



Member
Solutions

July 23, 2007

2007 LSN Member Staff Turnover and Vacancy Survey Report

The results of the 2007 LSN Member Staff Turnover and Vacancy Survey Report highlight the continuing issue of workforce management for LSN members. A total of 156 organization members participated in the 2007 Salary-Benefit Survey and 144 of those organizations (92%) provided turnover data for the 2007 survey.

Several new enhancements have been added to the 2007 report. The 2007 web-based survey added three new categories: (1) subsidized assisted living (i.e., supportive living); (2) subsidized independent living; and (3) home and community based services. Secondly, we separated "management" turnover and vacancy rates to create new categories of information for each level of care. Thirdly, we have added an additional table that provides average vacancy rates by level of care. Finally, we include comparison tables for turnover and vacancy data to benchmark LSN members against national survey data.

Current results are compared to 2006 data as available. Because of the small number of respondents categorized as "subsidized assisted living, subsidized independent living, and home/community based services," results in these categories should be interpreted with caution.* Freestanding nursing homes and CCRCs make up nearly 72% of the respondents.

In Table 1, Turnover Rates for All Locations, turnover rates for 2007 and 2006 are compared by personnel category and level of care. The percentage change comparing 2007 to 2006 is also provided. Turnover is calculated based on the total number of employees in each category who quit, retired, or were otherwise permanently discharged in the 2006 calendar year (referred to as "number of employees terminated") divided by the average number of employees in each category:

$$\frac{\text{Number of employees terminated during 2006}}{\text{Average number of employees}} \times 100 = \text{turnover \%}$$

The following page provides a summary of findings followed by detailed tables.

Summary of Findings

Table 1 – Turnover Rates for all Locations

On average, manager turnover rates are significantly lower than non-management staff (12.2% compared to 42.6%). Independent living (market rate) and home/community based services reported the lowest turnover rates for both management (3.9% and 7.1% respectively) and non-management staff (24.3% and 30.8% respectively). The highest manager turnover rate was reported for subsidized independent living at 25.7%. The highest non-management staff turnover rate was reported for subsidized assisted living at 56.0%. (*See above comment regarding interpretation of some results.)

Regarding categories of personnel, turnover rates declined for nursing homes in all categories except dietary workers. Turnover rates increased for other levels of care across most categories. Some of these increases may be due to the fact that management turnover was “pulled out” as a separate category in the 2007 survey. 2006 survey data across categories of personnel may be artificially lower as some organizations may have included some levels of managers in their turnover rates. Overall, turnover rates for RNs are lowest (27.2%), followed by housekeeping (32.0%), LPNs (42.1%), CNAs (50.4%), and dietary workers (54.8%).

Table 2 – 2007 Turnover Rates by Location

In the 2007 survey, locations of organizations are categorized as: (1) Chicago Metro; (2) Northwest IL; (3) Central IL; and (3) Southern IL. Table 2 provides 2007 turnover rates for each category of personnel by level of care and location. Data are not provided for any group of less than five respondents in a particular category as findings would not be representative.

Table 3 – Vacancy Rates for All Locations

As a new addition to the 2007 report, we have included the average rates for categories of personnel by locations. On average, respondents reported a 3.5% overall vacancy rate for management positions and a 12.1% vacancy rate for non-management positions. Vacancy rates for RNs, LPNs, and housekeepers are within a range of 8.2-9.6%. The highest vacancy rate reported is in the category of CNAs at 15.0%.

Table 4 – Comparing LSN and National Turnover Rates

As a new addition to the 2007 report, we compare LSN turnover rates to available national data for nursing homes, assisted living, and CCRCs. Management turnover of LSN member organizations is significantly lower than national results for all three settings, averaging 36.4% lower. RN and LPN turnover reported by LSN member nursing homes and assisted living communities is lower than national averages. LSN CCRC members reported higher turnover for all positions compared to national averages.

Table 5 – Comparing LSN and National Vacancy Rates

As a new addition to the 2007 report, we compare LSN vacancy rates to available national data for nursing homes, assisted living, and CCRCs. Vacancy rates are generally lower for LSN member organizations compared to national vacancy rates particularly for management, RN, and LPN positions. For LSN nursing homes, vacancy rates for CNAs, housekeepers, and dietary workers are higher than national averages. The low vacancy rates and high turnover rates for LSN CCRC members may mean be reflective of several scenarios, but the continued shrinking pool of workers should be of concern for all aging service providers.

Life Services Network

911 N. Elm Street ■ Suite 228 ■ Hinsdale, IL ■ 60521

630.325.6170 ■ fax 630.325.0749 ■ info@lsni.org

Table 1: Turnover Rates for all Locations <i>2007 LSN Member Turnover Survey</i>		ALL MANAGEMENT STAFF	ALL NON- MANAGEMENT STAFF	R N	L P N	C N A	HOUSE- KEEPER	DIETARY WORKER
Nursing Homes (freestanding) (n=49)	2007 average: 2006 average: % + or - vs. 2006	13.1% N/A	40.3% N/A	27.9% 32.2% -13.4%	33.4% 41.6% -19.7%	47.9% 63.3% -24.3%	34.1% 38.6% -11.7%	54.8% 49.1% +11.6%
Assisted Living (market rate) (n=34)	2007 average: 2006 average: % + or - vs. 2006	13.1% N/A	40.8% N/A	28.1% 16.9% +66.3%	35.8% 21.1% +69.7%	46.0% 38.6% +19.2%	30.5% 46.3% -34.1%	58.2% 43.5% +33.8%
Assisted Living (subsidized) (n=9)	2007 average: 2006 average: % + or - vs. 2006	10.9% N/A	56.0% N/A	7.1% N/A	4.2% N/A	61.1% N/A	28.8% N/A	89.7% N/A
Independent Living (market rate) (n=32)	2007 average: 2006 average: % + or - vs. 2006	3.9% N/A	24.3% N/A	21.8% 13.3% +63.9%	16.2% 12.2% +32.8%	43.1% 18.0% +139.4%	21.6% 15.7% +37.6%	39.3% 31.3% +25.6%
Independent Living (subsidized) (n=10)	2007 average: 2006 average: % + or - vs. 2006	25.7% N/A	48.1% N/A	42.8% N/A	39.8% N/A	73.8% N/A	47.5% N/A	34.1% N/A
CCRC (continuum of care) (n=54)	2007 average: 2006 average: % + or - vs. 2006	10.4% N/A	47.9% N/A	31.6% 20.6% +53.4%	47.1% 19.8% +137.9%	53.3% 31.0% +71.9%	30.9% 23.6% +30.9%	58.1% 39.3% +47.8%
Home/Community Based Services (n=20)	2007 average: 2006 average: % + or - vs. 2006	7.1% N/A	30.8% N/A	9.3% N/A	15.1% N/A	26.2% N/A	N/A N/A	N/A N/A
Overall Averages	2007 average: 2006 average: % + or - vs. 2006	12.2% N/A	42.6% N/A	27.2% 23.1% +17.7%	42.1% 26.4% +59.5%	50.4% 41.5% +21.4%	32.0% 28.9% +10.7%	54.8% 40.9% +34.0%

N/A - data not available

Table 2: 2007 Turnover Rates by Location (if indicated)		ALL MANAGEMENT STAFF	ALL NON-MANAGEMENT STAFF	R N	L P N	C N A	HOUSE-KEEPER	DIETARY WORKER
2007 Data	Region							
Nursing Homes (freestanding) (n=49)	Chicago Metro	11.3%	38.4%	35.3%	42.1%	50.5%	36.1%	59.6%
	Northwest	14.2%	17.5%	10.2%	18.8%	28.3%	46.0%	38.1%
	Central	9.7%	40.4%	24.5%	23.2%	63.8%	27.0%	42.8%
	South	27.8%	64.8%	61.2%	40.9%	75.2%	49.4%	92.3%
Assisted Living (market rate) (n=34)	Chicago Metro	14.5%	37.4%	16.9%	37.5%	35.5%	46.2%	57.6%
	Northwest	14.3%	35.8%	47.8%	21.4%	N/A	21.9%	57.9%
	Central	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	South	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Assisted Living (subsidized) (n=9)	Chicago Metro	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Northwest	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Central	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	South	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Independent Living (market rate) (n=32)	Chicago Metro	0.4%	15.3%	0.5%	N/A	20.4%	30.7%	23.4%
	Northwest	6.6%	27.1%	N/A	N/A	N/A	30.6%	N/A
	Central	7.2%	29.2%	21.6%	16.5%	46.0%	21.3%	27.5%
	South	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Independent Living (subsidized) (n=10)	Chicago Metro	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Northwest	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Central	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	South	N/A	N/A	N/A	N/A	N/A	N/A	N/A
CCRC (continuum of care) (n=54)	Chicago Metro	8.8%	40.9%	37.1%	31.8%	39.2%	22.8%	45.9%
	Northwest	9.1%	33.1%	24.0%	22.4%	36.2%	18.9%	44.2%
	Central	12.9%	59.9%	46.8%	51.2%	64.2%	36.7%	78.4%
	South	6.2%	59.5%	34.1%	41.8%	73.3%	67.1%	80.8%
Home/Community Based Services (n=20)	Chicago Metro	9.0%	32.3%	19.6%	24.8%	31.8%	42.1%	42.4%
	Northwest	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Central	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	South	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Overall Averages	Chicago Metro	12.1%	34.7%	27.1%	35.2%	41.3%	33.4%	48.5%
	Northwest	9.8%	30.3%	28.2%	19.3%	50.3%	29.6%	43.1%
	Central	11.5%	52.3%	37.4%	37.9%	64.3%	35.2%	63.5%
	South	13.7%	61.1%	42.0%	42.7%	75.3%	43.8%	83.9%

*For groups < 5, data are not representative and thus are not provided (N/A).

Table 3: Vacancy Rates for all Locations <i>2007 LSN Member Turnover Survey</i>		ALL MANAGEMENT STAFF	ALL NON- MANAGEMENT STAFF	R N	L P N	C N A	HOUSE- KEEPER	DIETARY WORKER
Nursing Homes (freestanding) (n=49)	2007 average: 2006 average: % + or - vs. 2006	6.4% N/A	16.3% N/A	11.1% N/A	12.4% N/A	25.1% N/A	15.3% N/A	17.6% N/A
Assisted Living (market rate) (n=34)	2007 average: 2006 average: % + or - vs. 2006	5.6% N/A	11.9% N/A	11.1% N/A	8.5% N/A	10.5% N/A	2.9% N/A	8.0% N/A
Assisted Living (subsidized) (n=9)	2007 average: 2006 average: % + or - vs. 2006	0.0% N/A	15.0% N/A	N/A N/A	N/A N/A	10.8% N/A	11.9% N/A	28.6% N/A
Independent Living (market rate) (n=32)	2007 average: 2006 average: % + or - vs. 2006	0.5% N/A	12.8% N/A	14.4% N/A	11.0% N/A	16.0% N/A	3.7% N/A	7.1% N/A
Independent Living (subsidized) (n=10)	2007 average: 2006 average: % + or - vs. 2006	0.2% N/A	2.5% N/A	0.8% N/A	1.7% N/A	1.7% N/A	2.1% N/A	1.7% N/A
CCRC (continuum of care) (n=54)	2007 average: 2006 average: % + or - vs. 2006	1.7% N/A	8.8% N/A	11.3% N/A	8.8% N/A	8.4% N/A	7.6% N/A	7.9% N/A
Home/Community Based Services (n=20)	2007 average: 2006 average: % + or - vs. 2006	1.7% N/A	11.4% N/A	8.6% N/A	8.1% N/A	12.2% N/A	N/A N/A	N/A N/A
Overall Averages	2007 average: 2006 average: % + or - vs. 2006	3.5% N/A	12.1% N/A	9.6% N/A	8.2% N/A	15.0% N/A	9.2% N/A	12.6% N/A

N/A - data not available

Table 4: Comparing LSN and National Data for Turnover Rates		ALL MANAGEMENT STAFF	ALL NON-MANAGEMENT STAFF				HOUSE-KEEPER	DIETARY WORKER
<i>2007 LSN Member Turnover Survey</i>				R N	L P N	C N A		
Nursing Homes (freestanding)	LSN average:	13.1%	40.3%	27.9%	33.4%	47.9%	34.1%	54.8%
	National average: % + or – vs. national	17.7% -26.0%	N/A	33.6% -17.0%	36.2% -7.7%	40.8% +17.4%	30.8% +10.7%	37.4% +46.5%
Assisted Living (market rate)	LSN average:	13.1%	40.8%	28.1%	35.8%	46.0%	30.5%	58.2%
	National average: % + or – vs. national	25.5% -48.6%	N/A	36.2% -22.4%	44.1% -18.8%	44.9% +2.4%	35.6% -14.3%	49.6% +17.3%
CCRC (continuum of care)	LSN average:	10.4%	47.9%	31.6%	47.1%	53.3%	30.9%	58.1%
	National average: % + or – vs. national	15.9% -34.6%	N/A	29.7% +6.4%	29.1% +61.9%	40.1% +32.9%	26.2% +17.9%	43.9% +32.3%

N/A - data not available

Table 5: Comparing LSN and National Data for Vacancy Rates		ALL MANAGEMENT STAFF	ALL NON-MANAGEMENT STAFF				HOUSE-KEEPER	DIETARY WORKER
<i>2007 LSN Member Turnover Survey</i>				R N	L P N	C N A		
Nursing Homes (freestanding)	LSN average:	6.4%	16.3%	11.1%	12.4%	25.1%	15.3%	17.6%
	National average: % + or – vs. national	11.6% -44.8%	N/A	17.6% -36.9%	15.6% -20.5%	17.0% +47.6%	14.0% +9.3%	15.8% +11.4%
Assisted Living (market rate)	LSN average:	5.6%	11.9%	11.1%	8.5%	10.5%	2.9%	8.0%
	National average: % + or – vs. national	N/A -28.4%	N/A	15.5% -45.2%	15.5% -16.0%	12.5%	N/A	N/A
CCRC (continuum of care)	LSN average:	1.7%	8.8%	11.3%	8.8%	8.4%	7.6%	7.9%
	National average: % + or – vs. national	11.9% -85.7%	N/A	23.8% -52.5%	20.0% -56.0%	22.5% -62.7%	14.6% -47.9%	18.3% -56.8%

N/A - data not available