

FINDINGS OF THE NCAL 2010 ASSISTED LIVING STAFF VACANCY, RETENTION AND TURNOVER SURVEY



September 2011

A NCAL study with collaboration from LeadingAge, ASHA, and ALFA



ABSTRACT

The overall retention rate for assisted living employees was 59 percent. Retention rates among Resident Caregivers (non-certified), Certified Nurse Assistants, and Medication Aides ranged from 49 to 63 percent. The turnover rate for all assisted living employees was 25 percent. The turnover rate for Resident Caregivers (non-certified) remains higher than all other nursing care staff, at 38 percent. The turnover rate for Administrator/Executive Director was the lowest among all Assisted Living employees, at 11 percent. The turnover rate for Staff Registered Nurses was 14 percent, the lowest among nursing staff.

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1.

INTRODUCTION

The National Center for Assisted Living (NCAL) conducted the second nationwide assisted living survey, which collected 2010 data to estimate the retention, vacancy and turnover rates of employees who worked in assisted living communities. This study was supported by LeadingAge, the American Seniors Housing Association (ASHA), and the Assisted Living Federation of America (ALFA).

The 2010 Assisted Living Staff Vacancy, Retention and Turnover Survey is a nationwide study to collect retention, vacancy and turnover information among assisted living employees of five major job categories and more than fourteen job positions – including administrative and management staff (Administrator/ Executive Director, Office Manager, etc.), nursing staff (Director of Nursing/Wellness and Director of Resident Services, Staff Registered Nurse, Licensed Practical Nurse, Certified Nurse Assistant, Non-Certified Resident Caregiver, Medication Aide, etc.), food services staff (Dietician Director/Head Chef and Dietician Aide/Dining Staff), housekeeping and maintenance staff (Housekeeper and Maintenance Worker), and social activities staff (Director of Activities and Activity Staff). The survey questionnaire had been available on the NCAL web site for all eligible assisted living communities in the United States. Approximately 600 assisted living communities nationwide participated in this survey.

In this report, we presented results on two aggregated levels: job category level and job position level. Retention rate, vacancy rate and turnover rate for all five job categories (see Table 1) were reported. We also reported results for selected job positions, particularly for all major nursing staff positions. Data for some job positions were insufficient for 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.

All retention, vacancy and turnover rates are presented in this report as percentages. Retention rates were calculated by dividing the total number of employees who had worked in the assisted living community for 12 months or longer as of December 31, 2010 by the total number of employees during calendar year 2010. Vacancy rates were calculated by dividing the total number of vacancies as of December 31, 2010 by the total number of established positions as of December 31, 2010. Turnover rates were calculated by dividing the total number of terminations in 2010 by the total number of employees as of December 31, 2010 (see Appendix).

All statistics in this report are intended as descriptive, not as benchmarks or performance measures. In 2010, nursing staff constructed the largest portion (or 60 percent) of entire assisted living staff (figure 1). Among nursing staff, 47 percent of them were Non-Certified Resident Caregivers (figure 2).

Figure 1 Percentage Breakdown of Total Assisted Living Employees by Job Category, 2010

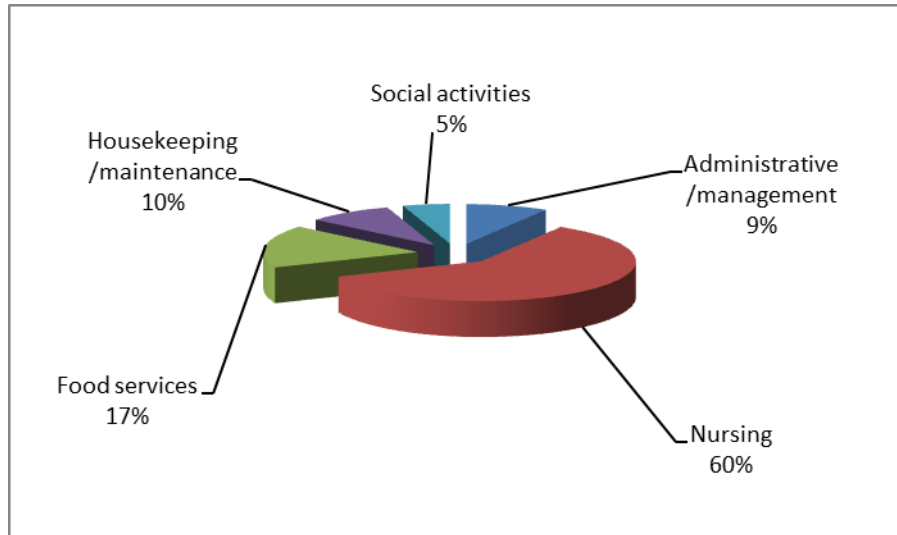
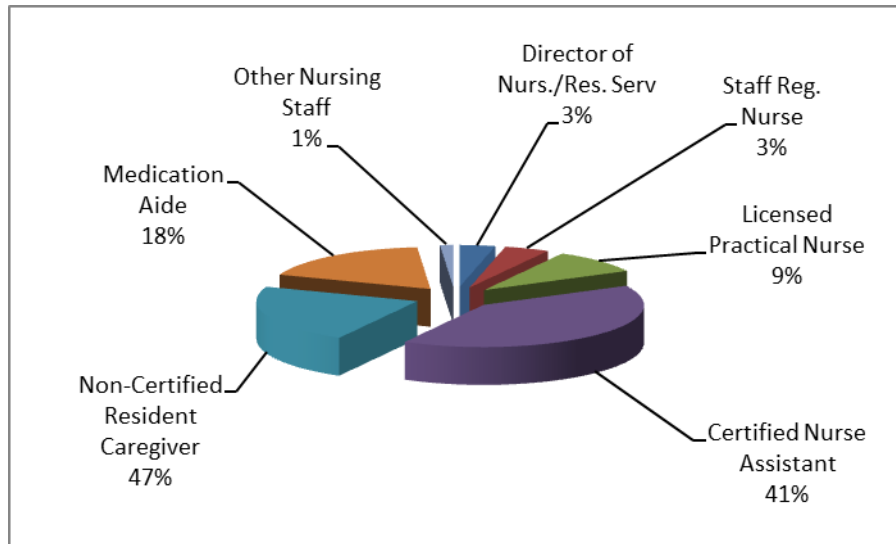


Table 1 Assisted Living Job Category and Job Position

Assisted Living Job Category	Assisted Living Job Position
Administrative & Management	Administrator/Executive Director
	Director of Marketing
	Other Office Staff
Nursing	Director of Nursing (DON)/Wellness & Director of Resident Services
	Staff Registered Nurse (RN)
	Licensed Practical Nurse (LPN)
	Certified Nurse Assistant (CNA)
	Resident Caregiver (non-certified)
	Medication Aide
	Other Nursing Staff
Food Services	Dietician Director/Head Chef
	Dietician Aide/Dining Staff
Housekeeping & Maintenance	Housekeeper
	Maintenance Worker
Social Activities	Director of Activities
	Activity Staff

Figure 2 Percentage Breakdown of Nursing Staff by Job Positions, 2010



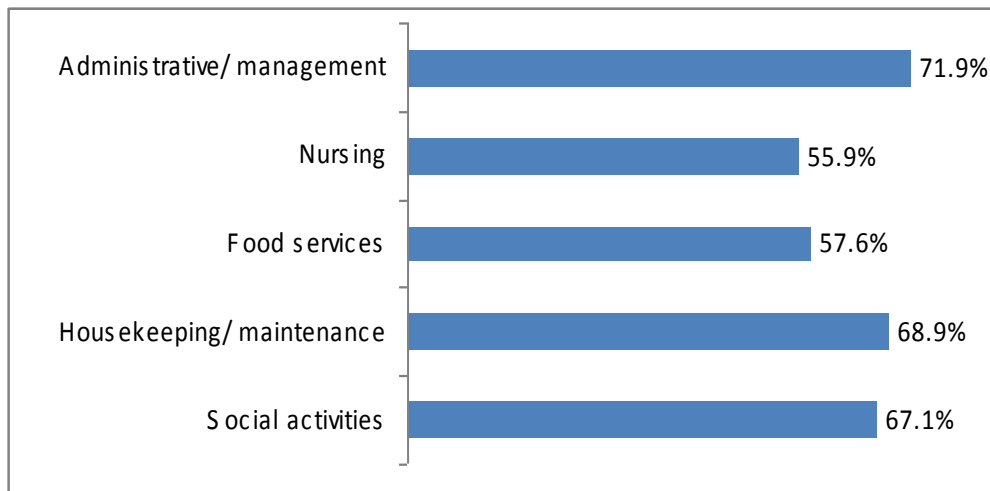
2.

**RETENTION, VACANCY AND TURNOVER OF FIVE JOB CATEGORIES
IN ASSISTED LIVING COMMUNITIES**

Retention Rates

The retention rate indicates a sense of the stability of the staff. In 2010, the retention rate for all assisted living employees was 59.1 percent. As shown in Figure 3, retention rates ranged from 71.9 to 55.9 percent across all major assisted living job categories. The nursing staff's retention rate was the lowest among all job categories.

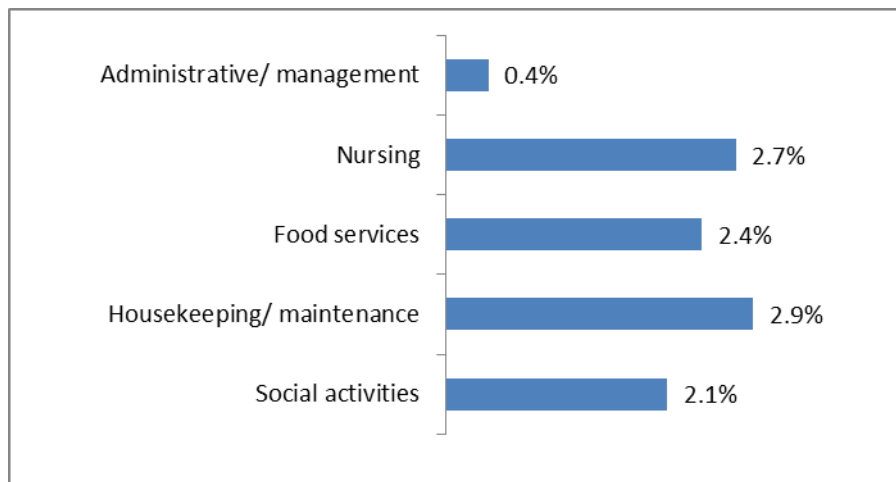
Figure 3 Assisted Living Employee Retention Rates by Job Category, 2010



Vacancy Rates

Generally, vacancy rates were low across all major assisted living job categories. As shown in Figure 4, vacancy rates were highest among housekeeping and maintenance staff (2.9 percent) and lowest for administrative and housekeeping/maintenance staff (0.4 percent).

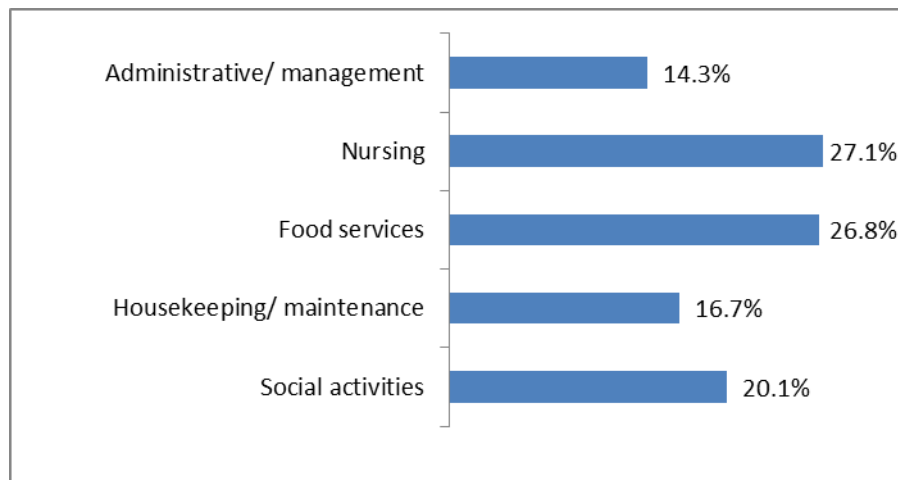
Figure 4 Vacancy Rates by Assisted Living Job Categories, 2010



Turnover Rates

The turnover rate for all assisted living employees was 24.7 percent. Turnover rates exhibited a high degree of variability across assisted living job categories. As shown in Figure 5, turnover rates were particularly high for food services and nursing staff (26.8 and 27.1 percent, respectively), and were lowest for administrative /management staff (14.3 percent).

Figure 5 Turnover Rates by Assisted Living Job Categories, 2010



3.

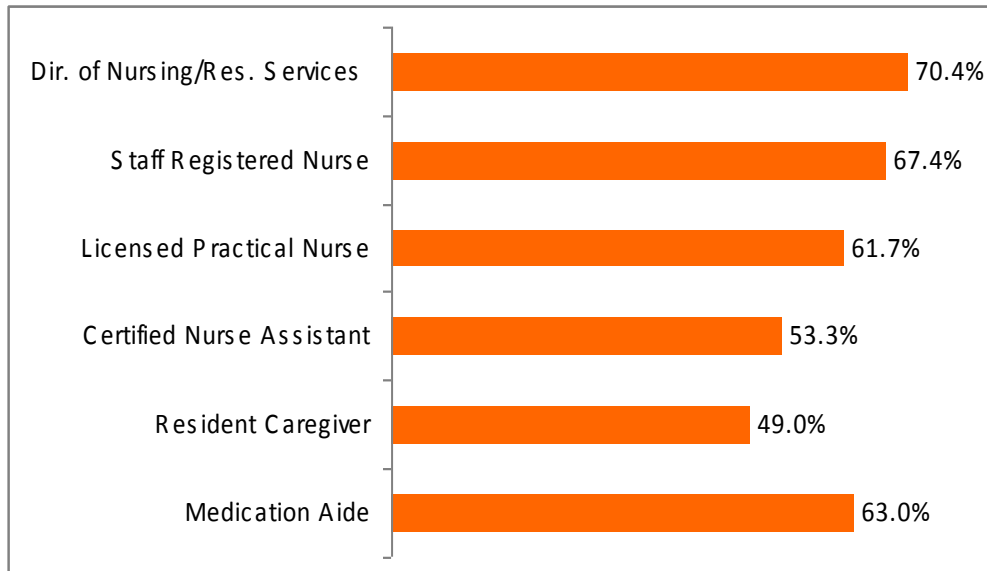
RETENTION, VACANCY AND TURNOVER OF NURSING STAFF IN ASSISTED LIVING COMMUNITIES

Retention Rates of Nursing Staff

In 2010, the overall retention rate for all nursing staff was 55.9 percent. The retention rate of nursing staff was the lowest among all assisted living employees.

Retention rates exhibited moderate variability across the nursing job positions. As shown in Figure 6, retention rates were highest for Director of Nursing Services (70.4 percent) and lowest among Non-Certified Resident Caregivers (49.0 percent).

Figure 6 Nursing Staff Retention Rates by Job Positions, 2010



Vacancy Rates of Nursing Staff

Although the overall vacancy rate for nursing staff was 2.7 percent, vacancy rates exhibited a high degree of variability across major nursing job positions. As shown in Figure 7, vacancy rates were highest among Staff Registered Nurses (5.0 percent) and lowest for Directors of Nursing Services (0.3 percent). Vacancy rates also remained relatively high for Non-Certified Resident Caregivers, Certified Nurse Assistants, and Medication Aides (4.3, 4.1, and 3.6 percent respectively).

Turnover Rates of Nursing Staff

Overall turnover rate of nursing staff, at 27.1 percent, was one of the highest among all assisted living employees.

As shown in Table 8, turnover rates were particularly high among Non-Certified Resident Caregives (38.1 percent), Certified Nurse Assistants (29.0 percent), and Licensed Practical Nurses (20.5 percent). The turnover rate for Staff Registered Nurses was only 14.0 percent.

Figure 7 Nursing Staff Vacancy Rates by Job Positions, 2010

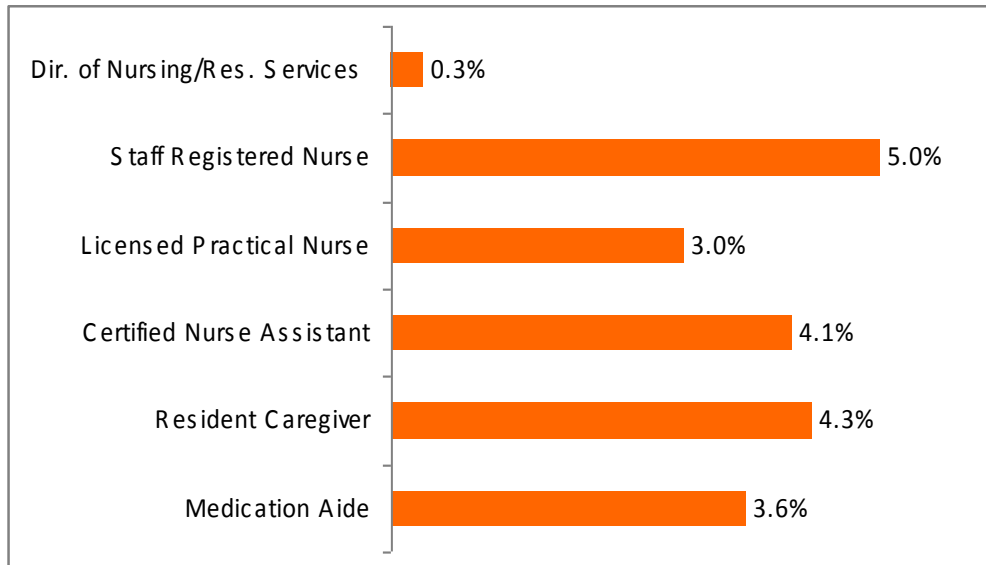
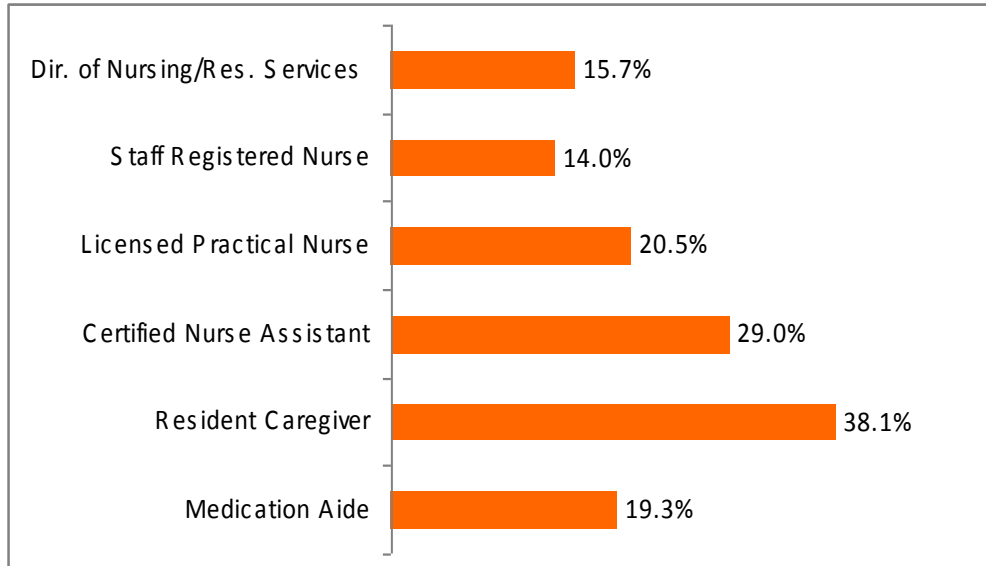


Figure 8 Nursing Staff Turnover Rates by Job Positions, 2010



4.

RETENTION, VACANCY AND TURNOVER OF OTHER EMPLOYEES IN ASSISTED LIVING COMMUNITIES

Although nursing staff constructs the majority of total employees of assisted living communities, other employees, including administrative and management staff, food services staff, housekeeping and maintenance staff, and social activity staff also make necessary contributions to provide resident care.

Table 2 Retention, Turnover, and Vacancy Rates by Selected Assisted Living Positions, 2010

Job Category	Job Position	Retention Rate	Turnover Rate	Vacancy Rate
Administrative & Management	Administrator/Executive Director	77.5%	10.8%	0.3%
	Director of Marketing	64.8%	15.6%	1.2%
	Other Office Staff	70.6%	16.1%	0.7%
Food services	Dietician Director/Head Chef	77.3%	13.4%	1.9%
	Dietician Aide/Dining Staff	54.8%	29.0%	3.7%
Housekeeping & Maintenance	Housekeeper	64.9%	19.9%	2.9%
	Maintenance Worker	76.5%	11.1%	2.9%
Social Activities	Director of Activities	80.3%	9.0%	0.8%
	Activity Staff	59.9%	27.1%	2.9%

Administrative and Management Staff

The retention rate for all administrative and management staff was 71.9 percent, the highest among all assisted living employees. The vacancy rate was low for administrative and management staff, at 0.4 percent. The overall turnover rate for administrative and management staff was 14.3 percent.

Food Services Staff

The overall retention rate for food services staff was 57.6 percent, the second lowest next to nursing staff. The vacancy rate for Dietician Aide/Dining Staff was 2.4 percent. The turnover rate of Dietician Aide/Dining Staff was 26.8 percent, the second highest for all assisted living job positions.

Housekeeping and Maintenance Staff

The retention rate for housekeeping and maintenance staff was 68.9 percent, the second highest for all assisted living job categories after administrative and management staff. Overall vacancy rate was 2.9 percent, the highest among all assisted living job categories. The overall turnover rate for housekeeping and maintenance staff was 16.7 percent.

Social Activity Staff

The retention rate for social activities staff was 67.1 percent, the third highest among all assisted living employees. The overall vacancy rate for social activities staff was 2.1 percent. Although the overall turnover rate for Social Activities Staff was 20.1 percent, turnover rate for Activity Staff was 27.1, the second highest among all non-direct-care assisted living employees after Dietician Aide/Dining Staff.

5.

DISCUSSION

Since the health care reform law is bringing greater attention to health care workforce issues, having up-to-date, accurate, and consistent data about long-term care workforce is even more critical. NCAL conducted the *2010 Assisted Living Staff Vacancy, Retention and Turnover Survey* to meet this advocacy demand. NCAL thanks the other provider associations, LeadingAge, ASHA, and ALFA, who supported this study.

The findings from the 2010 NCAL survey of assisted living staff indicate that many assisted living job positions experience high level of turnover and low level of retention, especially for direct residential care positions, such as Licensed Practical Nurse, Certified Nurse Assistant, and Non-Certified Resident Caregiver.

Comparison of assisted living staff statistics that were generated from the 2009 and 2010 surveys shows a significant increase in staff retention across all job categories and a decrease of staff turnover. For most of the job categories, vacancy rates have also increased since the last survey. Regardless of the changes between 2009 and 2010, the pattern of retention, turnover and vacancy remains consistent.

Table 3 Comparing Results of the 2009's NCAL Assisted Living Staff Survey and 2010's

Assisted Living Job Categories	Retention Rate		Turnover Rate		Vacancy Rate	
	2009	2010	2009	2010	2009	2010
Administrative/ management	66.4%	71.9%	20.6%	14.3%	0.7%	0.4%
Nursing	47.2%	55.9%	40.9%	27.1%	1.6%	2.7%
Food services	48.9%	57.6%	45.8%	26.8%	1.3%	2.4%
Housekeeping/ maintenance	61.9%	68.9%	27.6%	16.7%	0.7%	2.9%
Social activities	58.4%	67.1%	31.9%	20.1%	1.9%	2.1%

Due to the limited number of years and participants in this assisted living staff study, the findings of this study should not be considered as conclusive as some other prior studies. The statistics presented in this report may or may not reflect national trends but is intended to offer a snapshot in time and to be used as foundational data for future investigation.

High quality assisted living services depend upon a stable, well-trained workforce. Promoting sound fiscal policies, designed to strengthen America's long term care workforce and facilitate the continuing improvement in quality of residential care, is imperative and should be a top national priority.

APPENDIX

A sample of NCAL 2010 Assisted Living Staff Vacancy, Retention and Turnover Survey

2010 ASSISTED LIVING STAFF VACANCY, RETENTION AND TURNOVER SURVEY ©

The National Center for Assisted Living is conducting this survey to better describe the vacancy, retention and turnover of assisted living staff. Results of this survey will be reported in aggregate form only. Data will be kept confidential. Your community will not be identified in any way.

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 Community Name:
 Address:
 City:
 State:
 ZIP Code:
 Optional
 Contact:
 Phone:

Please mail or fax
 your completed survey to:

2010 Assisted Living Staff Survey
 National Center for Assisted Living,
 1201 L Street, N.W., Washington, DC 20005
 Main Fax: 202-842-3860

For general questions, please call
 Shelley Sabo at (202) 898-2848;
 For technical questions, send an email
 to research@nlca.org

THANK YOU!

Please see reverse side for detailed instructions

Assisted Living Job Category	Assisted Living Job Position	A Total number of CURRENT employees	B Total number of VACANT positions	C Total number of employees who had worked in the community for 12 months or longer	D Total number of employees during year 2010
		Please insert data as of December 31, 2010			
Administrative & management	1 Administrator/Executive Director				
	2 Director of Marketing				
	3 Other Office Staff				
Nursing	4 Director of Nursing (DON)/Wellness & Director of Resident Services				
	5 Staff Registered Nurse (RN)				
	6 Licensed Practical Nurse (LPN)				
	7 Certified Nurse Assistant (CNA)				
	8 Resident Caregiver (non-certified)				
	9 Medication Aide				
Food services	10 Other Nursing Staff				
	11 Dietician Director/Head Chef				
Housekeeping & maintenance	12 Dietician Aide/Dining Staff				
	13 Housekeeper				
Social activities	14 Maintenance Worker				
	15 Director of Activities				
Other	16 Activity Staff				
	17				



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