota	62.2%	32.4%	West Virginia	57.3%	42.2%
Missouri	47.0%	48.3%	Wyoming	50.0%	37.3%

* Data is insufficient for meaningful analysis.

Table A8. Nursing Staff – CNAs

	Retention	Turnover		Retention	Turnover
United States	47.8%	46.6%	Mississippi	56.6%	29.5%
Alaska*			Montana	39.0%	65.0%
Alabama	47.4%	49.8%	North Carolina	40.6%	58.5%
Arkansas	34.0%	77.3%	North Dakota	52.8%	33.9%
Arizona	40.7%	61.6%	Nebraska	39.4%	59.4%
California	60.3%	28.4%	New Hampshire	53.4%	42.3%
Colorado	40.4%	60.8%	New Jersey	59.0%	33.4%
Connecticut	65.4%	26.5%	New Mexico	32.5%	87.0%
District of Columbia*			Nevada	33.4%	69.6%
Delaware	52.3%	39.3%	New York	67.2%	20.1%
Florida	57.3%	30.9%	Ohio	47.0%	44.3%
Georgia	52.0%	40.2%	Oklahoma	21.1%	95.4%
Hawaii	71.8%	17.4%	Oregon	44.2%	56.8%
Iowa	54.6%	31.7%	Pennsylvania	53.2%	39.3%
Idaho	41.6%	55.3%	Rhode Island	57.4%	39.0%
Illinois	45.7%	43.6%	South Carolina	51.9%	39.0%
Indiana	37.6%	61.8%	South Dakota	44.2%	51.3%
Kansas	30.9%	71.0%	Tennessee	44.4%	51.0%
Kentucky	35.9%	72.1%	Texas	30.0%	91.9%
Louisiana	36.1%	50.1%	Utah	36.0%	65.8%
Massachusetts	56.2%	38.3%	Virginia	42.9%	56.4%
Maryland	50.3%	43.0%	Vermont	44.5%	49.0%
Maine	53.1%	38.3%	Washington	37.1%	60.7%
Michigan	53.8%	32.7%	Wisconsin	49.0%	44.8%
Minnesota	46.5%	46.9%	West Virginia	53.0%	45.4%
Missouri	34.4%	68.9%	Wyoming	35.1%	77.4%

* Data is insufficient for meaningful analysis.

3.

RETENTION AND TURNOVER RATES OF THERAPY STAFF

Table A9. Therapy Staff - All

	Retention	Turnover		Retention	Turnover
United States	59.5%	30.8%	Mississippi	78.8%	23.0%
Alaska*			Montana	47.9%	29.2%
Alabama	73.5%	14.8%	North Carolina	62.3%	28.4%
Arkansas	78.8%	11.8%	North Dakota	87.2%	7.5%
Arizona	41.5%	46.0%	Nebraska	73.8%	9.4%
California	59.3%	27.2%	New Hampshire	59.6%	35.7%
Colorado	39.3%	60.1%	New Jersey	52.0%	57.0%
Connecticut	62.5%	33.1%	New Mexico	63.3%	30.2%
District of Columbia*			Nevada	58.9%	32.5%
Delaware	43.4%	73.1%	New York	74.0%	13.9%
Florida	69.1%	16.3%	Ohio	64.0%	21.8%
Georgia	73.8%	16.7%	Oklahoma	65.7%	27.8%
Hawaii	59.3%	13.4%	Oregon	51.2%	66.8%
Iowa	65.9%	12.8%	Pennsylvania	56.2%	41.2%
Idaho	66.6%	28.0%	Rhode Island	54.3%	48.1%
Illinois	47.0%	54.1%	South Carolina	22.6%	27.7%
Indiana	59.7%	25.8%	South Dakota	68.2%	37.5%
Kansas	76.9%	8.4%	Tennessee	60.2%	18.1%
Kentucky	46.5%	31.5%	Texas	62.0%	10.7%
Louisiana	86.7%	15.4%	Utah	71.5%	13.8%
Massachusetts	56.6%	37.3%	Virginia	53.1%	25.5%
Maryland	52.5%	40.7%	Vermont	55.2%	51.0%
Maine	56.4%	37.9%	Washington	60.4%	33.6%
Michigan	64.9%	13.9%	Wisconsin	68.4%	31.9%
Minnesota	76.6%	3.2%	West Virginia	50.6%	64.4%
Missouri	63.5%	16.6%	Wyoming	51.8%	52.2%

* Data is insufficient for meaningful analysis.

4.

RETENTION AND TURNOVER RATES OF FOOD SERVICES STAFF

Table A10. Food Services - All

	Retention	Turnover		Retention	Turnover
United States	54.5%	37.7%	Mississippi	65.4%	25.0%
Alaska*			Montana	39.6%	54.1%
Alabama	60.0%	35.9%	North Carolina	58.2%	34.8%
Arkansas	36.8%	64.9%	North Dakota	55.1%	34.9%
Arizona	44.2%	57.2%	Nebraska	49.0%	53.5%
California	64.6%	26.6%	New Hampshire	52.1%	45.0%
Colorado	44.0%	58.5%	New Jersey	57.2%	35.0%
Connecticut	70.1%	20.6%	New Mexico	35.7%	78.6%
District of Columbia*			Nevada	50.3%	51.8%
Delaware	59.1%	33.9%	New York	70.0%	18.6%
Florida	56.6%	38.1%	Ohio	58.6%	28.5%
Georgia	62.0%	23.2%	Oklahoma	34.5%	59.3%
Hawaii	78.2%	10.6%	Oregon	48.5%	57.3%
Iowa	57.4%	26.4%	Pennsylvania	56.0%	34.4%
Idaho	49.5%	49.8%	Rhode Island	59.6%	36.6%
Illinois	60.9%	24.5%	South Carolina	54.8%	41.0%
Indiana	48.6%	48.2%	South Dakota	55.2%	39.2%
Kansas	38.5%	63.6%	Tennessee	60.9%	25.7%
Kentucky	46.3%	55.6%	Texas	34.6%	80.3%
Louisiana	48.9%	44.6%	Utah	37.4%	76.2%
Massachusetts	54.4%	38.2%	Virginia	52.7%	37.6%
Maryland	52.8%	37.4%	Vermont	47.1%	33.1%
Maine	58.4%	32.5%	Washington	49.6%	44.1%
Michigan	65.0%	21.8%	Wisconsin	53.9%	34.8%
Minnesota	57.1%	30.7%	West Virginia	49.5%	49.1%
Missouri	46.9%	48.5%	Wyoming	22.4%	*

* Data is insufficient for meaningful analysis.

5.

RETENTION AND TURNOVER RATES OF
HOUSEKEEPING AND MAINTENANCE STAFF

Table A11. Housekeeping and Maintenance Staff - All

	Retention	Turnover		Retention	Turnover
United States	63.6%	28.0%	Mississippi	71.7%	13.7%
Alaska*			Montana	45.1%	52.6%
Alabama	73.9%	18.4%	North Carolina	60.5%	31.2%
Arkansas	43.2%	55.9%	North Dakota	69.8%	18.3%
Arizona	56.7%	41.3%	Nebraska	67.8%	24.6%
California	69.6%	21.4%	New Hampshire	68.4%	24.8%
Colorado	40.6%	60.4%	New Jersey	65.6%	25.4%
Connecticut	76.7%	16.9%	New Mexico	32.0%	68.5%
District of Columbia*			Nevada	45.8%	40.7%
Delaware	55.6%	27.9%	New York	82.1%	13.5%
Florida	68.9%	24.1%	Ohio	65.9%	22.2%
Georgia	70.3%	21.1%	Oklahoma	39.7%	67.3%
Hawaii	83.6%	10.6%	Oregon	62.2%	39.6%
Iowa	73.7%	16.8%	Pennsylvania	70.0%	18.9%
Idaho	57.5%	35.7%	Rhode Island	73.2%	20.4%
Illinois	64.7%	24.6%	South Carolina	74.6%	12.0%
Indiana	60.5%	34.5%	South Dakota	59.1%	32.7%
Kansas	50.3%	37.5%	Tennessee	66.2%	22.1%
Kentucky	52.2%	47.5%	Texas	39.9%	67.8%
Louisiana	52.0%	31.4%	Utah	47.7%	55.3%
Massachusetts	65.7%	27.4%	Virginia	64.3%	28.5%
Maryland	66.1%	24.9%	Vermont	57.8%	23.9%
Maine	67.8%	23.4%	Washington	50.3%	42.1%
Michigan	74.8%	15.5%	Wisconsin	67.9%	23.2%
Minnesota	70.8%	22.8%	West Virginia	69.0%	23.5%
Missouri	53.3%	39.9%	Wyoming	36.2%	99.6%

* Data is insufficient for meaningful analysis.

6.

RETENTION AND TURNOVER RATES OF
SOCIAL SERVICES AND ACTIVITIES STAFF

Table A12. Social Services and Activities Staff - All

	Retention	Turnover		Retention	Turnover
United States	66.1%	24.7%	Mississippi	76.8%	15.6%
Alaska*			Montana	65.5%	17.7%
Alabama	70.9%	16.4%	North Carolina	62.0%	28.5%
Arkansas	67.9%	32.6%	North Dakota	74.8%	16.3%
Arizona	60.2%	39.2%	Nebraska	61.4%	31.9%
California	67.0%	25.7%	New Hampshire	64.7%	27.8%
Colorado	50.6%	48.9%	New Jersey	63.4%	27.0%
Connecticut	73.7%	18.0%	New Mexico	46.4%	49.2%
District of Columbia*			Nevada	39.7%	76.2%
Delaware	54.9%	33.4%	New York	81.1%	12.2%
Florida	79.4%	14.7%	Ohio	67.5%	20.7%
Georgia	72.8%	16.1%	Oklahoma	53.4%	44.1%
Hawaii	84.3%	6.9%	Oregon	53.7%	51.2%
Iowa	84.4%	9.2%	Pennsylvania	69.2%	20.9%
Idaho	67.7%	21.4%	Rhode Island	65.0%	31.0%
Illinois	65.4%	22.2%	South Carolina	68.0%	23.7%
Indiana	61.8%	28.6%	South Dakota	69.3%	16.5%
Kansas	59.2%	24.1%	Tennessee	67.2%	19.6%
Kentucky	64.0%	24.9%	Texas	54.6%	37.3%
Louisiana	79.5%	8.5%	Utah	67.3%	33.6%
Massachusetts	59.9%	31.9%	Virginia	68.5%	20.4%
Maryland	56.5%	34.7%	Vermont	70.8%	20.3%
Maine	67.3%	27.6%	Washington	64.2%	26.0%
Michigan	69.6%	16.3%	Wisconsin	65.2%	23.6%
Minnesota	76.2%	16.6%	West Virginia	65.3%	28.5%
Missouri	67.3%	23.7%	Wyoming	42.0%	60.8%

* Data is insufficient for meaningful analysis.

ALABAMA

Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	52.4%	53.1%	42.7%	40.0%
Administrative and Management Staff	74.4%	71.1%	16.1%	20.3%
Nursing Staff	47.0%	49.4%	50.5%	45.2%
Therapy Staff	73.5%	59.5%	14.8%	30.8%
Food Services Staff	60.0%	54.5%	35.9%	37.7%
Housekeeping and Maintenance Staff	73.9%	63.6%	18.4%	28.0%
Social Services and Activities Staff	70.9%	66.1%	16.4%	24.7%
Nursing Staff				
Director of Nursing (DON)	74.8%	65.6%	17.0%	25.3%
RN with Administrative Duties (ARN)	46.8%	53.9%	39.5%	36.3%
Staff Registered Nurse (RN)	41.4%	47.5%	62.8%	46.7%
Licensed Practical Nurse (LPN)	48.2%	52.4%	49.2%	41.8%
Certified Nurse Assistant (CNA)	47.4%	47.8%	49.8%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
All Nursing Facility Employees	29,766	100.0%	1,964,203	100.0%
Administrative and Management Staff	1,169	3.9%	91,497	4.7%
Nursing Staff	21,163	71.1%	1,294,265	65.9%
Therapy Staff	395	1.3%	75,887	3.9%
Food Services Staff	2,836	9.5%	231,020	11.8%
Housekeeping and Maintenance Staff	3,139	10.5%	183,562	9.3%
Social Services and Activities Staff	1,064	3.6%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	223	1.1%	15,625	1.2%
RN with Administrative Duties (ARN)	699	3.3%	33,874	2.6%
Staff Registered Nurse (RN)	868	4.1%	119,260	9.2%
Licensed Practical Nurse (LPN)	4,993	23.6%	260,973	20.2%
Certified Nurse Assistant (CNA)	12,913	61.0%	764,049	59.0%
Other Nursing Staff	1,467	6.9%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

ARKANSAS

Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	38.0%	53.1%	68.7%	40.0%
Administrative and Management Staff	72.4%	71.1%	18.7%	20.3%
Nursing Staff	35.2%	49.4%	75.7%	45.2%
Therapy Staff	78.8%	59.5%	11.8%	30.8%
Food Services Staff	36.8%	54.5%	64.9%	37.7%
Housekeeping and Maintenance Staff	43.2%	63.6%	55.9%	28.0%
Social Services and Activities Staff	67.9%	66.1%	32.6%	24.7%
Nursing Staff				
Director of Nursing (DON)	65.0%	65.6%	31.1%	25.3%
RN with Administrative Duties (ARN)	46.7%	53.9%	41.5%	36.3%
Staff Registered Nurse (RN)	48.1%	47.5%	48.0%	46.7%
Licensed Practical Nurse (LPN)	44.6%	52.4%	44.6%	41.8%
Certified Nurse Assistant (CNA)	34.0%	47.8%	77.3%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Number	Percentage	Number	Percentage
All Nursing Facility Employees	25,747	100.0%	1,964,203	100.0%
Administrative and Management Staff	771	3.0%	91,497	4.7%
Nursing Staff	18,268	71.0%	1,294,265	65.9%
Therapy Staff	290	1.1%	75,887	3.9%
Food Services Staff	2,595	10.1%	231,020	11.8%
Housekeeping and Maintenance Staff	3,179	12.3%	183,562	9.3%
Social Services and Activities Staff	643	2.5%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	234	1.3%	15,625	1.2%
RN with Administrative Duties (ARN)	222	1.2%	33,874	2.6%
Staff Registered Nurse (RN)	504	2.8%	119,260	9.2%
Licensed Practical Nurse (LPN)	3,998	21.9%	260,973	20.2%
Certified Nurse Assistant (CNA)	12,424	68.0%	764,049	59.0%
Other Nursing Staff	886	4.9%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

ARIZONA

Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	45.9%	53.1%	53.5%	40.0%
Administrative and Management Staff	64.0%	71.1%	30.8%	20.3%
Nursing Staff	43.0%	49.4%	58.0%	45.2%
Therapy Staff	41.5%	59.5%	46.0%	30.8%
Food Services Staff	44.2%	54.5%	57.2%	37.7%
Housekeeping and Maintenance Staff	56.7%	63.6%	41.3%	28.0%
Social Services and Activities Staff	60.2%	66.1%	39.2%	24.7%
Nursing Staff				
Director of Nursing (DON)	64.9%	65.6%	42.3%	25.3%
RN with Administrative Duties (ARN)	70.0%	53.9%	5.3%	36.3%
Staff Registered Nurse (RN)	36.1%	47.5%	57.8%	46.7%
Licensed Practical Nurse (LPN)	48.2%	52.4%	54.8%	41.8%
Certified Nurse Assistant (CNA)	40.7%	47.8%	61.6%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Number	Percentage	Number	Percentage
All Nursing Facility Employees	18,393	100.0%	1,964,203	100.0%
Administrative and Management Staff	921	5.0%	91,497	4.7%
Nursing Staff	11,831	64.3%	1,294,265	65.9%
Therapy Staff	944	5.1%	75,887	3.9%
Food Services Staff	2,145	11.7%	231,020	11.8%
Housekeeping and Maintenance Staff	1,732	9.4%	183,562	9.3%
Social Services and Activities Staff	821	4.5%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	135	1.1%	15,625	1.2%
RN with Administrative Duties (ARN)	135	1.1%	33,874	2.6%
Staff Registered Nurse (RN)	1,382	11.7%	119,260	9.2%
Licensed Practical Nurse (LPN)	2,596	21.9%	260,973	20.2%
Certified Nurse Assistant (CNA)	6,537	55.3%	764,049	59.0%
Other Nursing Staff	1,045	8.8%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

CALIFORNIA

Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	61.6%	53.1%	28.3%	40.0%
Administrative and Management Staff	69.9%	71.1%	19.8%	20.3%
Nursing Staff	59.5%	49.4%	30.2%	45.2%
Therapy Staff	59.3%	59.5%	27.2%	30.8%
Food Services Staff	64.6%	54.5%	26.6%	37.7%
Housekeeping and Maintenance Staff	69.6%	63.6%	21.4%	28.0%
Social Services and Activities Staff	67.0%	66.1%	25.7%	24.7%
Nursing Staff				
Director of Nursing (DON)	69.3%	65.6%	20.7%	25.3%
RN with Administrative Duties (ARN)	47.9%	53.9%	40.9%	36.3%
Staff Registered Nurse (RN)	52.5%	47.5%	33.6%	46.7%
Licensed Practical Nurse (LPN)	59.8%	52.4%	33.6%	41.8%
Certified Nurse Assistant (CNA)	60.3%	47.8%	28.4%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Number	Percentage	Number	Percentage
All Nursing Facility Employees	144,977	100.0%	1,964,203	100.0%
Administrative and Management Staff	8,123	5.6%	91,497	4.7%
Nursing Staff	99,621	68.7%	1,294,265	65.9%
Therapy Staff	4,112	2.8%	75,887	3.9%
Food Services Staff	14,642	10.1%	231,020	11.8%
Housekeeping and Maintenance Staff	11,980	8.3%	183,562	9.3%
Social Services and Activities Staff	6,500	4.5%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	1,256	1.3%	15,625	1.2%
RN with Administrative Duties (ARN)	2,868	2.9%	33,874	2.6%
Staff Registered Nurse (RN)	9,558	9.6%	119,260	9.2%
Licensed Practical Nurse (LPN)	14,934	15.0%	260,973	20.2%
Certified Nurse Assistant (CNA)	58,255	58.5%	764,049	59.0%
Other Nursing Staff	12,750	12.8%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

COLORADO

Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	42.1%	53.1%	58.6%	40.0%
Administrative and Management Staff	59.9%	71.1%	34.7%	20.3%
Nursing Staff	40.5%	49.4%	60.8%	45.2%
Therapy Staff	39.3%	59.5%	60.1%	30.8%
Food Services Staff	44.0%	54.5%	58.5%	37.7%
Housekeeping and Maintenance Staff	40.6%	63.6%	60.4%	28.0%
Social Services and Activities Staff	50.6%	66.1%	48.9%	24.7%
Nursing Staff				
Director of Nursing (DON)	47.7%	65.6%	37.5%	25.3%
RN with Administrative Duties (ARN)	57.0%	53.9%	47.6%	36.3%
Staff Registered Nurse (RN)	38.5%	47.5%	62.7%	46.7%
Licensed Practical Nurse (LPN)	41.4%	52.4%	59.4%	41.8%
Certified Nurse Assistant (CNA)	40.4%	47.8%	60.8%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Number	Percentage	Number	Percentage
All Nursing Facility Employees	24,346	100.0%	1,964,203	100.0%
Administrative and Management Staff	1,145	4.7%	91,497	4.7%
Nursing Staff	15,817	65.0%	1,294,265	65.9%
Therapy Staff	902	3.7%	75,887	3.9%
Food Services Staff	3,059	12.6%	231,020	11.8%
Housekeeping and Maintenance Staff	2,188	9.0%	183,562	9.3%
Social Services and Activities Staff	1,235	5.1%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	204	1.3%	15,625	1.2%
RN with Administrative Duties (ARN)	236	1.5%	33,874	2.6%
Staff Registered Nurse (RN)	2,179	13.8%	119,260	9.2%
Licensed Practical Nurse (LPN)	3,105	19.6%	260,973	20.2%
Certified Nurse Assistant (CNA)	9,260	58.5%	764,049	59.0%
Other Nursing Staff	833	5.3%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

CONNECTICUT

Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	66.2%	53.1%	26.3%	40.0%
Administrative and Management Staff	70.3%	71.1%	19.9%	20.3%
Nursing Staff	63.9%	49.4%	29.0%	45.2%
Therapy Staff	62.5%	59.5%	33.1%	30.8%
Food Services Staff	70.1%	54.5%	20.6%	37.7%
Housekeeping and Maintenance Staff	76.7%	63.6%	16.9%	28.0%
Social Services and Activities Staff	73.7%	66.1%	18.0%	24.7%
Nursing Staff				
Director of Nursing (DON)	77.4%	65.6%	17.8%	25.3%
RN with Administrative Duties (ARN)	60.1%	53.9%	33.6%	36.3%
Staff Registered Nurse (RN)	51.4%	47.5%	47.2%	46.7%
Licensed Practical Nurse (LPN)	66.4%	52.4%	27.8%	41.8%
Certified Nurse Assistant (CNA)	65.4%	47.8%	26.5%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Number	Percentage	Number	Percentage
All Nursing Facility Employees	43,990	100.0%	1,964,203	100.0%
Administrative and Management Staff	2,168	4.9%	91,497	4.7%
Nursing Staff	28,183	64.1%	1,294,265	65.9%
Therapy Staff	2,802	6.4%	75,887	3.9%
Food Services Staff	5,067	11.5%	231,020	11.8%
Housekeeping and Maintenance Staff	3,988	9.1%	183,562	9.3%
Social Services and Activities Staff	1,783	4.1%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	235	0.8%	15,625	1.2%
RN with Administrative Duties (ARN)	597	2.1%	33,874	2.6%
Staff Registered Nurse (RN)	3,707	13.2%	119,260	9.2%
Licensed Practical Nurse (LPN)	5,692	20.2%	260,973	20.2%
Certified Nurse Assistant (CNA)	16,411	58.2%	764,049	59.0%
Other Nursing Staff	1,542	5.5%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

DELAWARE

Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	55.3%	53.1%	34.3%	40.0%
Administrative and Management Staff	69.8%	71.1%	12.0%	20.3%
Nursing Staff	54.6%	49.4%	34.8%	45.2%
Therapy Staff	43.4%	59.5%	73.1%	30.8%
Food Services Staff	59.1%	54.5%	33.9%	37.7%
Housekeeping and Maintenance Staff	55.6%	63.6%	27.9%	28.0%
Social Services and Activities Staff	54.9%	66.1%	33.4%	24.7%
Nursing Staff				
Director of Nursing (DON)	59.1%	65.6%	29.4%	25.3%
RN with Administrative Duties (ARN)	93.5%	53.9%	0.0%	36.3%
Staff Registered Nurse (RN)	52.9%	47.5%	32.9%	46.7%
Licensed Practical Nurse (LPN)	57.4%	52.4%	33.7%	41.8%
Certified Nurse Assistant (CNA)	52.3%	47.8%	39.3%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Number	Percentage	Number	Percentage
All Nursing Facility Employees	7,210	100.0%	1,964,203	100.0%
Administrative and Management Staff	334	4.6%	91,497	4.7%
Nursing Staff	5,200	72.1%	1,294,265	65.9%
Therapy Staff	216	3.0%	75,887	3.9%
Food Services Staff	687	9.5%	231,020	11.8%
Housekeeping and Maintenance Staff	476	6.6%	183,562	9.3%
Social Services and Activities Staff	297	4.1%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	46	0.9%	15,625	1.2%
RN with Administrative Duties (ARN)	89	1.7%	33,874	2.6%
Staff Registered Nurse (RN)	904	17.4%	119,260	9.2%
Licensed Practical Nurse (LPN)	874	16.8%	260,973	20.2%
Certified Nurse Assistant (CNA)	2,974	57.2%	764,049	59.0%
Other Nursing Staff	313	6.0%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

FLORIDA

Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	58.8%	53.1%	32.9%	40.0%
Administrative and Management Staff	68.9%	71.1%	17.5%	20.3%
Nursing Staff	55.8%	49.4%	36.6%	45.2%
Therapy Staff	69.1%	59.5%	16.3%	30.8%
Food Services Staff	56.6%	54.5%	38.1%	37.7%
Housekeeping and Maintenance Staff	68.9%	63.6%	24.1%	28.0%
Social Services and Activities Staff	79.4%	66.1%	14.7%	24.7%
Nursing Staff				
Director of Nursing (DON)	59.6%	65.6%	33.3%	25.3%
RN with Administrative Duties (ARN)	57.1%	53.9%	33.8%	36.3%
Staff Registered Nurse (RN)	48.9%	47.5%	52.6%	46.7%
Licensed Practical Nurse (LPN)	54.1%	52.4%	41.7%	41.8%
Certified Nurse Assistant (CNA)	57.3%	47.8%	30.9%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Number	Percentage	Number	Percentage
All Nursing Facility Employees	106,651	100.0%	1,964,203	100.0%
Administrative and Management Staff	4,297	4.0%	91,497	4.7%
Nursing Staff	71,400	66.9%	1,294,265	65.9%
Therapy Staff	7,131	6.7%	75,887	3.9%
Food Services Staff	11,398	10.7%	231,020	11.8%
Housekeeping and Maintenance Staff	9,002	8.4%	183,562	9.3%
Social Services and Activities Staff	3,423	3.2%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	713	1.0%	15,625	1.2%
RN with Administrative Duties (ARN)	1,313	1.8%	33,874	2.6%
Staff Registered Nurse (RN)	4,613	6.5%	119,260	9.2%
Licensed Practical Nurse (LPN)	14,912	20.9%	260,973	20.2%
Certified Nurse Assistant (CNA)	45,910	64.3%	764,049	59.0%
Other Nursing Staff	3,940	5.5%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

GEORGIA

Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	57.2%	53.1%	33.1%	40.0%
Administrative and Management Staff	75.6%	71.1%	18.5%	20.3%
Nursing Staff	52.7%	49.4%	38.7%	45.2%
Therapy Staff	73.8%	59.5%	16.7%	30.8%
Food Services Staff	62.0%	54.5%	23.2%	37.7%
Housekeeping and Maintenance Staff	70.3%	63.6%	21.1%	28.0%
Social Services and Activities Staff	72.8%	66.1%	16.1%	24.7%
Nursing Staff				
Director of Nursing (DON)	69.9%	65.6%	20.3%	25.3%
RN with Administrative Duties (ARN)	48.4%	53.9%	41.9%	36.3%
Staff Registered Nurse (RN)	48.7%	47.5%	45.0%	46.7%
Licensed Practical Nurse (LPN)	52.5%	52.4%	38.1%	41.8%
Certified Nurse Assistant (CNA)	52.0%	47.8%	40.2%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Number	Percentage	Number	Percentage
All Nursing Facility Employees	38,532	100.0%	1,964,203	100.0%
Administrative and Management Staff	1,734	4.5%	91,497	4.7%
Nursing Staff	26,442	68.6%	1,294,265	65.9%
Therapy Staff	812	2.1%	75,887	3.9%
Food Services Staff	4,426	11.5%	231,020	11.8%
Housekeeping and Maintenance Staff	3,782	9.8%	183,562	9.3%
Social Services and Activities Staff	1,336	3.5%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	359	1.4%	15,625	1.2%
RN with Administrative Duties (ARN)	464	1.8%	33,874	2.6%
Staff Registered Nurse (RN)	1,101	4.2%	119,260	9.2%
Licensed Practical Nurse (LPN)	7,575	28.6%	260,973	20.2%
Certified Nurse Assistant (CNA)	15,495	58.6%	764,049	59.0%
Other Nursing Staff	1,447	5.5%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

HAWAII

Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	74.1%	53.1%	13.6%	40.0%
Administrative and Management Staff	75.7%	71.1%	7.7%	20.3%
Nursing Staff	71.2%	49.4%	16.0%	45.2%
Therapy Staff	59.3%	59.5%	13.4%	30.8%
Food Services Staff	78.2%	54.5%	10.6%	37.7%
Housekeeping and Maintenance Staff	83.6%	63.6%	10.6%	28.0%
Social Services and Activities Staff	84.3%	66.1%	6.9%	24.7%
Nursing Staff				
Director of Nursing (DON)	88.9%	65.6%	0.0%	25.3%
RN with Administrative Duties (ARN)	84.4%	53.9%	6.7%	36.3%
Staff Registered Nurse (RN)	61.1%	47.5%	18.9%	46.7%
Licensed Practical Nurse (LPN)	71.3%	52.4%	11.5%	41.8%
Certified Nurse Assistant (CNA)	71.8%	47.8%	17.4%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
All Nursing Facility Employees	6,053	100.0%	1,964,203	100.0%
Administrative and Management Staff	368	6.1%	91,497	4.7%
Nursing Staff	3,800	62.8%	1,294,265	65.9%
Therapy Staff	127	2.1%	75,887	3.9%
Food Services Staff	663	10.9%	231,020	11.8%
Housekeeping and Maintenance Staff	620	10.3%	183,562	9.3%
Social Services and Activities Staff	475	7.8%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	42	1.1%	15,625	1.2%
RN with Administrative Duties (ARN)	141	3.7%	33,874	2.6%
Staff Registered Nurse (RN)	685	18.0%	119,260	9.2%
Licensed Practical Nurse (LPN)	333	8.8%	260,973	20.2%
Certified Nurse Assistant (CNA)	2,323	61.1%	764,049	59.0%
Other Nursing Staff	276	7.3%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

IOWA

Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	61.9%	53.1%	24.9%	40.0%
Administrative and Management Staff	77.8%	71.1%	14.7%	20.3%
Nursing Staff	58.2%	49.4%	28.6%	45.2%
Therapy Staff	65.9%	59.5%	12.8%	30.8%
Food Services Staff	57.4%	54.5%	26.4%	37.7%
Housekeeping and Maintenance Staff	73.7%	63.6%	16.8%	28.0%
Social Services and Activities Staff	84.4%	66.1%	9.2%	24.7%
Nursing Staff				
Director of Nursing (DON)	90.2%	65.6%	6.3%	25.3%
RN with Administrative Duties (ARN)	66.7%	53.9%	28.6%	36.3%
Staff Registered Nurse (RN)	60.2%	47.5%	26.7%	46.7%
Licensed Practical Nurse (LPN)	61.5%	52.4%	23.7%	41.8%
Certified Nurse Assistant (CNA)	54.6%	47.8%	31.7%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
All Nursing Facility Employees	39,961	100.0%	1,964,203	100.0%
Administrative and Management Staff	1,693	4.2%	91,497	4.7%
Nursing Staff	23,988	60.0%	1,294,265	65.9%
Therapy Staff	791	2.0%	75,887	3.9%
Food Services Staff	6,522	16.3%	231,020	11.8%
Housekeeping and Maintenance Staff	5,019	12.6%	183,562	9.3%
Social Services and Activities Staff	1,948	4.9%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	466	1.9%	15,625	1.2%
RN with Administrative Duties (ARN)	356	1.5%	33,874	2.6%
Staff Registered Nurse (RN)	2,593	10.8%	119,260	9.2%
Licensed Practical Nurse (LPN)	3,855	16.1%	260,973	20.2%
Certified Nurse Assistant (CNA)	15,375	64.1%	764,049	59.0%
Other Nursing Staff	1,344	5.6%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

IDAHO

Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	45.8%	53.1%	52.4%	40.0%
Administrative and Management Staff	83.9%	71.1%	10.7%	20.3%
Nursing Staff	40.2%	49.4%	61.1%	45.2%
Therapy Staff	66.6%	59.5%	28.0%	30.8%
Food Services Staff	49.5%	54.5%	49.8%	37.7%
Housekeeping and Maintenance Staff	57.5%	63.6%	35.7%	28.0%
Social Services and Activities Staff	67.7%	66.1%	21.4%	24.7%
Nursing Staff				
Director of Nursing (DON)	72.4%	65.6%	16.0%	25.3%
RN with Administrative Duties (ARN)	100.0%	53.9%	0.0%	36.3%
Staff Registered Nurse (RN)	33.3%	47.5%	68.5%	46.7%
Licensed Practical Nurse (LPN)	42.4%	52.4%	60.2%	41.8%
Certified Nurse Assistant (CNA)	41.6%	47.8%	55.3%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
All Nursing Facility Employees	6,955	100.0%	1,964,203	100.0%
Administrative and Management Staff	279	4.0%	91,497	4.7%
Nursing Staff	4,619	66.4%	1,294,265	65.9%
Therapy Staff	286	4.1%	75,887	3.9%
Food Services Staff	876	12.6%	231,020	11.8%
Housekeeping and Maintenance Staff	575	8.3%	183,562	9.3%
Social Services and Activities Staff	320	4.6%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	82	1.8%	15,625	1.2%
RN with Administrative Duties (ARN)	7	0.2%	33,874	2.6%
Staff Registered Nurse (RN)	533	11.5%	119,260	9.2%
Licensed Practical Nurse (LPN)	810	17.5%	260,973	20.2%
Certified Nurse Assistant (CNA)	2,851	61.7%	764,049	59.0%
Other Nursing Staff	336	7.3%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

ILLINOIS

Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	52.8%	53.1%	36.2%	40.0%
Administrative and Management Staff	60.1%	71.1%	29.2%	20.3%
Nursing Staff	48.1%	49.4%	41.8%	45.2%
Therapy Staff	47.0%	59.5%	54.1%	30.8%
Food Services Staff	60.9%	54.5%	24.5%	37.7%
Housekeeping and Maintenance Staff	64.7%	63.6%	24.6%	28.0%
Social Services and Activities Staff	65.4%	66.1%	22.2%	24.7%
Nursing Staff				
Director of Nursing (DON)	59.7%	65.6%	22.0%	25.3%
RN with Administrative Duties (ARN)	82.0%	53.9%	16.3%	36.3%
Staff Registered Nurse (RN)	51.3%	47.5%	43.0%	46.7%
Licensed Practical Nurse (LPN)	46.5%	52.4%	42.4%	41.8%
Certified Nurse Assistant (CNA)	45.7%	47.8%	43.6%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Number	Percentage	Number	Percentage
All Nursing Facility Employees	89,955	100.0%	1,964,203	100.0%
Administrative and Management Staff	4,598	5.1%	91,497	4.7%
Nursing Staff	55,665	61.9%	1,294,265	65.9%
Therapy Staff	2,820	3.1%	75,887	3.9%
Food Services Staff	10,343	11.5%	231,020	11.8%
Housekeeping and Maintenance Staff	11,227	12.5%	183,562	9.3%
Social Services and Activities Staff	5,301	5.9%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	805	1.4%	15,625	1.2%
RN with Administrative Duties (ARN)	709	1.3%	33,874	2.6%
Staff Registered Nurse (RN)	6,512	11.7%	119,260	9.2%
Licensed Practical Nurse (LPN)	9,760	17.5%	260,973	20.2%
Certified Nurse Assistant (CNA)	33,181	59.6%	764,049	59.0%
Other Nursing Staff	4,699	8.4%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

INDIANA

Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	46.6%	53.1%	48.6%	40.0%
Administrative and Management Staff	63.2%	71.1%	23.4%	20.3%
Nursing Staff	41.3%	49.4%	57.0%	45.2%
Therapy Staff	59.7%	59.5%	25.8%	30.8%
Food Services Staff	48.6%	54.5%	48.2%	37.7%
Housekeeping and Maintenance Staff	60.5%	63.6%	34.5%	28.0%
Social Services and Activities Staff	61.8%	66.1%	28.6%	24.7%
Nursing Staff				
Director of Nursing (DON)	58.7%	65.6%	30.4%	25.3%
RN with Administrative Duties (ARN)	44.7%	53.9%	45.2%	36.3%
Staff Registered Nurse (RN)	33.7%	47.5%	67.6%	46.7%
Licensed Practical Nurse (LPN)	47.1%	52.4%	50.5%	41.8%
Certified Nurse Assistant (CNA)	37.6%	47.8%	61.8%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Number	Percentage	Number	Percentage
All Nursing Facility Employees	59,958	100.0%	1,964,203	100.0%
Administrative and Management Staff	2,688	4.5%	91,497	4.7%
Nursing Staff	37,577	62.7%	1,294,265	65.9%
Therapy Staff	4,610	7.7%	75,887	3.9%
Food Services Staff	6,490	10.8%	231,020	11.8%
Housekeeping and Maintenance Staff	5,669	9.5%	183,562	9.3%
Social Services and Activities Staff	2,923	4.9%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	491	1.3%	15,625	1.2%
RN with Administrative Duties (ARN)	967	2.6%	33,874	2.6%
Staff Registered Nurse (RN)	2,588	6.9%	119,260	9.2%
Licensed Practical Nurse (LPN)	9,601	25.5%	260,973	20.2%
Certified Nurse Assistant (CNA)	21,342	56.8%	764,049	59.0%
Other Nursing Staff	2,589	6.9%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

KANSAS

Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	39.3%	53.1%	56.9%	40.0%
Administrative and Management Staff	68.3%	71.1%	21.0%	20.3%
Nursing Staff	34.8%	49.4%	64.5%	45.2%
Therapy Staff	76.9%	59.5%	8.4%	30.8%
Food Services Staff	38.5%	54.5%	63.6%	37.7%
Housekeeping and Maintenance Staff	50.3%	63.6%	37.5%	28.0%
Social Services and Activities Staff	59.2%	66.1%	24.1%	24.7%
Nursing Staff				
Director of Nursing (DON)	45.8%	65.6%	45.6%	25.3%
RN with Administrative Duties (ARN)	33.1%	53.9%	63.5%	36.3%
Staff Registered Nurse (RN)	41.4%	47.5%	56.9%	46.7%
Licensed Practical Nurse (LPN)	37.9%	52.4%	55.4%	41.8%
Certified Nurse Assistant (CNA)	30.9%	47.8%	71.0%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
All Nursing Facility Employees	23,725	100.0%	1,964,203	100.0%
Administrative and Management Staff	1,351	5.7%	91,497	4.7%
Nursing Staff	15,481	65.2%	1,294,265	65.9%
Therapy Staff	247	1.0%	75,887	3.9%
Food Services Staff	3,330	14.0%	231,020	11.8%
Housekeeping and Maintenance Staff	2,168	9.1%	183,562	9.3%
Social Services and Activities Staff	1,149	4.8%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	341	2.2%	15,625	1.2%
RN with Administrative Duties (ARN)	518	3.3%	33,874	2.6%
Staff Registered Nurse (RN)	1,079	7.0%	119,260	9.2%
Licensed Practical Nurse (LPN)	2,494	16.1%	260,973	20.2%
Certified Nurse Assistant (CNA)	9,548	61.7%	764,049	59.0%
Other Nursing Staff	1,501	9.7%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

KENTUCKY

Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	42.5%	53.1%	59.0%	40.0%
Administrative and Management Staff	66.1%	71.1%	26.7%	20.3%
Nursing Staff	38.7%	49.4%	66.5%	45.2%
Therapy Staff	46.5%	59.5%	31.5%	30.8%
Food Services Staff	46.3%	54.5%	55.6%	37.7%
Housekeeping and Maintenance Staff	52.2%	63.6%	47.5%	28.0%
Social Services and Activities Staff	64.0%	66.1%	24.9%	24.7%
Nursing Staff				
Director of Nursing (DON)	46.5%	65.6%	50.9%	25.3%
RN with Administrative Duties (ARN)	44.4%	53.9%	48.8%	36.3%
Staff Registered Nurse (RN)	34.4%	47.5%	78.1%	46.7%
Licensed Practical Nurse (LPN)	43.8%	52.4%	56.8%	41.8%
Certified Nurse Assistant (CNA)	35.9%	47.8%	72.1%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
All Nursing Facility Employees	33,470	100.0%	1,964,203	100.0%
Administrative and Management Staff	1,409	4.2%	91,497	4.7%
Nursing Staff	22,857	68.3%	1,294,265	65.9%
Therapy Staff	1,418	4.2%	75,887	3.9%
Food Services Staff	3,796	11.3%	231,020	11.8%
Housekeeping and Maintenance Staff	2,727	8.1%	183,562	9.3%
Social Services and Activities Staff	1,262	3.8%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	273	1.2%	15,625	1.2%
RN with Administrative Duties (ARN)	755	3.3%	33,874	2.6%
Staff Registered Nurse (RN)	1,532	6.7%	119,260	9.2%
Licensed Practical Nurse (LPN)	4,869	21.3%	260,973	20.2%
Certified Nurse Assistant (CNA)	13,360	58.4%	764,049	59.0%
Other Nursing Staff	2,068	9.0%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

LOUISIANA

Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	46.2%	53.1%	37.2%	40.0%
Administrative and Management Staff	66.9%	71.1%	25.0%	20.3%
Nursing Staff	41.1%	49.4%	40.1%	45.2%
Therapy Staff	86.7%	59.5%	15.4%	30.8%
Food Services Staff	48.9%	54.5%	44.6%	37.7%
Housekeeping and Maintenance Staff	52.0%	63.6%	31.4%	28.0%
Social Services and Activities Staff	79.5%	66.1%	8.5%	24.7%
Nursing Staff				
Director of Nursing (DON)	81.8%	65.6%	10.0%	25.3%
RN with Administrative Duties (ARN)	53.3%	53.9%	25.0%	36.3%
Staff Registered Nurse (RN)	58.0%	47.5%	22.0%	46.7%
Licensed Practical Nurse (LPN)	41.3%	52.4%	28.6%	41.8%
Certified Nurse Assistant (CNA)	36.1%	47.8%	50.1%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
All Nursing Facility Employees	30,879	100.0%	1,964,203	100.0%
Administrative and Management Staff	1,508	4.9%	91,497	4.7%
Nursing Staff	20,555	66.6%	1,294,265	65.9%
Therapy Staff	611	2.0%	75,887	3.9%
Food Services Staff	3,274	10.6%	231,020	11.8%
Housekeeping and Maintenance Staff	3,954	12.8%	183,562	9.3%
Social Services and Activities Staff	976	3.2%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	297	1.4%	15,625	1.2%
RN with Administrative Duties (ARN)	398	1.9%	33,874	2.6%
Staff Registered Nurse (RN)	642	3.1%	119,260	9.2%
Licensed Practical Nurse (LPN)	5,699	27.7%	260,973	20.2%
Certified Nurse Assistant (CNA)	12,349	60.1%	764,049	59.0%
Other Nursing Staff	1,170	5.7%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

MASSACHUSETTS

Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	57.3%	53.1%	36.9%	40.0%
Administrative and Management Staff	68.7%	71.1%	23.0%	20.3%
Nursing Staff	56.1%	49.4%	39.0%	45.2%
Therapy Staff	56.6%	59.5%	37.3%	30.8%
Food Services Staff	54.4%	54.5%	38.2%	37.7%
Housekeeping and Maintenance Staff	65.7%	63.6%	27.4%	28.0%
Social Services and Activities Staff	59.9%	66.1%	31.9%	24.7%
Nursing Staff				
Director of Nursing (DON)	56.7%	65.6%	31.4%	25.3%
RN with Administrative Duties (ARN)	54.1%	53.9%	39.5%	36.3%
Staff Registered Nurse (RN)	49.7%	47.5%	44.2%	46.7%
Licensed Practical Nurse (LPN)	57.6%	52.4%	40.2%	41.8%
Certified Nurse Assistant (CNA)	56.2%	47.8%	38.3%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
All Nursing Facility Employees	60,322	100.0%	1,964,203	100.0%
Administrative and Management Staff	2,455	4.1%	91,497	4.7%
Nursing Staff	39,329	65.2%	1,294,265	65.9%
Therapy Staff	3,501	5.8%	75,887	3.9%
Food Services Staff	7,204	11.9%	231,020	11.8%
Housekeeping and Maintenance Staff	4,826	8.0%	183,562	9.3%
Social Services and Activities Staff	3,007	5.0%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	431	1.1%	15,625	1.2%
RN with Administrative Duties (ARN)	1,190	3.0%	33,874	2.6%
Staff Registered Nurse (RN)	4,787	12.2%	119,260	9.2%
Licensed Practical Nurse (LPN)	8,076	20.5%	260,973	20.2%
Certified Nurse Assistant (CNA)	22,424	57.0%	764,049	59.0%
Other Nursing Staff	2,421	6.2%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

MARYLAND

Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	53.9%	53.1%	38.8%	40.0%
Administrative and Management Staff	63.7%	71.1%	25.2%	20.3%
Nursing Staff	51.8%	49.4%	42.1%	45.2%
Therapy Staff	52.5%	59.5%	40.7%	30.8%
Food Services Staff	52.8%	54.5%	37.4%	37.7%
Housekeeping and Maintenance Staff	66.1%	63.6%	24.9%	28.0%
Social Services and Activities Staff	56.5%	66.1%	34.7%	24.7%
Nursing Staff				
Director of Nursing (DON)	69.9%	65.6%	19.7%	25.3%
RN with Administrative Duties (ARN)	42.1%	53.9%	56.7%	36.3%
Staff Registered Nurse (RN)	49.1%	47.5%	45.6%	46.7%
Licensed Practical Nurse (LPN)	55.8%	52.4%	41.9%	41.8%
Certified Nurse Assistant (CNA)	50.3%	47.8%	43.0%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Number	Percentage	Number	Percentage
All Nursing Facility Employees	33,466	100.0%	1,964,203	100.0%
Administrative and Management Staff	1,791	5.4%	91,497	4.7%
Nursing Staff	21,867	65.3%	1,294,265	65.9%
Therapy Staff	1,589	4.7%	75,887	3.9%
Food Services Staff	3,818	11.4%	231,020	11.8%
Housekeeping and Maintenance Staff	2,983	8.9%	183,562	9.3%
Social Services and Activities Staff	1,420	4.2%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	234	1.1%	15,625	1.2%
RN with Administrative Duties (ARN)	284	1.3%	33,874	2.6%
Staff Registered Nurse (RN)	2,689	12.3%	119,260	9.2%
Licensed Practical Nurse (LPN)	4,784	21.9%	260,973	20.2%
Certified Nurse Assistant (CNA)	12,360	56.5%	764,049	59.0%
Other Nursing Staff	1,515	6.9%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

MAINE

Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	56.9%	53.1%	35.2%	40.0%
Administrative and Management Staff	73.0%	71.1%	18.4%	20.3%
Nursing Staff	53.8%	49.4%	38.7%	45.2%
Therapy Staff	56.4%	59.5%	37.9%	30.8%
Food Services Staff	58.4%	54.5%	32.5%	37.7%
Housekeeping and Maintenance Staff	67.8%	63.6%	23.4%	28.0%
Social Services and Activities Staff	67.3%	66.1%	27.6%	24.7%
Nursing Staff				
Director of Nursing (DON)	97.5%	65.6%	2.6%	25.3%
RN with Administrative Duties (ARN)	70.0%	53.9%	15.9%	36.3%
Staff Registered Nurse (RN)	45.1%	47.5%	52.7%	46.7%
Licensed Practical Nurse (LPN)	61.1%	52.4%	36.0%	41.8%
Certified Nurse Assistant (CNA)	53.1%	47.8%	38.3%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Number	Percentage	Number	Percentage
All Nursing Facility Employees	15,778	100.0%	1,964,203	100.0%
Administrative and Management Staff	608	3.9%	91,497	4.7%
Nursing Staff	10,366	65.7%	1,294,265	65.9%
Therapy Staff	771	4.9%	75,887	3.9%
Food Services Staff	1,780	11.3%	231,020	11.8%
Housekeeping and Maintenance Staff	1,593	10.1%	183,562	9.3%
Social Services and Activities Staff	660	4.2%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	109	1.1%	15,625	1.2%
RN with Administrative Duties (ARN)	221	2.1%	33,874	2.6%
Staff Registered Nurse (RN)	1,638	15.8%	119,260	9.2%
Licensed Practical Nurse (LPN)	1,210	11.7%	260,973	20.2%
Certified Nurse Assistant (CNA)	6,473	62.4%	764,049	59.0%
Other Nursing Staff	715	6.9%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

MICHIGAN

Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	60.1%	53.1%	27.0%	40.0%
Administrative and Management Staff	80.4%	71.1%	7.1%	20.3%
Nursing Staff	54.9%	49.4%	32.9%	45.2%
Therapy Staff	64.9%	59.5%	13.9%	30.8%
Food Services Staff	65.0%	54.5%	21.8%	37.7%
Housekeeping and Maintenance Staff	74.8%	63.6%	15.5%	28.0%
Social Services and Activities Staff	69.6%	66.1%	16.3%	24.7%
Nursing Staff				
Director of Nursing (DON)	67.1%	65.6%	25.0%	25.3%
RN with Administrative Duties (ARN)	68.0%	53.9%	22.5%	36.3%
Staff Registered Nurse (RN)	52.5%	47.5%	37.1%	46.7%
Licensed Practical Nurse (LPN)	53.5%	52.4%	35.0%	41.8%
Certified Nurse Assistant (CNA)	53.8%	47.8%	32.7%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Number	Percentage	Number	Percentage
All Nursing Facility Employees	71,462	100.0%	1,964,203	100.0%
Administrative and Management Staff	3,182	4.5%	91,497	4.7%
Nursing Staff	45,411	63.5%	1,294,265	65.9%
Therapy Staff	1,841	2.6%	75,887	3.9%
Food Services Staff	9,129	12.8%	231,020	11.8%
Housekeeping and Maintenance Staff	7,896	11.0%	183,562	9.3%
Social Services and Activities Staff	4,002	5.6%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	427	0.9%	15,625	1.2%
RN with Administrative Duties (ARN)	1,068	2.4%	33,874	2.6%
Staff Registered Nurse (RN)	4,649	10.2%	119,260	9.2%
Licensed Practical Nurse (LPN)	7,852	17.3%	260,973	20.2%
Certified Nurse Assistant (CNA)	27,897	61.4%	764,049	59.0%
Other Nursing Staff	3,519	7.7%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

MINNESOTA

Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	56.8%	53.1%	34.1%	40.0%
Administrative and Management Staff	84.9%	71.1%	12.0%	20.3%
Nursing Staff	52.1%	49.4%	39.9%	45.2%
Therapy Staff	76.6%	59.5%	3.2%	30.8%
Food Services Staff	57.1%	54.5%	30.7%	37.7%
Housekeeping and Maintenance Staff	70.8%	63.6%	22.8%	28.0%
Social Services and Activities Staff	76.2%	66.1%	16.6%	24.7%
Nursing Staff				
Director of Nursing (DON)	74.5%	65.6%	17.5%	25.3%
RN with Administrative Duties (ARN)	55.4%	53.9%	29.5%	36.3%
Staff Registered Nurse (RN)	53.9%	47.5%	32.8%	46.7%
Licensed Practical Nurse (LPN)	62.2%	52.4%	32.4%	41.8%
Certified Nurse Assistant (CNA)	46.5%	47.8%	46.9%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
All Nursing Facility Employees	43,121	100.0%	1,964,203	100.0%
Administrative and Management Staff	1,698	3.9%	91,497	4.7%
Nursing Staff	28,438	66.0%	1,294,265	65.9%
Therapy Staff	755	1.8%	75,887	3.9%
Food Services Staff	6,325	14.7%	231,020	11.8%
Housekeeping and Maintenance Staff	3,256	7.6%	183,562	9.3%
Social Services and Activities Staff	2,649	6.1%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	380	1.3%	15,625	1.2%
RN with Administrative Duties (ARN)	1,246	4.4%	33,874	2.6%
Staff Registered Nurse (RN)	2,364	8.3%	119,260	9.2%
Licensed Practical Nurse (LPN)	5,409	19.0%	260,973	20.2%
Certified Nurse Assistant (CNA)	17,354	61.0%	764,049	59.0%
Other Nursing Staff	1,686	5.9%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

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Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	42.5%	53.1%	55.8%	40.0%
Administrative and Management Staff	71.2%	71.1%	20.4%	20.3%
Nursing Staff	37.4%	49.4%	65.1%	45.2%
Therapy Staff	63.5%	59.5%	16.6%	30.8%
Food Services Staff	46.9%	54.5%	48.5%	37.7%
Housekeeping and Maintenance Staff	53.3%	63.6%	39.9%	28.0%
Social Services and Activities Staff	67.3%	66.1%	23.7%	24.7%
Nursing Staff				
Director of Nursing (DON)	62.5%	65.6%	34.9%	25.3%
RN with Administrative Duties (ARN)	48.4%	53.9%	38.5%	36.3%
Staff Registered Nurse (RN)	36.2%	47.5%	62.4%	46.7%
Licensed Practical Nurse (LPN)	47.0%	52.4%	48.3%	41.8%
Certified Nurse Assistant (CNA)	34.4%	47.8%	68.9%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Number	Percentage	Number	Percentage
All Nursing Facility Employees	48,518	100.0%	1,964,203	100.0%
Administrative and Management Staff	2,161	4.5%	91,497	4.7%
Nursing Staff	32,196	66.4%	1,294,265	65.9%
Therapy Staff	825	1.7%	75,887	3.9%
Food Services Staff	6,235	12.9%	231,020	11.8%
Housekeeping and Maintenance Staff	5,234	10.8%	183,562	9.3%
Social Services and Activities Staff	1,868	3.8%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	489	1.5%	15,625	1.2%
RN with Administrative Duties (ARN)	584	1.8%	33,874	2.6%
Staff Registered Nurse (RN)	1,634	5.1%	119,260	9.2%
Licensed Practical Nurse (LPN)	6,212	19.3%	260,973	20.2%
Certified Nurse Assistant (CNA)	19,410	60.3%	764,049	59.0%
Other Nursing Staff	3,866	12.0%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

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Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	59.5%	53.1%	29.2%	40.0%
Administrative and Management Staff	72.0%	71.1%	22.8%	20.3%
Nursing Staff	55.2%	49.4%	33.2%	45.2%
Therapy Staff	78.8%	59.5%	23.0%	30.8%
Food Services Staff	65.4%	54.5%	25.0%	37.7%
Housekeeping and Maintenance Staff	71.7%	63.6%	13.7%	28.0%
Social Services and Activities Staff	76.8%	66.1%	15.6%	24.7%
Nursing Staff				
Director of Nursing (DON)	71.2%	65.6%	20.9%	25.3%
RN with Administrative Duties (ARN)	45.1%	53.9%	44.7%	36.3%
Staff Registered Nurse (RN)	44.8%	47.5%	53.4%	46.7%
Licensed Practical Nurse (LPN)	54.1%	52.4%	37.9%	41.8%
Certified Nurse Assistant (CNA)	56.6%	47.8%	29.5%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Number	Percentage	Number	Percentage
All Nursing Facility Employees	22,178	100.0%	1,964,203	100.0%
Administrative and Management Staff	828	3.7%	91,497	4.7%
Nursing Staff	15,431	69.6%	1,294,265	65.9%
Therapy Staff	496	2.2%	75,887	3.9%
Food Services Staff	2,633	11.9%	231,020	11.8%
Housekeeping and Maintenance Staff	2,068	9.3%	183,562	9.3%
Social Services and Activities Staff	722	3.3%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	193	1.3%	15,625	1.2%
RN with Administrative Duties (ARN)	633	4.1%	33,874	2.6%
Staff Registered Nurse (RN)	823	5.3%	119,260	9.2%
Licensed Practical Nurse (LPN)	3,791	24.6%	260,973	20.2%
Certified Nurse Assistant (CNA)	9,202	59.6%	764,049	59.0%
Other Nursing Staff	789	5.1%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

MONTANA

Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	44.0%	53.1%	51.0%	40.0%
Administrative and Management Staff	72.4%	71.1%	20.7%	20.3%
Nursing Staff	41.7%	49.4%	56.2%	45.2%
Therapy Staff	47.9%	59.5%	29.2%	30.8%
Food Services Staff	39.6%	54.5%	54.1%	37.7%
Housekeeping and Maintenance Staff	45.1%	63.6%	52.6%	28.0%
Social Services and Activities Staff	65.5%	66.1%	17.7%	24.7%
Nursing Staff				
Director of Nursing (DON)	69.2%	65.6%	8.3%	25.3%
RN with Administrative Duties (ARN)	57.1%	53.9%	40.0%	36.3%
Staff Registered Nurse (RN)	41.7%	47.5%	38.9%	46.7%
Licensed Practical Nurse (LPN)	53.5%	52.4%	37.9%	41.8%
Certified Nurse Assistant (CNA)	39.0%	47.8%	65.0%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
All Nursing Facility Employees	8,213	100.0%	1,964,203	100.0%
Administrative and Management Staff	385	4.7%	91,497	4.7%
Nursing Staff	5,218	63.5%	1,294,265	65.9%
Therapy Staff	257	3.1%	75,887	3.9%
Food Services Staff	1,095	13.3%	231,020	11.8%
Housekeeping and Maintenance Staff	836	10.2%	183,562	9.3%
Social Services and Activities Staff	422	5.1%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	90	1.7%	15,625	1.2%
RN with Administrative Duties (ARN)	41	0.8%	33,874	2.6%
Staff Registered Nurse (RN)	777	14.9%	119,260	9.2%
Licensed Practical Nurse (LPN)	773	14.8%	260,973	20.2%
Certified Nurse Assistant (CNA)	3,255	62.4%	764,049	59.0%
Other Nursing Staff	282	5.4%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

NORTH CAROLINA

Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	47.5%	53.1%	47.2%	40.0%
Administrative and Management Staff	65.6%	71.1%	25.5%	20.3%
Nursing Staff	42.3%	49.4%	54.7%	45.2%
Therapy Staff	62.3%	59.5%	28.4%	30.8%
Food Services Staff	58.2%	54.5%	34.8%	37.7%
Housekeeping and Maintenance Staff	60.5%	63.6%	31.2%	28.0%
Social Services and Activities Staff	62.0%	66.1%	28.5%	24.7%
Nursing Staff				
Director of Nursing (DON)	52.0%	65.6%	37.8%	25.3%
RN with Administrative Duties (ARN)	37.6%	53.9%	49.1%	36.3%
Staff Registered Nurse (RN)	36.5%	47.5%	60.5%	46.7%
Licensed Practical Nurse (LPN)	48.3%	52.4%	48.2%	41.8%
Certified Nurse Assistant (CNA)	40.6%	47.8%	58.5%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Number	Percentage	Number	Percentage
All Nursing Facility Employees	50,955	100.0%	1,964,203	100.0%
Administrative and Management Staff	2,221	4.4%	91,497	4.7%
Nursing Staff	34,875	68.4%	1,294,265	65.9%
Therapy Staff	2,063	4.0%	75,887	3.9%
Food Services Staff	5,485	10.8%	231,020	11.8%
Housekeeping and Maintenance Staff	4,332	8.5%	183,562	9.3%
Social Services and Activities Staff	1,979	3.9%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	423	1.2%	15,625	1.2%
RN with Administrative Duties (ARN)	778	2.2%	33,874	2.6%
Staff Registered Nurse (RN)	3,158	9.1%	119,260	9.2%
Licensed Practical Nurse (LPN)	7,494	21.5%	260,973	20.2%
Certified Nurse Assistant (CNA)	20,332	58.3%	764,049	59.0%
Other Nursing Staff	2,690	7.7%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

NORTH DAKOTA

Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	62.0%	53.1%	25.8%	40.0%
Administrative and Management Staff	85.7%	71.1%	8.5%	20.3%
Nursing Staff	59.3%	49.4%	27.7%	45.2%
Therapy Staff	87.2%	59.5%	7.5%	30.8%
Food Services Staff	55.1%	54.5%	34.9%	37.7%
Housekeeping and Maintenance Staff	69.8%	63.6%	18.3%	28.0%
Social Services and Activities Staff	74.8%	66.1%	16.3%	24.7%
Nursing Staff				
Director of Nursing (DON)	97.1%	65.6%	0.0%	25.3%
RN with Administrative Duties (ARN)	90.4%	53.9%	2.0%	36.3%
Staff Registered Nurse (RN)	73.8%	47.5%	14.8%	46.7%
Licensed Practical Nurse (LPN)	69.8%	52.4%	20.5%	41.8%
Certified Nurse Assistant (CNA)	52.8%	47.8%	33.9%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
All Nursing Facility Employees	12,510	100.0%	1,964,203	100.0%
Administrative and Management Staff	521	4.2%	91,497	4.7%
Nursing Staff	8,115	64.9%	1,294,265	65.9%
Therapy Staff	280	2.2%	75,887	3.9%
Food Services Staff	1,675	13.4%	231,020	11.8%
Housekeeping and Maintenance Staff	1,204	9.6%	183,562	9.3%
Social Services and Activities Staff	715	5.7%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	89	1.1%	15,625	1.2%
RN with Administrative Duties (ARN)	159	2.0%	33,874	2.6%
Staff Registered Nurse (RN)	792	9.8%	119,260	9.2%
Licensed Practical Nurse (LPN)	1,073	13.2%	260,973	20.2%
Certified Nurse Assistant (CNA)	5,415	66.7%	764,049	59.0%
Other Nursing Staff	586	7.2%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

NEBRASKA

Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	50.1%	53.1%	44.9%	40.0%
Administrative and Management Staff	71.6%	71.1%	25.0%	20.3%
Nursing Staff	46.0%	49.4%	48.9%	45.2%
Therapy Staff	73.8%	59.5%	9.4%	30.8%
Food Services Staff	49.0%	54.5%	53.5%	37.7%
Housekeeping and Maintenance Staff	67.8%	63.6%	24.6%	28.0%
Social Services and Activities Staff	61.4%	66.1%	31.9%	24.7%
Nursing Staff				
Director of Nursing (DON)	57.9%	65.6%	29.5%	25.3%
RN with Administrative Duties (ARN)	37.7%	53.9%	52.9%	36.3%
Staff Registered Nurse (RN)	70.8%	47.5%	14.3%	46.7%
Licensed Practical Nurse (LPN)	52.5%	52.4%	41.9%	41.8%
Certified Nurse Assistant (CNA)	39.4%	47.8%	59.4%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Number	Percentage	Number	Percentage
All Nursing Facility Employees	18,212	100.0%	1,964,203	100.0%
Administrative and Management Staff	946	5.2%	91,497	4.7%
Nursing Staff	12,053	66.2%	1,294,265	65.9%
Therapy Staff	422	2.3%	75,887	3.9%
Food Services Staff	2,623	14.4%	231,020	11.8%
Housekeeping and Maintenance Staff	1,247	6.8%	183,562	9.3%
Social Services and Activities Staff	921	5.1%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	220	1.8%	15,625	1.2%
RN with Administrative Duties (ARN)	632	5.2%	33,874	2.6%
Staff Registered Nurse (RN)	735	6.1%	119,260	9.2%
Licensed Practical Nurse (LPN)	2,162	17.9%	260,973	20.2%
Certified Nurse Assistant (CNA)	6,075	50.4%	764,049	59.0%
Other Nursing Staff	2,229	18.5%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

NEW HAMPSHIRE

Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	56.2%	53.1%	38.6%	40.0%
Administrative and Management Staff	73.3%	71.1%	20.4%	20.3%
Nursing Staff	53.8%	49.4%	41.4%	45.2%
Therapy Staff	59.6%	59.5%	35.7%	30.8%
Food Services Staff	52.1%	54.5%	45.0%	37.7%
Housekeeping and Maintenance Staff	68.4%	63.6%	24.8%	28.0%
Social Services and Activities Staff	64.7%	66.1%	27.8%	24.7%
Nursing Staff				
Director of Nursing (DON)	69.8%	65.6%	19.4%	25.3%
RN with Administrative Duties (ARN)	80.4%	53.9%	17.9%	36.3%
Staff Registered Nurse (RN)	48.7%	47.5%	44.5%	46.7%
Licensed Practical Nurse (LPN)	56.8%	52.4%	40.7%	41.8%
Certified Nurse Assistant (CNA)	53.4%	47.8%	42.3%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Number	Percentage	Number	Percentage
All Nursing Facility Employees	11,281	100.0%	1,964,203	100.0%
Administrative and Management Staff	448	4.0%	91,497	4.7%
Nursing Staff	7,169	63.5%	1,294,265	65.9%
Therapy Staff	662	5.9%	75,887	3.9%
Food Services Staff	1,461	12.9%	231,020	11.8%
Housekeeping and Maintenance Staff	968	8.6%	183,562	9.3%
Social Services and Activities Staff	574	5.1%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	80	1.1%	15,625	1.2%
RN with Administrative Duties (ARN)	92	1.3%	33,874	2.6%
Staff Registered Nurse (RN)	1,177	16.4%	119,260	9.2%
Licensed Practical Nurse (LPN)	1,320	18.4%	260,973	20.2%
Certified Nurse Assistant (CNA)	4,034	56.3%	764,049	59.0%
Other Nursing Staff	467	6.5%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

NEW JERSEY

Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	59.8%	53.1%	33.3%	40.0%
Administrative and Management Staff	80.1%	71.1%	11.9%	20.3%
Nursing Staff	58.4%	49.4%	34.6%	45.2%
Therapy Staff	52.0%	59.5%	57.0%	30.8%
Food Services Staff	57.2%	54.5%	35.0%	37.7%
Housekeeping and Maintenance Staff	65.6%	63.6%	25.4%	28.0%
Social Services and Activities Staff	63.4%	66.1%	27.0%	24.7%
Nursing Staff				
Director of Nursing (DON)	60.9%	65.6%	23.1%	25.3%
RN with Administrative Duties (ARN)	81.2%	53.9%	12.5%	36.3%
Staff Registered Nurse (RN)	52.6%	47.5%	40.0%	46.7%
Licensed Practical Nurse (LPN)	59.7%	52.4%	37.3%	41.8%
Certified Nurse Assistant (CNA)	59.0%	47.8%	33.4%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Number	Percentage	Number	Percentage
All Nursing Facility Employees	59,501	100.0%	1,964,203	100.0%
Administrative and Management Staff	3,118	5.2%	91,497	4.7%
Nursing Staff	37,166	62.5%	1,294,265	65.9%
Therapy Staff	3,164	5.3%	75,887	3.9%
Food Services Staff	6,764	11.4%	231,020	11.8%
Housekeeping and Maintenance Staff	6,090	10.2%	183,562	9.3%
Social Services and Activities Staff	3,199	5.4%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	353	1.0%	15,625	1.2%
RN with Administrative Duties (ARN)	681	1.8%	33,874	2.6%
Staff Registered Nurse (RN)	5,557	15.0%	119,260	9.2%
Licensed Practical Nurse (LPN)	6,958	18.7%	260,973	20.2%
Certified Nurse Assistant (CNA)	21,015	56.5%	764,049	59.0%
Other Nursing Staff	2,602	7.0%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

NEW MEXICO

Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	34.0%	53.1%	81.8%	40.0%
Administrative and Management Staff	51.4%	71.1%	43.4%	20.3%
Nursing Staff	31.3%	49.4%	91.2%	45.2%
Therapy Staff	63.3%	59.5%	30.2%	30.8%
Food Services Staff	35.7%	54.5%	78.6%	37.7%
Housekeeping and Maintenance Staff	32.0%	63.6%	68.5%	28.0%
Social Services and Activities Staff	46.4%	66.1%	49.2%	24.7%
Nursing Staff				
Director of Nursing (DON)	38.1%	65.6%	61.5%	25.3%
RN with Administrative Duties (ARN)	60.0%	53.9%	25.0%	36.3%
Staff Registered Nurse (RN)	28.5%	47.5%	89.9%	46.7%
Licensed Practical Nurse (LPN)	35.8%	52.4%	64.8%	41.8%
Certified Nurse Assistant (CNA)	32.5%	47.8%	87.0%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Number	Percentage	Number	Percentage
All Nursing Facility Employees	7,202	100.0%	1,964,203	100.0%
Administrative and Management Staff	445	6.2%	91,497	4.7%
Nursing Staff	4,909	68.2%	1,294,265	65.9%
Therapy Staff	190	2.6%	75,887	3.9%
Food Services Staff	856	11.9%	231,020	11.8%
Housekeeping and Maintenance Staff	492	6.8%	183,562	9.3%
Social Services and Activities Staff	309	4.3%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	67	1.4%	15,625	1.2%
RN with Administrative Duties (ARN)	22	0.4%	33,874	2.6%
Staff Registered Nurse (RN)	448	9.1%	119,260	9.2%
Licensed Practical Nurse (LPN)	825	16.8%	260,973	20.2%
Certified Nurse Assistant (CNA)	2,805	57.1%	764,049	59.0%
Other Nursing Staff	743	15.1%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

NEVADA

Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	38.4%	53.1%	68.0%	40.0%
Administrative and Management Staff	52.7%	71.1%	54.3%	20.3%
Nursing Staff	34.0%	49.4%	76.4%	45.2%
Therapy Staff	58.9%	59.5%	32.5%	30.8%
Food Services Staff	50.3%	54.5%	51.8%	37.7%
Housekeeping and Maintenance Staff	45.8%	63.6%	40.7%	28.0%
Social Services and Activities Staff	39.7%	66.1%	76.2%	24.7%
Nursing Staff				
Director of Nursing (DON)	63.2%	65.6%	46.2%	25.3%
RN with Administrative Duties (ARN)	23.8%	53.9%	133.3%	36.3%
Staff Registered Nurse (RN)	26.4%	47.5%	87.8%	46.7%
Licensed Practical Nurse (LPN)	38.9%	52.4%	74.2%	41.8%
Certified Nurse Assistant (CNA)	33.4%	47.8%	69.6%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Number	Percentage	Number	Percentage
All Nursing Facility Employees	7,143	100.0%	1,964,203	100.0%
Administrative and Management Staff	363	5.1%	91,497	4.7%
Nursing Staff	4,850	67.9%	1,294,265	65.9%
Therapy Staff	393	5.5%	75,887	3.9%
Food Services Staff	720	10.1%	231,020	11.8%
Housekeeping and Maintenance Staff	471	6.6%	183,562	9.3%
Social Services and Activities Staff	346	4.8%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	49	1.0%	15,625	1.2%
RN with Administrative Duties (ARN)	40	0.8%	33,874	2.6%
Staff Registered Nurse (RN)	600	12.4%	119,260	9.2%
Licensed Practical Nurse (LPN)	1,112	22.9%	260,973	20.2%
Certified Nurse Assistant (CNA)	2,605	53.7%	764,049	59.0%
Other Nursing Staff	444	9.2%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

NEW YORK

Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	70.9%	53.1%	18.3%	40.0%
Administrative and Management Staff	86.9%	71.1%	7.8%	20.3%
Nursing Staff	67.5%	49.4%	20.5%	45.2%
Therapy Staff	74.0%	59.5%	13.9%	30.8%
Food Services Staff	70.0%	54.5%	18.6%	37.7%
Housekeeping and Maintenance Staff	82.1%	63.6%	13.5%	28.0%
Social Services and Activities Staff	81.1%	66.1%	12.2%	24.7%
Nursing Staff				
Director of Nursing (DON)	84.0%	65.6%	9.5%	25.3%
RN with Administrative Duties (ARN)	77.1%	53.9%	17.6%	36.3%
Staff Registered Nurse (RN)	65.0%	47.5%	22.1%	46.7%
Licensed Practical Nurse (LPN)	66.1%	52.4%	21.9%	41.8%
Certified Nurse Assistant (CNA)	67.2%	47.8%	20.1%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Number	Percentage	Number	Percentage
All Nursing Facility Employees	134,012	100.0%	1,964,203	100.0%
Administrative and Management Staff	6,399	4.8%	91,497	4.7%
Nursing Staff	86,368	64.4%	1,294,265	65.9%
Therapy Staff	4,980	3.7%	75,887	3.9%
Food Services Staff	16,391	12.2%	231,020	11.8%
Housekeeping and Maintenance Staff	13,850	10.3%	183,562	9.3%
Social Services and Activities Staff	6,025	4.5%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	640	0.7%	15,625	1.2%
RN with Administrative Duties (ARN)	3,533	4.1%	33,874	2.6%
Staff Registered Nurse (RN)	8,044	9.3%	119,260	9.2%
Licensed Practical Nurse (LPN)	17,466	20.2%	260,973	20.2%
Certified Nurse Assistant (CNA)	50,782	58.8%	764,049	59.0%
Other Nursing Staff	5,903	6.8%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

OHIO

Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	<i>RETENTION RATE</i>		<i>TURNOVER RATE</i>	
	STATE	U.S.	STATE	U.S.
<i>All Nursing Facility Employees</i>	54.9%	53.1%	34.7%	40.0%
Administrative and Management Staff	74.3%	71.1%	13.6%	20.3%
Nursing Staff	50.3%	49.4%	41.1%	45.2%
Therapy Staff	64.0%	59.5%	21.8%	30.8%
Food Services Staff	58.6%	54.5%	28.5%	37.7%
Housekeeping and Maintenance Staff	65.9%	63.6%	22.2%	28.0%
Social Services and Activities Staff	67.5%	66.1%	20.7%	24.7%
<i>Nursing Staff</i>				
Director of Nursing (DON)	76.2%	65.6%	15.4%	25.3%
RN with Administrative Duties (ARN)	64.7%	53.9%	29.1%	36.3%
Staff Registered Nurse (RN)	48.7%	47.5%	46.6%	46.7%
Licensed Practical Nurse (LPN)	54.9%	52.4%	36.0%	41.8%
Certified Nurse Assistant (CNA)	47.0%	47.8%	44.3%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
<i>All Nursing Facility Employees</i>	128,360	100.0%	1,964,203	100.0%
Administrative and Management Staff	5,735	4.5%	91,497	4.7%
Nursing Staff	82,416	64.2%	1,294,265	65.9%
Therapy Staff	6,679	5.2%	75,887	3.9%
Food Services Staff	15,800	12.3%	231,020	11.8%
Housekeeping and Maintenance Staff	12,083	9.4%	183,562	9.3%
Social Services and Activities Staff	5,648	4.4%	87,971	4.5%
<i>Nursing Staff</i>				
Director of Nursing (DON)	989	1.2%	15,625	1.2%
RN with Administrative Duties (ARN)	1,990	2.4%	33,874	2.6%
Staff Registered Nurse (RN)	7,391	9.0%	119,260	9.2%
Licensed Practical Nurse (LPN)	18,400	22.3%	260,973	20.2%
Certified Nurse Assistant (CNA)	49,466	60.0%	764,049	59.0%
Other Nursing Staff	4,179	5.1%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from *2009 AHCA Nursing Facility Staff Retention and Turnover Survey*. * May not add due to rounding.

OKLAHOMA

Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	30.7%	53.1%	78.0%	40.0%
Administrative and Management Staff	61.5%	71.1%	32.3%	20.3%
Nursing Staff	25.5%	49.4%	89.9%	45.2%
Therapy Staff	65.7%	59.5%	27.8%	30.8%
Food Services Staff	34.5%	54.5%	59.3%	37.7%
Housekeeping and Maintenance Staff	39.7%	63.6%	67.3%	28.0%
Social Services and Activities Staff	53.4%	66.1%	44.1%	24.7%
Nursing Staff				
Director of Nursing (DON)	47.5%	65.6%	43.9%	25.3%
RN with Administrative Duties (ARN)	40.7%	53.9%	50.0%	36.3%
Staff Registered Nurse (RN)	26.7%	47.5%	81.6%	46.7%
Licensed Practical Nurse (LPN)	33.5%	52.4%	71.7%	41.8%
Certified Nurse Assistant (CNA)	21.1%	47.8%	95.4%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
All Nursing Facility Employees	27,819	100.0%	1,964,203	100.0%
Administrative and Management Staff	1,219	4.4%	91,497	4.7%
Nursing Staff	18,450	66.3%	1,294,265	65.9%
Therapy Staff	613	2.2%	75,887	3.9%
Food Services Staff	3,372	12.1%	231,020	11.8%
Housekeeping and Maintenance Staff	3,056	11.0%	183,562	9.3%
Social Services and Activities Staff	1,109	4.0%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	324	1.8%	15,625	1.2%
RN with Administrative Duties (ARN)	163	0.9%	33,874	2.6%
Staff Registered Nurse (RN)	880	4.8%	119,260	9.2%
Licensed Practical Nurse (LPN)	3,579	19.4%	260,973	20.2%
Certified Nurse Assistant (CNA)	11,562	62.7%	764,049	59.0%
Other Nursing Staff	1,943	10.5%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

OREGON

Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	46.9%	53.1%	60.2%	40.0%
Administrative and Management Staff	54.2%	71.1%	53.7%	20.3%
Nursing Staff	43.1%	49.4%	64.6%	45.2%
Therapy Staff	51.2%	59.5%	66.8%	30.8%
Food Services Staff	48.5%	54.5%	57.3%	37.7%
Housekeeping and Maintenance Staff	62.2%	63.6%	39.6%	28.0%
Social Services and Activities Staff	53.7%	66.1%	51.2%	24.7%
Nursing Staff				
Director of Nursing (DON)	63.5%	65.6%	26.8%	25.3%
RN with Administrative Duties (ARN)	42.6%	53.9%	75.2%	36.3%
Staff Registered Nurse (RN)	34.2%	47.5%	85.2%	46.7%
Licensed Practical Nurse (LPN)	38.0%	52.4%	85.8%	41.8%
Certified Nurse Assistant (CNA)	44.2%	47.8%	56.8%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
All Nursing Facility Employees	13,381	100.0%	1,964,203	100.0%
Administrative and Management Staff	663	5.0%	91,497	4.7%
Nursing Staff	8,504	63.5%	1,294,265	65.9%
Therapy Staff	753	5.6%	75,887	3.9%
Food Services Staff	1,353	10.1%	231,020	11.8%
Housekeeping and Maintenance Staff	1,340	10.0%	183,562	9.3%
Social Services and Activities Staff	768	5.7%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	134	1.6%	15,625	1.2%
RN with Administrative Duties (ARN)	305	3.6%	33,874	2.6%
Staff Registered Nurse (RN)	660	7.8%	119,260	9.2%
Licensed Practical Nurse (LPN)	1,089	12.8%	260,973	20.2%
Certified Nurse Assistant (CNA)	5,281	62.1%	764,049	59.0%
Other Nursing Staff	1,035	12.2%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

PENNSYLVANIA

Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	57.7%	53.1%	33.7%	40.0%
Administrative and Management Staff	75.1%	71.1%	16.2%	20.3%
Nursing Staff	54.7%	49.4%	37.5%	45.2%
Therapy Staff	56.2%	59.5%	41.2%	30.8%
Food Services Staff	56.0%	54.5%	34.4%	37.7%
Housekeeping and Maintenance Staff	70.0%	63.6%	18.9%	28.0%
Social Services and Activities Staff	69.2%	66.1%	20.9%	24.7%
Nursing Staff				
Director of Nursing (DON)	71.2%	65.6%	16.8%	25.3%
RN with Administrative Duties (ARN)	51.0%	53.9%	38.3%	36.3%
Staff Registered Nurse (RN)	51.3%	47.5%	44.7%	46.7%
Licensed Practical Nurse (LPN)	59.1%	52.4%	31.7%	41.8%
Certified Nurse Assistant (CNA)	53.2%	47.8%	39.3%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Number	Percentage	Number	Percentage
All Nursing Facility Employees	106,097	100.0%	1,964,203	100.0%
Administrative and Management Staff	5,659	5.3%	91,497	4.7%
Nursing Staff	68,466	64.5%	1,294,265	65.9%
Therapy Staff	3,764	3.5%	75,887	3.9%
Food Services Staff	13,868	13.1%	231,020	11.8%
Housekeeping and Maintenance Staff	9,305	8.8%	183,562	9.3%
Social Services and Activities Staff	5,035	4.7%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	711	1.0%	15,625	1.2%
RN with Administrative Duties (ARN)	3,448	5.0%	33,874	2.6%
Staff Registered Nurse (RN)	6,866	10.0%	119,260	9.2%
Licensed Practical Nurse (LPN)	13,772	20.1%	260,973	20.2%
Certified Nurse Assistant (CNA)	38,966	56.9%	764,049	59.0%
Other Nursing Staff	4,704	6.9%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

RHODE ISLAND

Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	60.5%	53.1%	35.7%	40.0%
Administrative and Management Staff	81.4%	71.1%	17.2%	20.3%
Nursing Staff	58.2%	49.4%	38.1%	45.2%
Therapy Staff	54.3%	59.5%	48.1%	30.8%
Food Services Staff	59.6%	54.5%	36.6%	37.7%
Housekeeping and Maintenance Staff	73.2%	63.6%	20.4%	28.0%
Social Services and Activities Staff	65.0%	66.1%	31.0%	24.7%
Nursing Staff				
Director of Nursing (DON)	72.5%	65.6%	17.6%	25.3%
RN with Administrative Duties (ARN)	75.8%	53.9%	15.8%	36.3%
Staff Registered Nurse (RN)	49.2%	47.5%	47.9%	46.7%
Licensed Practical Nurse (LPN)	64.1%	52.4%	35.8%	41.8%
Certified Nurse Assistant (CNA)	57.4%	47.8%	39.0%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Number	Percentage	Number	Percentage
All Nursing Facility Employees	12,736	100.0%	1,964,203	100.0%
Administrative and Management Staff	562	4.4%	91,497	4.7%
Nursing Staff	8,232	64.6%	1,294,265	65.9%
Therapy Staff	797	6.3%	75,887	3.9%
Food Services Staff	1,435	11.3%	231,020	11.8%
Housekeeping and Maintenance Staff	1,141	9.0%	183,562	9.3%
Social Services and Activities Staff	568	4.5%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	89	1.1%	15,625	1.2%
RN with Administrative Duties (ARN)	153	1.9%	33,874	2.6%
Staff Registered Nurse (RN)	1,229	14.9%	119,260	9.2%
Licensed Practical Nurse (LPN)	1,043	12.7%	260,973	20.2%
Certified Nurse Assistant (CNA)	5,044	61.3%	764,049	59.0%
Other Nursing Staff	675	8.2%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

SOUTH CAROLINA

Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	54.5%	53.1%	37.5%	40.0%
Administrative and Management Staff	76.7%	71.1%	34.3%	20.3%
Nursing Staff	51.9%	49.4%	40.6%	45.2%
Therapy Staff	22.6%	59.5%	27.7%	30.8%
Food Services Staff	54.8%	54.5%	41.0%	37.7%
Housekeeping and Maintenance Staff	74.6%	63.6%	12.0%	28.0%
Social Services and Activities Staff	68.0%	66.1%	23.7%	24.7%
Nursing Staff				
Director of Nursing (DON)	70.0%	65.6%	37.9%	25.3%
RN with Administrative Duties (ARN)	57.1%	53.9%	35.5%	36.3%
Staff Registered Nurse (RN)	41.3%	47.5%	62.4%	46.7%
Licensed Practical Nurse (LPN)	49.9%	52.4%	41.0%	41.8%
Certified Nurse Assistant (CNA)	51.9%	47.8%	39.0%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
All Nursing Facility Employees	22,213	100.0%	1,964,203	100.0%
Administrative and Management Staff	1,049	4.7%	91,497	4.7%
Nursing Staff	15,556	70.0%	1,294,265	65.9%
Therapy Staff	573	2.6%	75,887	3.9%
Food Services Staff	2,734	12.3%	231,020	11.8%
Housekeeping and Maintenance Staff	1,466	6.6%	183,562	9.3%
Social Services and Activities Staff	836	3.8%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	177	1.1%	15,625	1.2%
RN with Administrative Duties (ARN)	196	1.3%	33,874	2.6%
Staff Registered Nurse (RN)	1,014	6.5%	119,260	9.2%
Licensed Practical Nurse (LPN)	3,748	24.1%	260,973	20.2%
Certified Nurse Assistant (CNA)	9,242	59.4%	764,049	59.0%
Other Nursing Staff	1,179	7.6%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

SOUTH DAKOTA

Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	53.6%	53.1%	39.0%	40.0%
Administrative and Management Staff	91.6%	71.1%	3.5%	20.3%
Nursing Staff	49.4%	49.4%	44.3%	45.2%
Therapy Staff	68.2%	59.5%	37.5%	30.8%
Food Services Staff	55.2%	54.5%	39.2%	37.7%
Housekeeping and Maintenance Staff	59.1%	63.6%	32.7%	28.0%
Social Services and Activities Staff	69.3%	66.1%	16.5%	24.7%
Nursing Staff				
Director of Nursing (DON)	75.8%	65.6%	22.2%	25.3%
RN with Administrative Duties (ARN)	52.1%	53.9%	35.7%	36.3%
Staff Registered Nurse (RN)	70.1%	47.5%	33.3%	46.7%
Licensed Practical Nurse (LPN)	62.5%	52.4%	24.7%	41.8%
Certified Nurse Assistant (CNA)	44.2%	47.8%	51.3%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Number	Percentage	Number	Percentage
All Nursing Facility Employees	9,489	100.0%	1,964,203	100.0%
Administrative and Management Staff	432	4.6%	91,497	4.7%
Nursing Staff	6,137	64.7%	1,294,265	65.9%
Therapy Staff	67	0.7%	75,887	3.9%
Food Services Staff	1,494	15.7%	231,020	11.8%
Housekeeping and Maintenance Staff	819	8.6%	183,562	9.3%
Social Services and Activities Staff	540	5.7%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	101	1.7%	15,625	1.2%
RN with Administrative Duties (ARN)	634	10.3%	33,874	2.6%
Staff Registered Nurse (RN)	447	7.3%	119,260	9.2%
Licensed Practical Nurse (LPN)	676	11.0%	260,973	20.2%
Certified Nurse Assistant (CNA)	3,884	63.3%	764,049	59.0%
Other Nursing Staff	395	6.4%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

TENNESSEE

Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	52.9%	53.1%	38.0%	40.0%
Administrative and Management Staff	74.3%	71.1%	15.7%	20.3%
Nursing Staff	47.7%	49.4%	46.8%	45.2%
Therapy Staff	60.2%	59.5%	18.1%	30.8%
Food Services Staff	60.9%	54.5%	25.7%	37.7%
Housekeeping and Maintenance Staff	66.2%	63.6%	22.1%	28.0%
Social Services and Activities Staff	67.2%	66.1%	19.6%	24.7%
Nursing Staff				
Director of Nursing (DON)	71.7%	65.6%	19.5%	25.3%
RN with Administrative Duties (ARN)	60.7%	53.9%	22.7%	36.3%
Staff Registered Nurse (RN)	54.0%	47.5%	41.2%	46.7%
Licensed Practical Nurse (LPN)	50.0%	52.4%	41.8%	41.8%
Certified Nurse Assistant (CNA)	44.4%	47.8%	51.0%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Number	Percentage	Number	Percentage
All Nursing Facility Employees	43,005	100.0%	1,964,203	100.0%
Administrative and Management Staff	1,951	4.5%	91,497	4.7%
Nursing Staff	28,002	65.1%	1,294,265	65.9%
Therapy Staff	2,023	4.7%	75,887	3.9%
Food Services Staff	4,661	10.8%	231,020	11.8%
Housekeeping and Maintenance Staff	4,834	11.2%	183,562	9.3%
Social Services and Activities Staff	1,533	3.6%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	322	1.2%	15,625	1.2%
RN with Administrative Duties (ARN)	507	1.8%	33,874	2.6%
Staff Registered Nurse (RN)	2,108	7.5%	119,260	9.2%
Licensed Practical Nurse (LPN)	7,021	25.1%	260,973	20.2%
Certified Nurse Assistant (CNA)	16,034	57.3%	764,049	59.0%
Other Nursing Staff	2,010	7.2%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

TEXAS

Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	35.7%	53.1%	76.1%	40.0%
Administrative and Management Staff	54.6%	71.1%	44.2%	20.3%
Nursing Staff	33.0%	49.4%	82.7%	45.2%
Therapy Staff	62.0%	59.5%	10.7%	30.8%
Food Services Staff	34.6%	54.5%	80.3%	37.7%
Housekeeping and Maintenance Staff	39.9%	63.6%	67.8%	28.0%
Social Services and Activities Staff	54.6%	66.1%	37.3%	24.7%
Nursing Staff				
Director of Nursing (DON)	43.2%	65.6%	59.4%	25.3%
RN with Administrative Duties (ARN)	51.6%	53.9%	37.8%	36.3%
Staff Registered Nurse (RN)	33.0%	47.5%	71.1%	46.7%
Licensed Practical Nurse (LPN)	35.0%	52.4%	70.5%	41.8%
Certified Nurse Assistant (CNA)	30.0%	47.8%	91.9%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Number	Percentage	Number	Percentage
All Nursing Facility Employees	115,959	100.0%	1,964,203	100.0%
Administrative and Management Staff	6,220	5.4%	91,497	4.7%
Nursing Staff	78,527	67.7%	1,294,265	65.9%
Therapy Staff	2,118	1.8%	75,887	3.9%
Food Services Staff	13,479	11.6%	231,020	11.8%
Housekeeping and Maintenance Staff	11,916	10.3%	183,562	9.3%
Social Services and Activities Staff	3,699	3.2%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	1,154	1.5%	15,625	1.2%
RN with Administrative Duties (ARN)	504	0.6%	33,874	2.6%
Staff Registered Nurse (RN)	3,405	4.3%	119,260	9.2%
Licensed Practical Nurse (LPN)	19,335	24.6%	260,973	20.2%
Certified Nurse Assistant (CNA)	45,093	57.4%	764,049	59.0%
Other Nursing Staff	9,037	11.5%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

UTAH

Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	41.0%	53.1%	62.8%	40.0%
Administrative and Management Staff	59.8%	71.1%	34.9%	20.3%
Nursing Staff	35.1%	49.4%	73.7%	45.2%
Therapy Staff	71.5%	59.5%	13.8%	30.8%
Food Services Staff	37.4%	54.5%	76.2%	37.7%
Housekeeping and Maintenance Staff	47.7%	63.6%	55.3%	28.0%
Social Services and Activities Staff	67.3%	66.1%	33.6%	24.7%
Nursing Staff				
Director of Nursing (DON)	50.0%	65.6%	50.0%	25.3%
RN with Administrative Duties (ARN)	100.0%	53.9%	0.0%	36.3%
Staff Registered Nurse (RN)	38.1%	47.5%	61.6%	46.7%
Licensed Practical Nurse (LPN)	45.8%	52.4%	62.4%	41.8%
Certified Nurse Assistant (CNA)	36.0%	47.8%	65.8%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Number	Percentage	Number	Percentage
All Nursing Facility Employees	8,314	100.0%	1,964,203	100.0%
Administrative and Management Staff	415	5.0%	91,497	4.7%
Nursing Staff	5,381	64.7%	1,294,265	65.9%
Therapy Staff	857	10.3%	75,887	3.9%
Food Services Staff	712	8.6%	231,020	11.8%
Housekeeping and Maintenance Staff	583	7.0%	183,562	9.3%
Social Services and Activities Staff	366	4.4%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	82	1.5%	15,625	1.2%
RN with Administrative Duties (ARN)	52	1.0%	33,874	2.6%
Staff Registered Nurse (RN)	857	15.9%	119,260	9.2%
Licensed Practical Nurse (LPN)	749	13.9%	260,973	20.2%
Certified Nurse Assistant (CNA)	3,127	58.1%	764,049	59.0%
Other Nursing Staff	515	9.6%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

VIRGINIA

Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	50.0%	53.1%	45.0%	40.0%
Administrative and Management Staff	73.9%	71.1%	19.4%	20.3%
Nursing Staff	45.7%	49.4%	52.8%	45.2%
Therapy Staff	53.1%	59.5%	25.5%	30.8%
Food Services Staff	52.7%	54.5%	37.6%	37.7%
Housekeeping and Maintenance Staff	64.3%	63.6%	28.5%	28.0%
Social Services and Activities Staff	68.5%	66.1%	20.4%	24.7%
Nursing Staff				
Director of Nursing (DON)	71.7%	65.6%	15.0%	25.3%
RN with Administrative Duties (ARN)	44.3%	53.9%	43.6%	36.3%
Staff Registered Nurse (RN)	41.0%	47.5%	65.4%	46.7%
Licensed Practical Nurse (LPN)	51.0%	52.4%	47.4%	41.8%
Certified Nurse Assistant (CNA)	42.9%	47.8%	56.4%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Number	Percentage	Number	Percentage
All Nursing Facility Employees	39,903	100.0%	1,964,203	100.0%
Administrative and Management Staff	2,316	5.8%	91,497	4.7%
Nursing Staff	26,955	67.6%	1,294,265	65.9%
Therapy Staff	1,567	3.9%	75,887	3.9%
Food Services Staff	4,488	11.2%	231,020	11.8%
Housekeeping and Maintenance Staff	3,111	7.8%	183,562	9.3%
Social Services and Activities Staff	1,465	3.7%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	281	1.0%	15,625	1.2%
RN with Administrative Duties (ARN)	984	3.6%	33,874	2.6%
Staff Registered Nurse (RN)	1,440	5.3%	119,260	9.2%
Licensed Practical Nurse (LPN)	6,950	25.8%	260,973	20.2%
Certified Nurse Assistant (CNA)	15,496	57.5%	764,049	59.0%
Other Nursing Staff	1,805	6.7%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

VERMONT

Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	52.4%	53.1%	37.1%	40.0%
Administrative and Management Staff	78.6%	71.1%	15.1%	20.3%
Nursing Staff	49.5%	49.4%	42.8%	45.2%
Therapy Staff	55.2%	59.5%	51.0%	30.8%
Food Services Staff	47.1%	54.5%	33.1%	37.7%
Housekeeping and Maintenance Staff	57.8%	63.6%	23.9%	28.0%
Social Services and Activities Staff	70.8%	66.1%	20.3%	24.7%
Nursing Staff				
Director of Nursing (DON)	52.6%	65.6%	35.7%	25.3%
RN with Administrative Duties (ARN)	75.0%	53.9%	14.3%	36.3%
Staff Registered Nurse (RN)	45.1%	47.5%	53.7%	46.7%
Licensed Practical Nurse (LPN)	62.8%	52.4%	29.1%	41.8%
Certified Nurse Assistant (CNA)	44.5%	47.8%	49.0%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
All Nursing Facility Employees	4,912	100.0%	1,964,203	100.0%
Administrative and Management Staff	195	4.0%	91,497	4.7%
Nursing Staff	2,949	60.0%	1,294,265	65.9%
Therapy Staff	188	3.8%	75,887	3.9%
Food Services Staff	693	14.1%	231,020	11.8%
Housekeeping and Maintenance Staff	609	12.4%	183,562	9.3%
Social Services and Activities Staff	279	5.7%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	37	1.3%	15,625	1.2%
RN with Administrative Duties (ARN)	43	1.5%	33,874	2.6%
Staff Registered Nurse (RN)	420	14.2%	119,260	9.2%
Licensed Practical Nurse (LPN)	523	17.7%	260,973	20.2%
Certified Nurse Assistant (CNA)	1,715	58.1%	764,049	59.0%
Other Nursing Staff	211	7.2%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

WASHINGTON

Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	44.7%	53.1%	50.0%	40.0%
Administrative and Management Staff	64.0%	71.1%	26.6%	20.3%
Nursing Staff	40.2%	49.4%	56.4%	45.2%
Therapy Staff	60.4%	59.5%	33.6%	30.8%
Food Services Staff	49.6%	54.5%	44.1%	37.7%
Housekeeping and Maintenance Staff	50.3%	63.6%	42.1%	28.0%
Social Services and Activities Staff	64.2%	66.1%	26.0%	24.7%
Nursing Staff				
Director of Nursing (DON)	63.6%	65.6%	33.3%	25.3%
RN with Administrative Duties (ARN)	55.6%	53.9%	43.2%	36.3%
Staff Registered Nurse (RN)	46.0%	47.5%	41.2%	46.7%
Licensed Practical Nurse (LPN)	43.9%	52.4%	48.4%	41.8%
Certified Nurse Assistant (CNA)	37.1%	47.8%	60.7%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Number	Percentage	Number	Percentage
All Nursing Facility Employees	27,608	100.0%	1,964,203	100.0%
Administrative and Management Staff	1,140	4.1%	91,497	4.7%
Nursing Staff	18,380	66.6%	1,294,265	65.9%
Therapy Staff	1,466	5.3%	75,887	3.9%
Food Services Staff	2,817	10.2%	231,020	11.8%
Housekeeping and Maintenance Staff	2,461	8.9%	183,562	9.3%
Social Services and Activities Staff	1,344	4.9%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	226	1.2%	15,625	1.2%
RN with Administrative Duties (ARN)	331	1.8%	33,874	2.6%
Staff Registered Nurse (RN)	2,366	12.9%	119,260	9.2%
Licensed Practical Nurse (LPN)	3,036	16.5%	260,973	20.2%
Certified Nurse Assistant (CNA)	10,052	54.7%	764,049	59.0%
Other Nursing Staff	2,368	12.9%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

WISCONSIN

Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	54.4%	53.1%	37.7%	40.0%
Administrative and Management Staff	77.1%	71.1%	13.3%	20.3%
Nursing Staff	50.5%	49.4%	43.1%	45.2%
Therapy Staff	68.4%	59.5%	31.9%	30.8%
Food Services Staff	53.9%	54.5%	34.8%	37.7%
Housekeeping and Maintenance Staff	67.9%	63.6%	23.2%	28.0%
Social Services and Activities Staff	65.2%	66.1%	23.6%	24.7%
Nursing Staff				
Director of Nursing (DON)	75.8%	65.6%	15.2%	25.3%
RN with Administrative Duties (ARN)	48.7%	53.9%	43.3%	36.3%
Staff Registered Nurse (RN)	45.5%	47.5%	49.3%	46.7%
Licensed Practical Nurse (LPN)	54.9%	52.4%	39.4%	41.8%
Certified Nurse Assistant (CNA)	49.0%	47.8%	44.8%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Number	Percentage	Number	Percentage
All Nursing Facility Employees	47,248	100.0%	1,964,203	100.0%
Administrative and Management Staff	2,212	4.7%	91,497	4.7%
Nursing Staff	31,349	66.4%	1,294,265	65.9%
Therapy Staff	1,503	3.2%	75,887	3.9%
Food Services Staff	6,108	12.9%	231,020	11.8%
Housekeeping and Maintenance Staff	3,592	7.6%	183,562	9.3%
Social Services and Activities Staff	2,484	5.3%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	391	1.2%	15,625	1.2%
RN with Administrative Duties (ARN)	1,620	5.2%	33,874	2.6%
Staff Registered Nurse (RN)	3,143	10.0%	119,260	9.2%
Licensed Practical Nurse (LPN)	4,570	14.6%	260,973	20.2%
Certified Nurse Assistant (CNA)	19,623	62.6%	764,049	59.0%
Other Nursing Staff	2,003	6.4%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

WEST VIRGINIA

Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	54.8%	53.1%	42.6%	40.0%
Administrative and Management Staff	69.9%	71.1%	23.0%	20.3%
Nursing Staff	52.5%	49.4%	45.6%	45.2%
Therapy Staff	50.6%	59.5%	64.4%	30.8%
Food Services Staff	49.5%	54.5%	49.1%	37.7%
Housekeeping and Maintenance Staff	69.0%	63.6%	23.5%	28.0%
Social Services and Activities Staff	65.3%	66.1%	28.5%	24.7%
Nursing Staff				
Director of Nursing (DON)	78.8%	65.6%	15.6%	25.3%
RN with Administrative Duties (ARN)	40.0%	53.9%	66.7%	36.3%
Staff Registered Nurse (RN)	42.5%	47.5%	56.2%	46.7%
Licensed Practical Nurse (LPN)	57.3%	52.4%	42.2%	41.8%
Certified Nurse Assistant (CNA)	53.0%	47.8%	45.4%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Number	Percentage	Number	Percentage
All Nursing Facility Employees	16,795	100.0%	1,964,203	100.0%
Administrative and Management Staff	790	4.7%	91,497	4.7%
Nursing Staff	10,787	64.2%	1,294,265	65.9%
Therapy Staff	770	4.6%	75,887	3.9%
Food Services Staff	1,868	11.1%	231,020	11.8%
Housekeeping and Maintenance Staff	1,807	10.8%	183,562	9.3%
Social Services and Activities Staff	775	4.6%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	123	1.1%	15,625	1.2%
RN with Administrative Duties (ARN)	114	1.1%	33,874	2.6%
Staff Registered Nurse (RN)	1,327	12.3%	119,260	9.2%
Licensed Practical Nurse (LPN)	2,273	21.1%	260,973	20.2%
Certified Nurse Assistant (CNA)	6,159	57.1%	764,049	59.0%
Other Nursing Staff	791	7.3%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

WYOMING

Retention and Turnover Rates of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	RETENTION RATE		TURNOVER RATE	
	STATE	U.S.	STATE	U.S.
All Nursing Facility Employees	33.2%	53.1%	89.5%	40.0%
Administrative and Management Staff	62.5%	71.1%	41.2%	20.3%
Nursing Staff	32.2%	49.4%	90.8%	45.2%
Therapy Staff	51.8%	59.5%	52.2%	30.8%
Food Services Staff	22.4%	54.5%	117.1%	37.7%
Housekeeping and Maintenance Staff	36.2%	63.6%	99.6%	28.0%
Social Services and Activities Staff	42.0%	66.1%	60.8%	24.7%
Nursing Staff				
Director of Nursing (DON)	44.4%	65.6%	80.0%	25.3%
RN with Administrative Duties (ARN)	100.0%	53.9%	0.0%	36.3%
Staff Registered Nurse (RN)	34.3%	47.5%	75.0%	46.7%
Licensed Practical Nurse (LPN)	50.0%	52.4%	37.3%	41.8%
Certified Nurse Assistant (CNA)	35.1%	47.8%	77.4%	46.6%

Estimated Number and Percentage* of Nursing Facility Employees by Job Category and Nursing Job Position, 2009

	STATE		UNITED STATES	
	Count	Percentage	Count	Percentage
All Nursing Facility Employees	3,372	100.0%	1,964,203	100.0%
Administrative and Management Staff	108	3.2%	91,497	4.7%
Nursing Staff	2,158	64.0%	1,294,265	65.9%
Therapy Staff	228	6.8%	75,887	3.9%
Food Services Staff	443	13.1%	231,020	11.8%
Housekeeping and Maintenance Staff	282	8.4%	183,562	9.3%
Social Services and Activities Staff	152	4.5%	87,971	4.5%
Nursing Staff				
Director of Nursing (DON)	32	1.5%	15,625	1.2%
RN with Administrative Duties (ARN)	8	0.4%	33,874	2.6%
Staff Registered Nurse (RN)	253	11.7%	119,260	9.2%
Licensed Practical Nurse (LPN)	323	15.0%	260,973	20.2%
Certified Nurse Assistant (CNA)	1,343	62.2%	764,049	59.0%
Other Nursing Staff	200	9.3%	100,484	7.8%

All retention and turnover statistics were produced by AHCA Research Department using data from 2009 AHCA Nursing Facility Staff Retention and Turnover Survey. * May not add due to rounding.

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