



# VACANCY, RETENTION & TURNOVER SURVEY

## Findings from the NCAL 2013 Assisted Living Staff Vacancy, Retention, and Turnover Survey

February 2015



*A NCAL Study in collaboration with:*



## **INTRODUCTION**

The National Center for Assisted Living (NCAL) conducted its fifth annual *Assisted Living Staff Retention, Vacancy, and Turnover* study. This study was supported by LeadingAge, the American Seniors Housing Association (ASHA), and the Assisted Living Federation of America (ALFA). Staff stability is important to providing quality care to residents and is one of the four goals of the AHCA/NCAL Quality Initiative for Assisted Living.

*The 2013 Assisted Living Staff Vacancy, Retention and Turnover Survey* is a nationwide study to collect retention, vacancy and turnover information among assisted living employees in five major job categories and 16 job positions (see Table 1). The survey questionnaire was available on the NCAL web site in 2014 for all eligible assisted living communities in the United States to complete using data from 2013. This year, 636 surveys were received compared to 580 surveys last year.

## **DATA AND METHODS**

Due to missing data, duplicate surveys, and other issues, 580 assisted living communities were included in the final analyses presented in this report. Retention and turnover rates are presented in this report as percentages. The formulas used to calculate retention and turnover can be found in Figure 2. The median rate was calculated for turnover and retention as opposed to the mean since the data was not normally distributed.

Table 1. Assisted living job category and job position.

| Job Category                           | Job Position   |
|--|--|
| <b>Administrative &amp; Management</b> | Executive Director/Administrator                                   |
|  | Director of Marketing  |
|  | Other Office Staff   |
| <b>Nursing</b>                         | 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  |
| <b>Food Services</b>                   | Dietician Director/Head Chef                                       |
|  | Dietician Aide/Dining Staff  |
| <b>Housekeeping &amp; Maintenance</b>  | Housekeeper  |
|  | Maintenance Worker   |
| <b>Social Activities</b>               | Director of Activities   |
|  | Activity Staff   |
| <b>Other</b>                           | Universal Workers  |
|  | Other  |

Figure 2. Formulas used to calculate turnover, retention, and vacancy.

$$\text{Turnover} = \frac{\text{Number of terminations (voluntary or involuntary) in a given year}}{\text{Total number of current employees at the end of the calendar year}}$$

$$\text{Retention} = \frac{\text{Total number of employees who have worked in community for 12 months or longer}}{\text{Total number of current employees at the end of the current year}}$$

## KEY FINDINGS

### Respondents

Nursing had the highest percentage of staff at over half of all staff (Figure 2). Of the nursing staff, certified nursing assistants (CNAs) and resident caregivers were the most common positions (Figure 3).

Figure 2. Percentage breakdown of staff by job category.

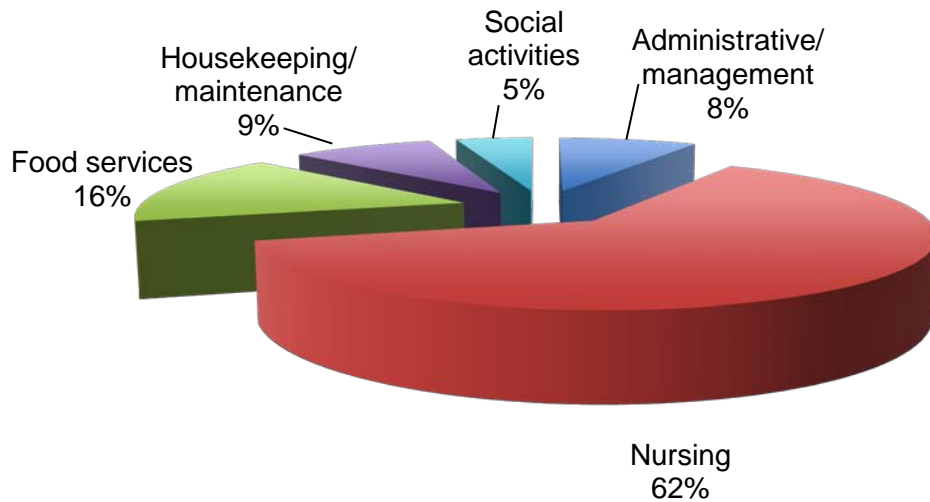
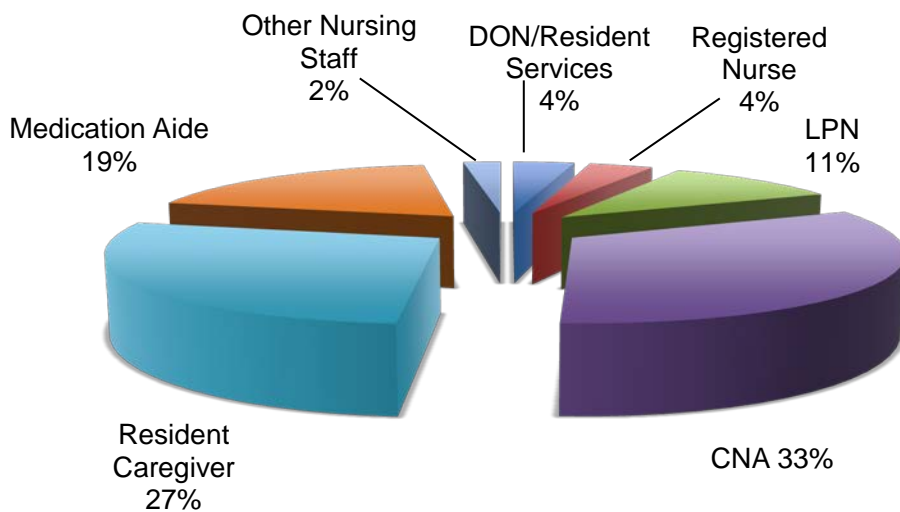


Figure 3. Percentage breakdown of staff by job category.



## Turnover

Turnover is an important measure of staff stability in assisted living and is one of the four goals of the AHCA/NCAL Quality Initiative for Assisted Living. In 2013, median turnover for all employees was 24.2 percent (see Table 2). For the nursing staff category, which includes nurses and direct care workers such as resident caregivers, the median turnover was 25.0 percent. Resident caregivers and CNAs had the highest median turnover in the nursing category, at 36.4 percent and 13.6 percent, respectively.

Table 2. Median turnover rates.

|                            | <b>Turnover</b> |
|----------------------------|-----------------|
| <b>Overall</b>             | 24.2%           |
| <b>Nursing</b>             | 25.0            |
| <b>CNAs</b>                | 13.6            |
| <b>Resident Caregivers</b> | 36.4            |

## Retention

Retention is another key measure of staff stability. In 2013, the median retention rate for all assisted living employees was 73.1 percent (see Table 3). The median retention rate for nursing was 72.0 percent, with CNAs and resident caregivers with the lowest retention rate in the nursing category.

Table 3. Median retention rates.

|                            | <b>Retention</b> |
|----------------------------|------------------|
| <b>Overall</b>             | 73.1%            |
| <b>Nursing</b>             | 72.0             |
| <b>CNAs</b>                | 75.0             |
| <b>Resident Caregivers</b> | 55.6             |

## Vacancy

Of the communities that reported on vacant positions (n=206), there was a total of 949 total vacant positions, of which 615 were nursing. Of the vacant nursing positions, the majority was CNAs (n=213) and resident caregivers (n=193) (see Table 4).

Table 4. Vacant positions.

|                            | <b>Vacant Positions</b> |
|----------------------------|-------------------------|
| <b>Overall</b>             | 949                     |
| <b>Nursing</b>             | 615                     |
| <b>CNAs</b>                | 213                     |
| <b>Resident Caregivers</b> | 193                     |

## **National Center for Assisted Living**

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