

Findings from the NCAL 2011 Assisted Living Staff Vacancy, Retention, and Turnover Survey



National Center for Assisted Living

October 2012

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



Introduction

The National Center for Assisted Living (NCAL) conducted the third nationwide 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).

The 2011 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 sixteen job positions, including: administrative and management staff (Administrator/Executive Director, Director of Marketing, and other office staff), 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, and other nursing staff), 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) (see Table 1). The survey questionnaire (see Appendix) was available on the NCAL web site for all eligible assisted living communities in the United States to complete using data from 2011. Approximately 370 assisted living communities nationwide participated in this survey.

In this report, results are presented 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. Results are also presented for nursing job positions.

All retention, vacancy and turnover rates are presented in this report as percentages. Starting with the 2011 data, the formula to calculate retention rate was updated with guidance from industry experts. 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, 2011 by the total number of current employees not the number of employees during the calendar year. Vacancy rates were calculated by dividing the total number of vacancies as of December 31, 2011 by the total number of established positions as of December 31, 2011. Turnover rates were calculated by dividing the total number of terminations in 2011 by the total number of employees as of December 31, 2011.

All statistics in this report are intended as descriptive, not as benchmarks or performance measures. In 2011, the highest percentage of staff were in the nursing job category (58.0%) (see Figure 1). Among nursing staff, 38% of them were Non-Certified Resident Caregivers (see Figure 2).

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 1. Percentage Breakdown of Total Assisted Living Employees by Job Category

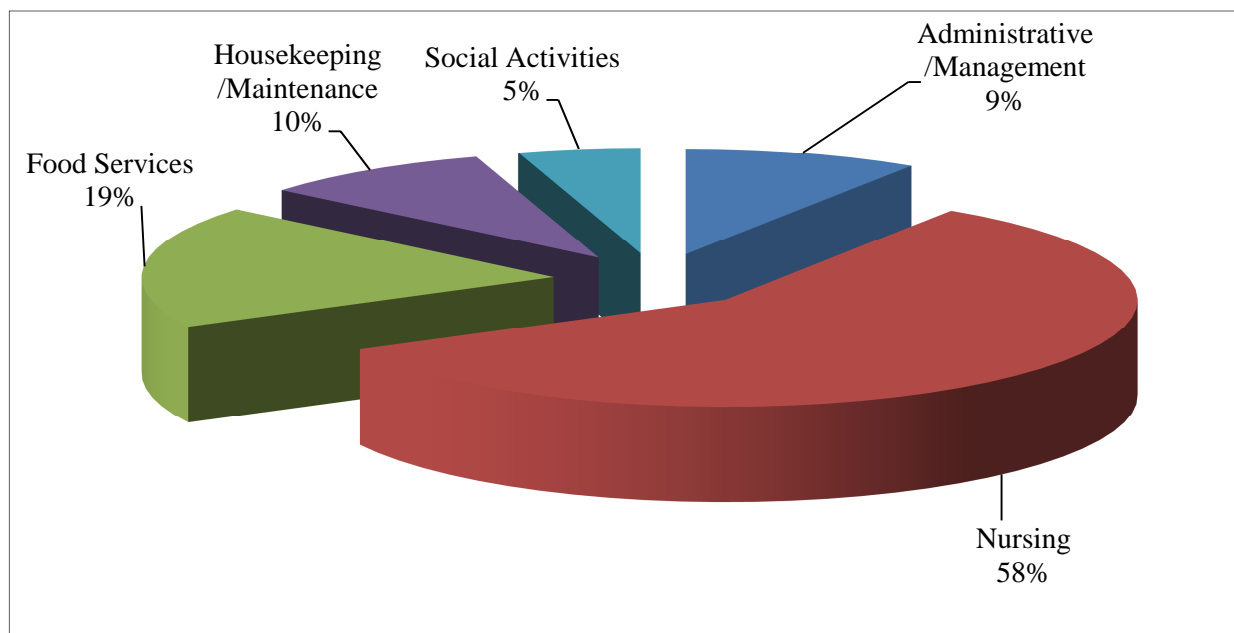
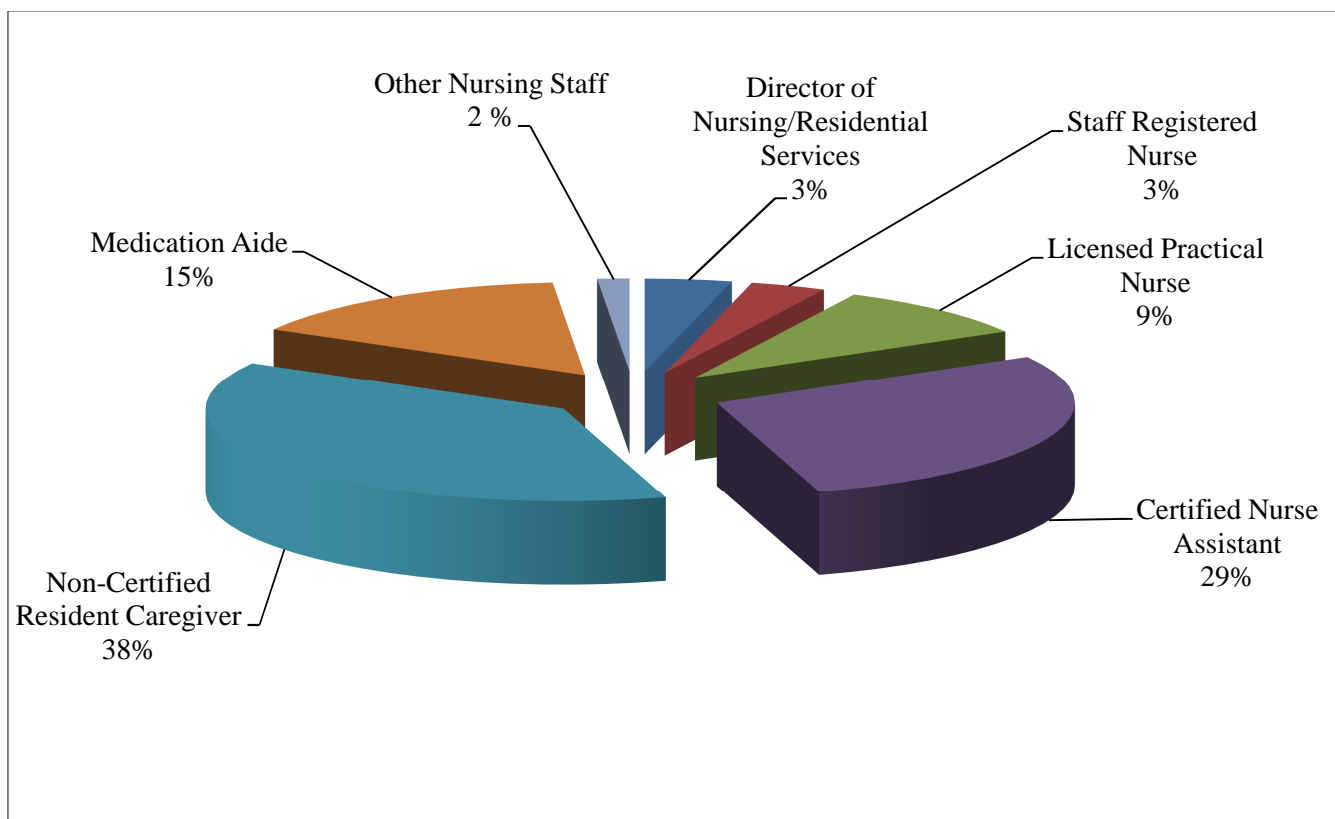


Figure 2. Percentage Breakdown of Nursing Staff by Job Positions

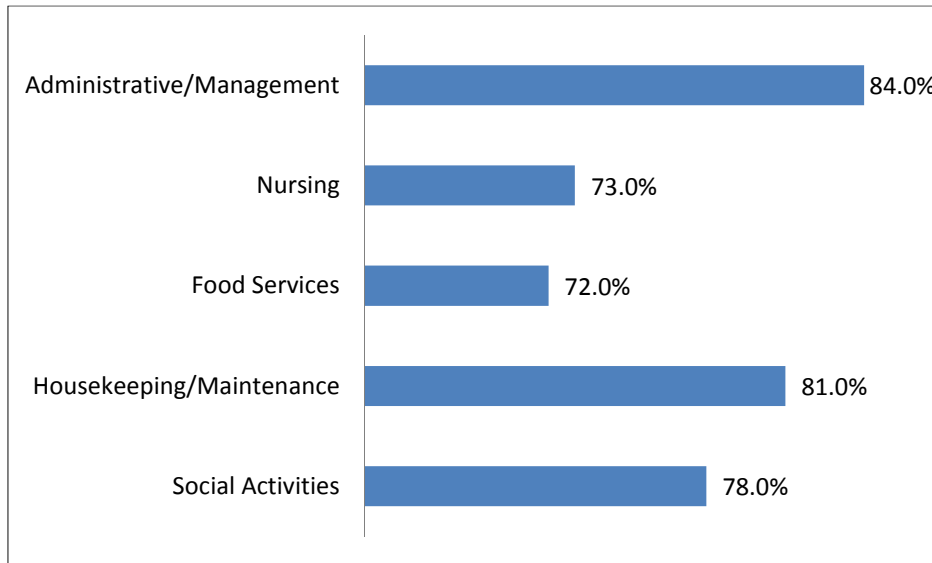


Retention, Vacancy, and Turnover of Five Job Categories in Assisted Living Communities

Retention Rates

The retention rate indicates a sense of the stability of staff. In 2011, the retention rate for all assisted living employees was 71%. As shown in Figure 3, retention rates ranged from 72.0% to 84.0% percent across all major assisted living job categories. Food services had the lowest retention rate among all job categories.

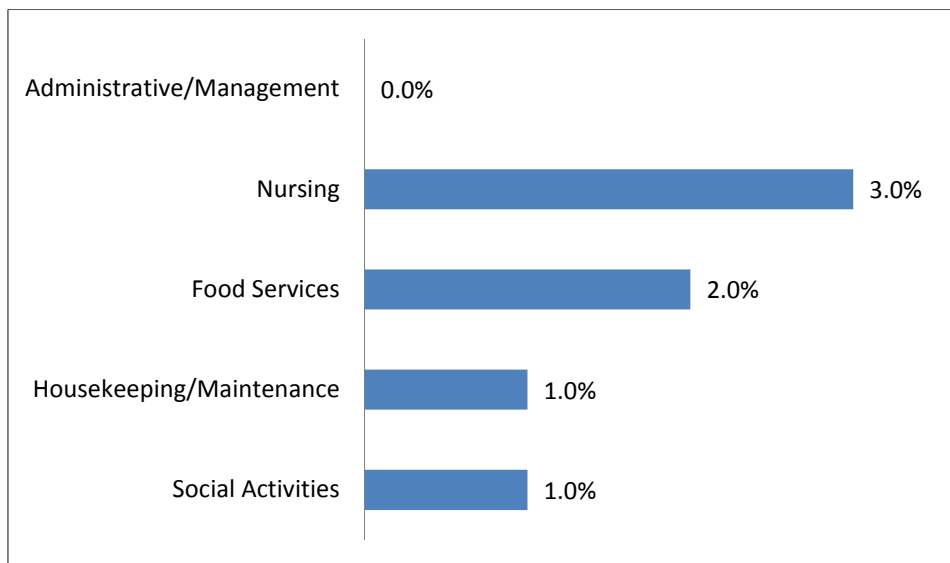
Figure 3. Assisted Living Employee Retention Rates by Job Category



Vacancy Rates

Generally, vacancy rates were low across all major assisted living job categories. As shown in Figure 4, vacancy rates were highest among nursing staff (3.0%) and lowest for administrative/management staff (less than 1.0%).

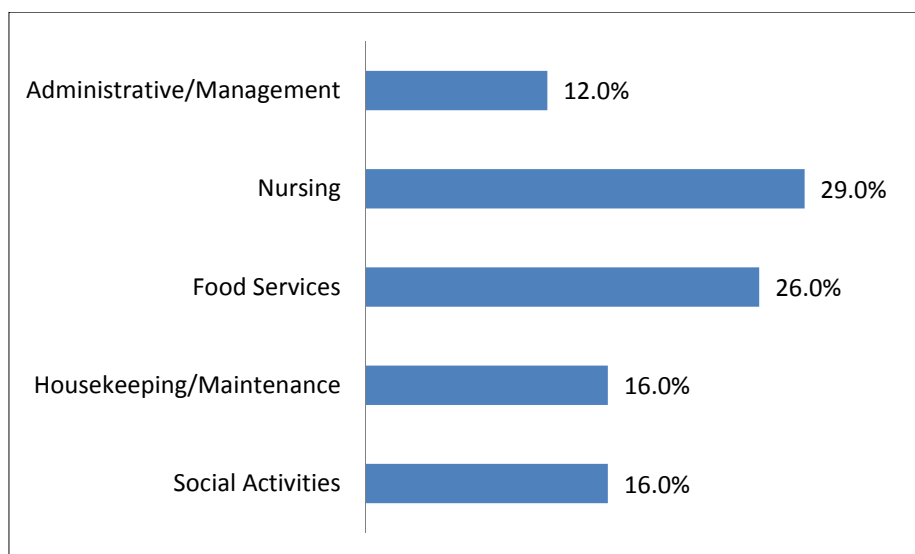
Figure 4. Vacancy Rates by Assisted Living Job Categories



Turnover Rates

The turnover rate for all assisted living employees was 25.0%. 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 (26.0% and 29%, respectively). The administrative and management job category had the lowest turnover rates (12.0%).

Figure 5. Turnover Rates by Assisted Living Job Categories

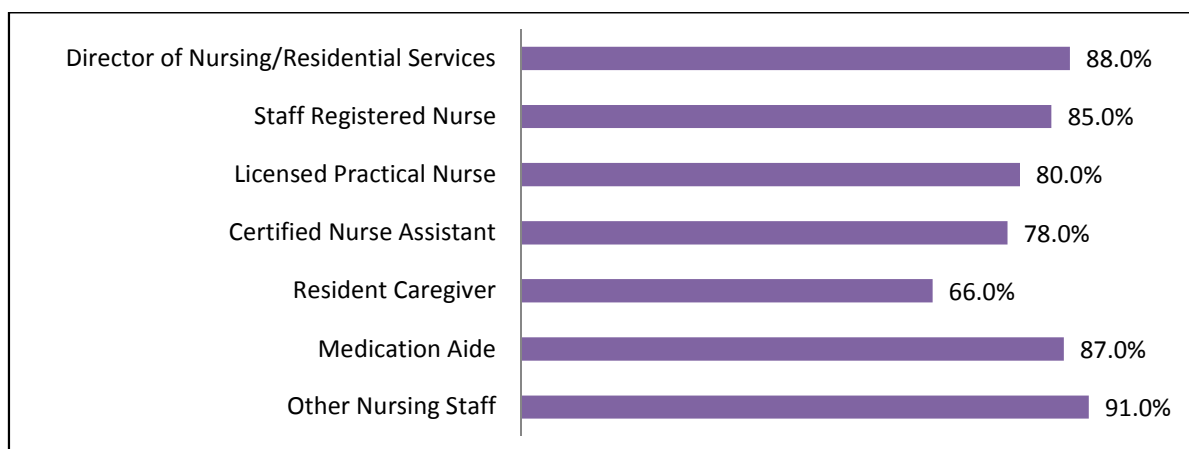


Retention, Vacancy, and Turnover of Nursing Staff in Assisted Living Communities

Retention Rates of Nursing Staff

In 2011, the overall retention rate for all nursing staff was 73.0%. Retention rates exhibited moderate variability across the nursing job positions. As shown in Figure 6, retention rates were highest for other nursing staff (91.0%) and Director of Nursing Services (88.0) and lowest among Non-Certified Resident Caregivers (66.0%).

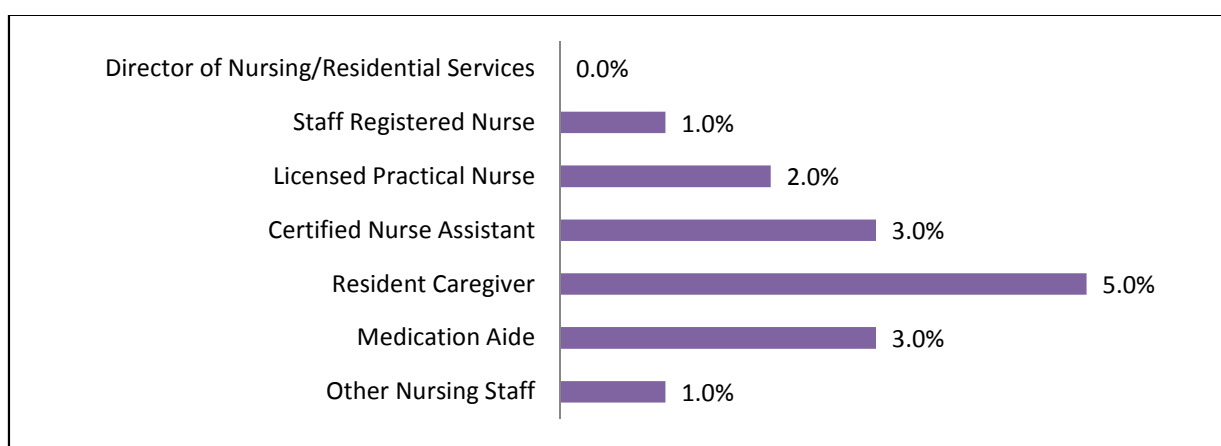
Figure 6. Nursing Staff Retention Rates by Job Positions



Vacancy Rates of Nursing Staff

Although the overall vacancy rate for nursing staff was 3.0%, there was variability in the vacancy rates across major nursing job positions. As shown in Figure 7, vacancy rates were highest among Non-Certified Resident Caregivers (5.0%) and lowest for Directors of Nursing Services (less than 1.0%).

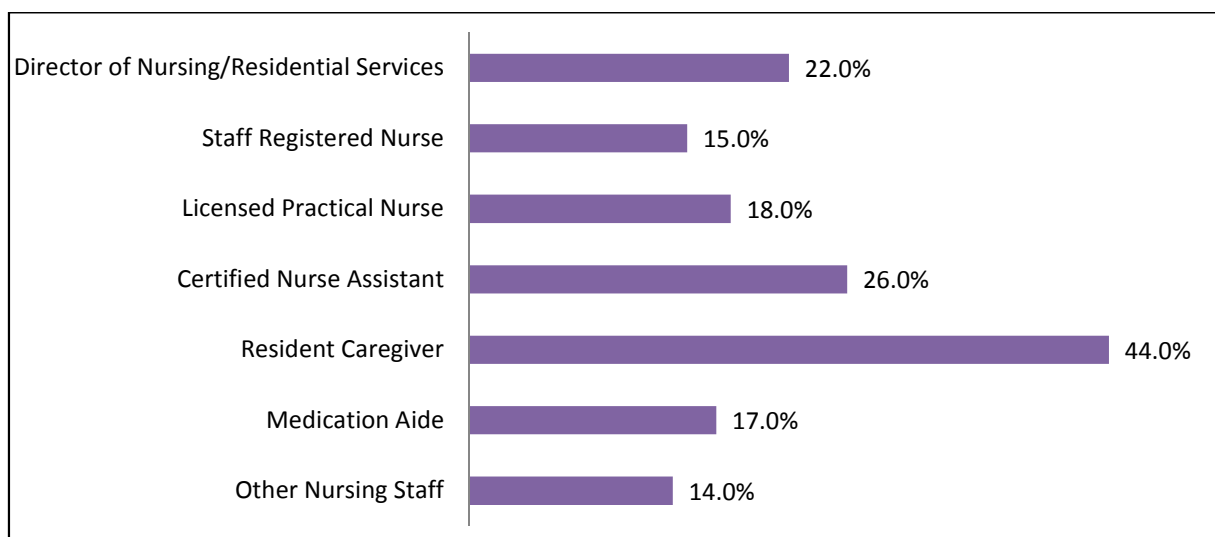
Figure 7. Nursing Staff Vacancy Rates by Job Positions



Turnover Rates of Nursing Staff

Overall, turnover rate of nursing staff (29.1%) was the highest among all assisted living employees. As shown in Figure 8, turnover rates were particularly high among Non-Certified Resident Caregivers (44.1%), Certified Nurse Assistants (26.0%), and Director of Nursing/Residential Services (22.0%). Other Nursing Staff and Staff Registered Nurses had the lowest turnover (14.0% and 15.0%, respectively).

Figure 8. Nursing Staff Turnover Rates by Job Positions



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 are vital to providing resident care.

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

Job Category	Job Position	Retention Rate	Turnover Rate	Vacancy Rate
Administrative & Management	Administrator/Executive Director	91.0%	13.0%	0.0%
	Director of Marketing	81.0%	10.0%	0.0%
	Other Office Staff	83.0%	19.0%	1.0%
Food services	Dietician Director/Head Chef	87.0%	11.0%	1.0%
	Dietician Aide/Dining Staff	69.0%	31.0%	2.0%
Housekeeping & Maintenance	Housekeeper	78.0%	20.0%	1.0%
	Maintenance Worker	85.0%	14.0%	0.0%
Social Activities	Director of Activities	82.0%	8.0%	0.0%
	Activity Staff	80.0%	25.0%	2.0%

Administrative and Management Staff

The retention rate for all administrative and management staff was 84.0%, the highest among all assisted living employees. The vacancy rate was less than 1% and turnover rate 12.0% for administrative and management staff.

Food Services Staff

The overall retention rate for food services staff was 72.0%, the second lowest next to nursing staff. Vacancy rate for food services staff was 2% and the turnover rate was 26%.

Housekeeping and Maintenance Staff

The retention rate for housekeeping and maintenance staff was 81.0%, the second highest for all assisted living job categories after administrative and management staff. Overall vacancy rate was 1.0% and overall turnover rate was 16%.

Social Activity Staff

The retention rate for social activities staff was 78%, the third highest among all assisted living employees. The overall vacancy rate for social activities staff was 1.0%. Although the overall turnover rate for Social Activities Staff (including Directors of Activities) was 16.1%, the turnover rate for Activity Staff was 25%, the second highest among all non-direct care assisted living employees after Dietician Aide/Dining Staff.

DISCUSSION

Since the health care workforce is such a vital part of providing, quality, person-centered care to assisted living residents, having up-to-date, accurate, and consistent data about long-term care workforce is critical. NCAL conducted the *2011 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 2011 NCAL survey of assisted living staff indicate that many assisted living job positions experience a high level of turnover, including direct residential care positions, such as Certified Nurse Assistant and Non-Certified Resident Caregiver.

Comparison of assisted living staff statistics that were generated from the 2010 and 2011 surveys shows an increase in staff retention across all job categories, which could be due to the change in calculation of retention rate, the decreased number of respondents, or a decrease in staff turnover for all job categories except nursing (see Table 3). For most of the job categories, vacancy rates have decreased since the last survey.

Table 3. Comparison of Results Between the 2010 and 2011 Vacancy, Retention, and Turnover Surveys

Assisted Living Job Categories	Retention Rate		Turnover Rate		Vacancy Rate	
	2010	2011	2010	2011	2010	2011
Administrative/ Management	71.9%	84.0%	14.3%	12.0%	0.4%	0.0%
Nursing	55.9%	73.0%	27.1%	29.0%	2.7%	3.0%
Food services	57.6%	72.0%	26.8%	26.0%	2.4%	2.0%
Housekeeping/Maintenance	68.9%	81.0%	16.7%	16.0%	2.9%	1.0%
Social Activities	67.1%	78.0%	20.1%	16.0%	2.1%	1.0%

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 other studies. The data from this study is meant to be used as foundational data for further investigation as it might not be representative of the assisted living profession, thus not producing generalizable results.

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

2011 NCAL Assisted Living Staff Vacancy, Retention and Turnover Survey Instrument

2011 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.

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

*Please mail or fax
 your completed survey to:*

2011 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@ahca.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 2011
		Please insert data as of December 31, 2011			2011
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				
	10 Other Nursing Staff				
	11 Dietician Director/Head Chef				
Food services	12 Dietician Aide/Dining Staff				
Housekeeping & maintenance	13 Housekeeper				
	14 Maintenance Worker				
Social activities	15 Director of Activities				
	16 Activity Staff				
Other	17				



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