The Healthcare Workforce Shortage and Its Implications for America's Hospitals

Fall 2001

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first consulting group

This report was produced by **First Consulting Group** and Commissioned by:

The American Hospital Association

The Association of American Medical Colleges

The Federation of American Hospitals

The National Association of Public Hospitals and Health Systems

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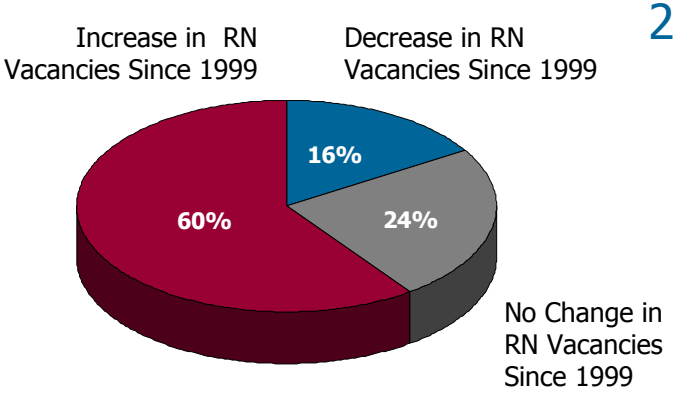
Executive Summary

1. There are shortages of healthcare workers.
   - Nurses, imaging/radiology technicians, and pharmacists all have vacancy rates over 10%.
   - Similarly high vacancy rates are seen across urban/rural settings and regions of the country.
   - Over one in seven hospitals report a severe shortage of nurses with more than 20% of RN positions vacant.

Position	Mean Vacancy Rate
Registered Nurses	13.0%
Imaging Technicians	15.3%
Pharmacists	12.7%
LPNs	12.9%
Nursing Assistants	12.0%
Laboratory Technicians	9.5%
Billers/Coders	8.5%
IT Technologists	5.7%
Housekeeping/Maintenance	5.3%



2. The situation is getting worse.
   - RN vacancy rates have increased since 1999 for 60% of hospitals.
   - According to more than half of the hospitals reporting, recruitment of nurses, imaging technicians, and pharmacists has become more difficult since 1999.

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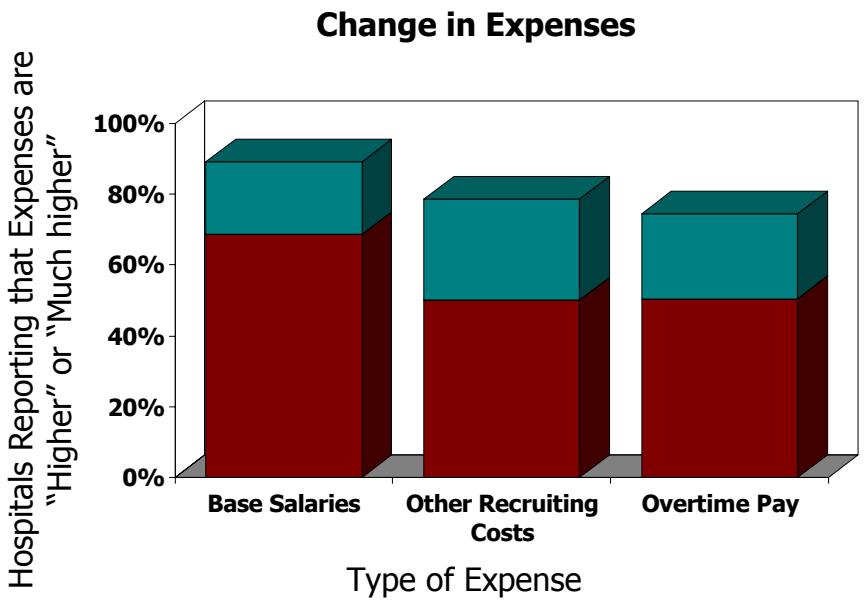
3. Hospitals are striving to fill these positions and costs are increasing.
   - Over half the hospitals surveyed report that expenses for RN recruitment and retention have increased.
   - 41% of hospitals are paying sign-on bonuses and 56% are using agency or traveling nurses to fill vacancies.



4. Hospitals are feeling the effects of a workforce shortage.
   - Hospitals are experiencing operational impacts including emergency department overcrowding and diversions.
   - Administrators express frustration and indicate that shortages decrease staff morale.

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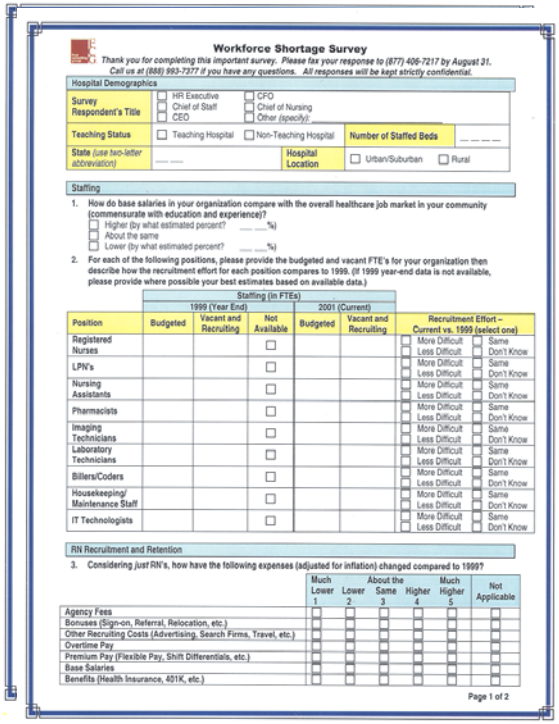
Introduction

Concern about workforce shortages prompted the American Hospital Association, the Association of American Medical Colleges, the Federation of American Hospitals and the National Association of Public Hospitals and Health Systems to engage First Consulting Group to survey hospitals across the country to obtain quantitative data regarding the workforce situation. FCG also conducted in-depth interviews to capture the perspectives of hospital leaders on the workforce shortage. This report presents and explains these data and findings.



Workforce Shortage Survey

Thank you for completing this important survey. Please fax your response to (877) 406-7217 by August 31. Call us at (888) 993-7377 if you have any questions. All responses will be kept strictly confidential.

Hospital Demographics

Survey Respondent's Title	☐ HR Executive ☐ Chief of Staff ☐ CEO	☐ CFO ☐ Chief of Nursing ☐ Other *(specify)*:	
Teaching Status	☐ Teaching Hospital ☐ Non-Teaching Hospital	Number of Staffed Beds	___ ___ ___
State *(use two-letter abbreviation)*	___ ___	Hospital Location	☐ Urban/Suburban ☐ Rural

Staffing

1. How do base salaries in your organization compare with the overall healthcare job market in your community (commensurate with education and experience)?
   - ☐ Higher (by what estimated percent? ___ ___%)
   - ☐ About the same
   - ☐ Lower (by what estimated percent? ___ ___%)
2. For each of the following positions, please provide the budgeted and vacant FTE's for your organization then describe how the recruitment effort for each position compares to 1999. (If 1999 year-end data is not available, please provide where possible your best estimates based on available data.)

Position	Staffing (in FTEs) 1999 (Year End) Budgeted	Vacant and Recruiting	Not Available	2001 (Current) Budgeted	Vacant and Recruiting	Recruitment Effort – Current vs. 1999 (select one)
Registered Nurses			☐			☐ More Difficult ☐ Less Difficult ☐ Same ☐ Don't Know
LPN's			☐			☐ More Difficult ☐ Less Difficult ☐ Same ☐ Don't Know
Nursing Assistants			☐			☐ More Difficult ☐ Less Difficult ☐ Same ☐ Don't Know
Pharmacists			☐			☐ More Difficult ☐ Less Difficult ☐ Same ☐ Don't Know
Imaging Technicians			☐			☐ More Difficult ☐ Less Difficult ☐ Same ☐ Don't Know
Laboratory Technicians			☐			☐ More Difficult ☐ Less Difficult ☐ Same ☐ Don't Know
Billers/Coders			☐			☐ More Difficult ☐ Less Difficult ☐ Same ☐ Don't Know
Housekeeping/ Maintenance Staff			☐			☐ More Difficult ☐ Less Difficult ☐ Same ☐ Don't Know
IT Technologists			☐			☐ More Difficult ☐ Less Difficult ☐ Same ☐ Don't Know

RN Recruitment and Retention

3. Considering *just* RN's, how have the following expenses (adjusted for inflation) changed compared to 1999?

	Much Lower 1	Lower 2	About the Same 3	Higher 4	Much Higher 5	Not Applicable
Agency Fees	☐	☐	☐	☐	☐	☐
Bonuses (Sign-on, Referral, Relocation, etc.)	☐	☐	☐	☐	☐	☐
Other Recruiting Costs (Advertising, Search Firms, Travel, etc.)	☐	☐	☐	☐	☐	☐
Overtime Pay	☐	☐	☐	☐	☐	☐
Premium Pay (Flexible Pay, Shift Differentials, etc.)	☐	☐	☐	☐	☐	☐
Base Salaries	☐	☐	☐	☐	☐	☐
Benefits (Health Insurance, 401K, etc.)	☐	☐	☐	☐	☐	☐

Page 1 of 2

- The survey was faxed to 5,980 hospitals nationwide; it was conducted during late August and early September 2001
- 1,092 hospitals responded representing an 18% response rate
- 25 supplemental phone interviews with hospital CEOs, nursing, pharmacy, and human resources executives were conducted

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Is there a shortage?

Hospital vacancy rates for nurses, pharmacists, and imaging technicians are well over the 10% mark.

Position	Mean Vacancy Rate
Registered Nurses	13.0%
Imaging Technicians	15.3%
Pharmacists	12.7%
Licensed Practical Nurses	12.9%
Nursing Assistants	12.0%
Laboratory Technicians	9.5%
Billers/Coders	8.5%
IT Technologists	5.7%
Housekeeping/Maintenance	5.3%

N ≥ 600

"The labor shortage is real and it is acute."
– CEO of a Western hospital

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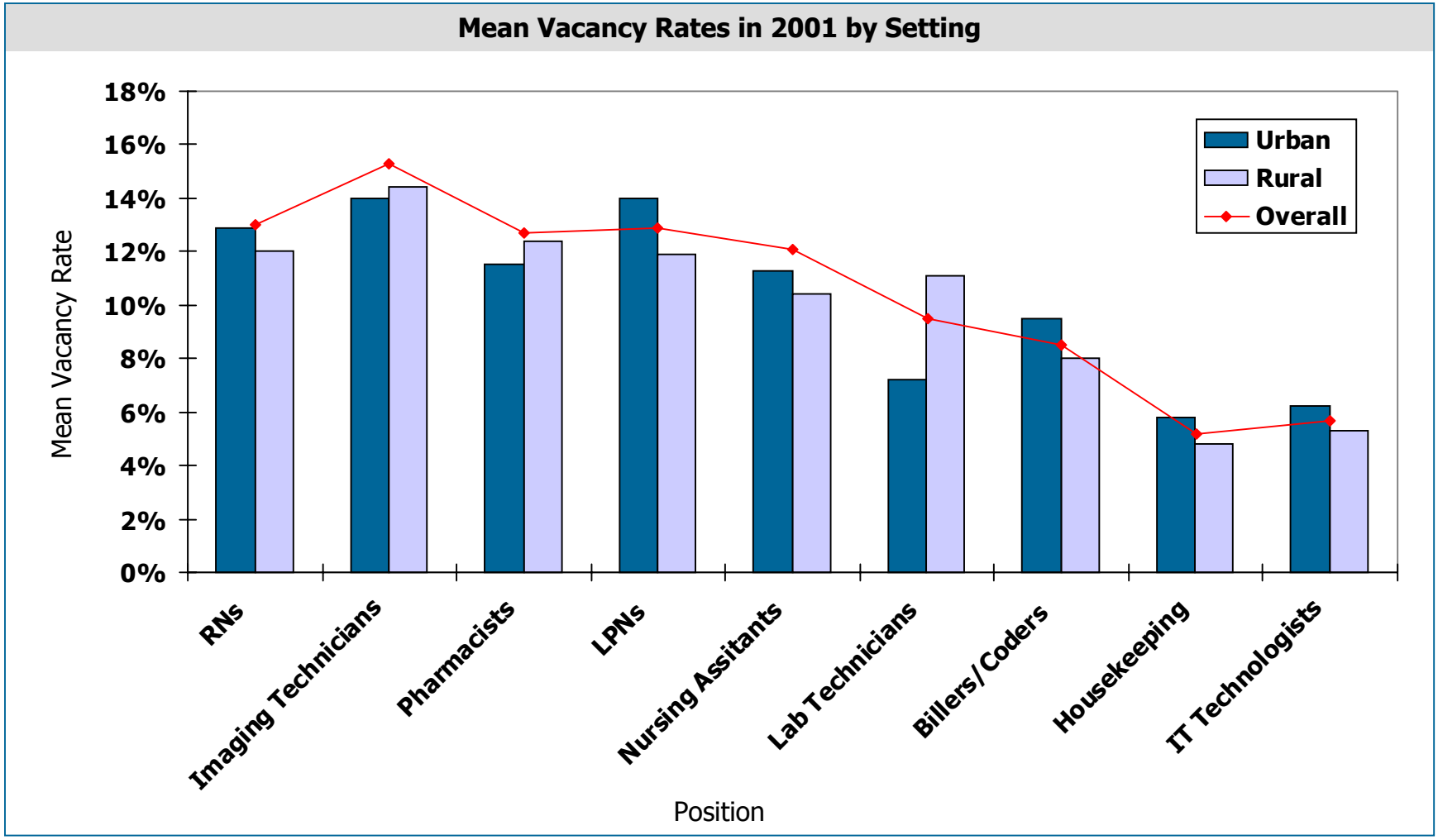
Hospital staffing shortages are being felt in both urban and rural settings…

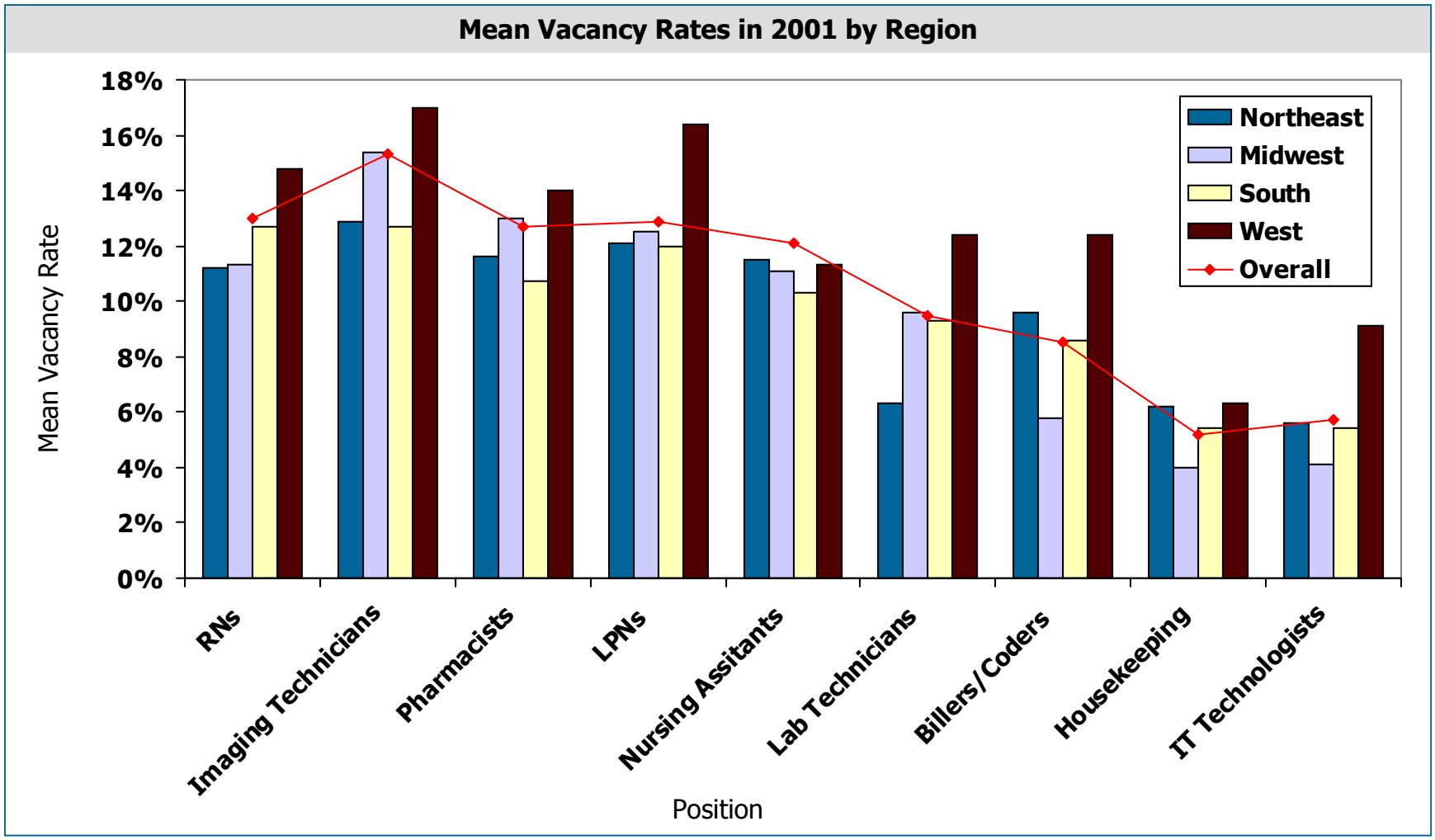


Discrepancies between the overall mean and urban/rural means are due to the exclusion of missing observations from analysis

© FCG 2001

Is there a shortage?

...And across all regions of the country.



Discrepancies between the overall mean and regional means are due to the exclusion of missing observations from analysis

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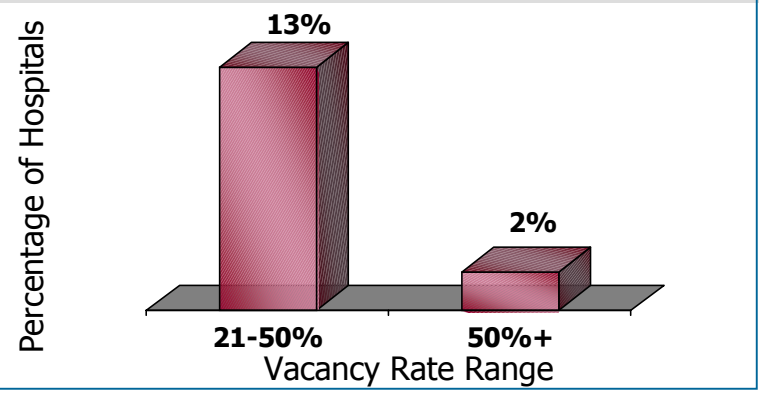
Is there a shortage?

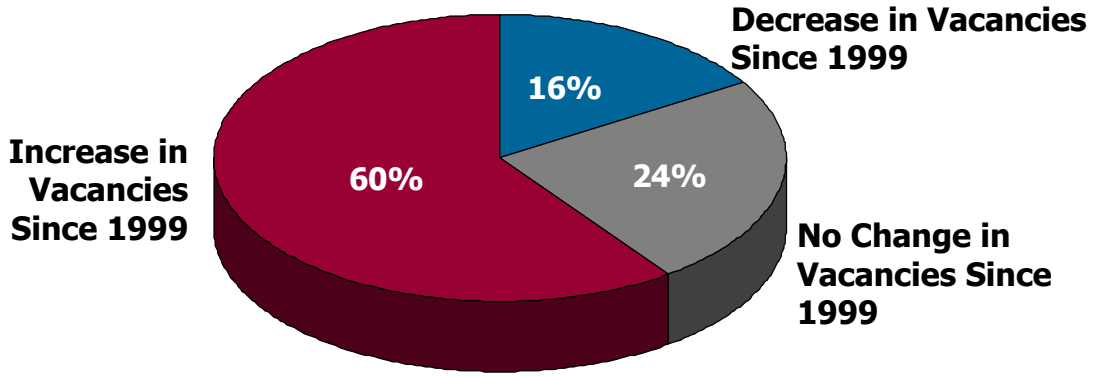
The nursing workforce, which comprises the bulk of hospital employees, has been particularly hard hit.

The nurse recruiting situation "has progressively changed over the past 2-3 years to where we are now in desperate need," said one Senior Recruiting Consultant at a Dallas-Ft. Worth hospital. "One year ago the shortage was in NICU, Critical Care and other specialty areas; now it's in all areas."

15% of hospitals report severe shortages (over 20% vacancy rate) of RNs



Hospitals have experienced a significant increase in the number of RN vacancies since 1999



N = 417
$p < 0.05$

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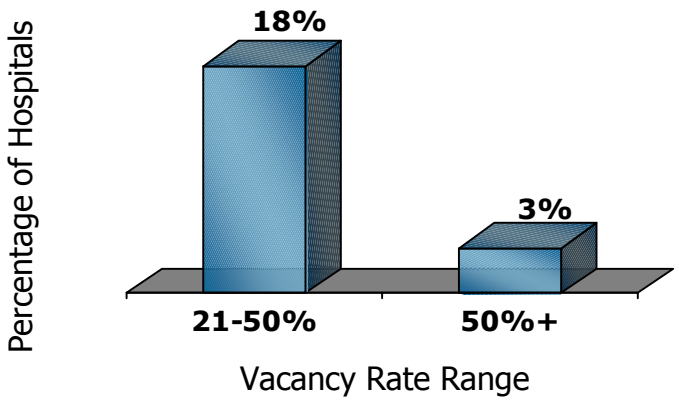
Imaging technicians have the highest mean vacancy rate of 15%.

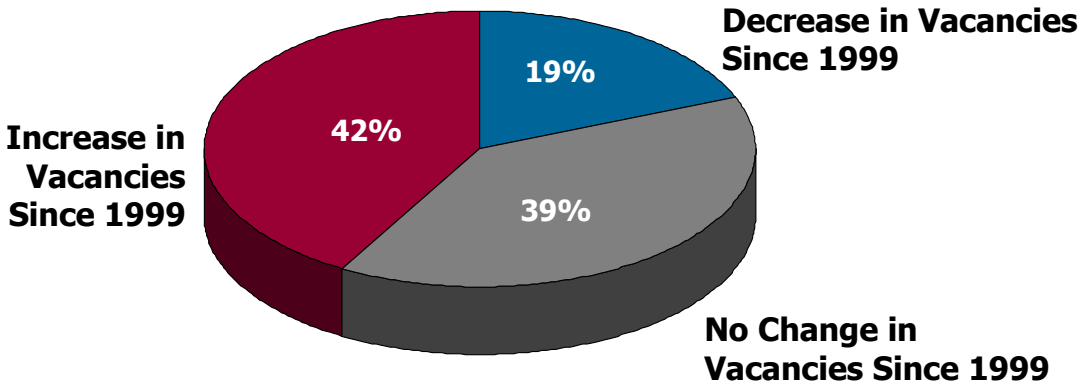
America's Hospitals Report…

Hospitals are losing Imaging Technicians to stand alone imaging centers that can offer better hours, higher pay, better retirement plans and occasionally stock options.

21% of hospitals report severe shortages (over 20% vacancy rate) of imaging technicians



Hospitals have experienced a significant increase in the number of imaging technician vacancies since 1999



N = 371
$p < 0.05$

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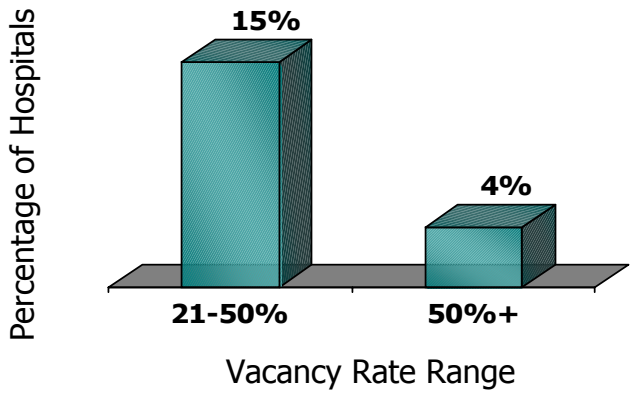
Is there a shortage?

Organizations are having particular difficulty recruiting pharmacists.

America's Hospitals Report…

Hospitals are competing with retail pharmacies and biotechnology firms for pharmacists. Retail chains are growing and they are offering better hours, higher pay and sometimes luxury automobiles to recruit staff. However, even they are struggling: one hospital reported that a new Walgreens down the street was unable to open due to a lack of pharmacists.

19% of hospitals report severe shortages (over 20% vacancy rate) of pharmacists



From the Field…

- "To hire two pharmacists took me six months," said one Pharmacy Director at a Texas medical center. "You get depressed after awhile."
- "It takes two years to recruit for a night pharmacist," said another Pharmacy Director at a prestigious Los Angeles medical center.
- The Operations Director at another California medical center said, "I've been recruiting pharmacists for eight months and have had no applicants."

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Is it getting worse?

Hospitals are taking measures to fill positions, but these are costly and not viable over the long-term.

CASE STUDY

An urban hospital in Florida describes a situation that is not sustainable:

- According to the Chief Nursing Officer, **nursing schools will not be able to graduate enough nurses** to fill positions due to aging faculty.
- Within nursing, critical care areas such as the OR and ICU's are the worst hit. But because these hard-hit specialty areas are hiring all the newest nursing graduates, medical and surgical units have also become problematic from a recruiting standpoint.
- **The hospital is paying $5-6 million to agency nurses** to cover vacant positions; the budget would be half that if the positions were filled by staff nurses.
- In order **to fill unfavorable shifts, bonuses of $6,000 or more are paid** to the staff nurses who cover them.
- While this hospital has worked hard to prevent ED diversion and has not closed any clinical programs, **"people are working so hard that I'm not sure how much longer this [pace] can go on."**

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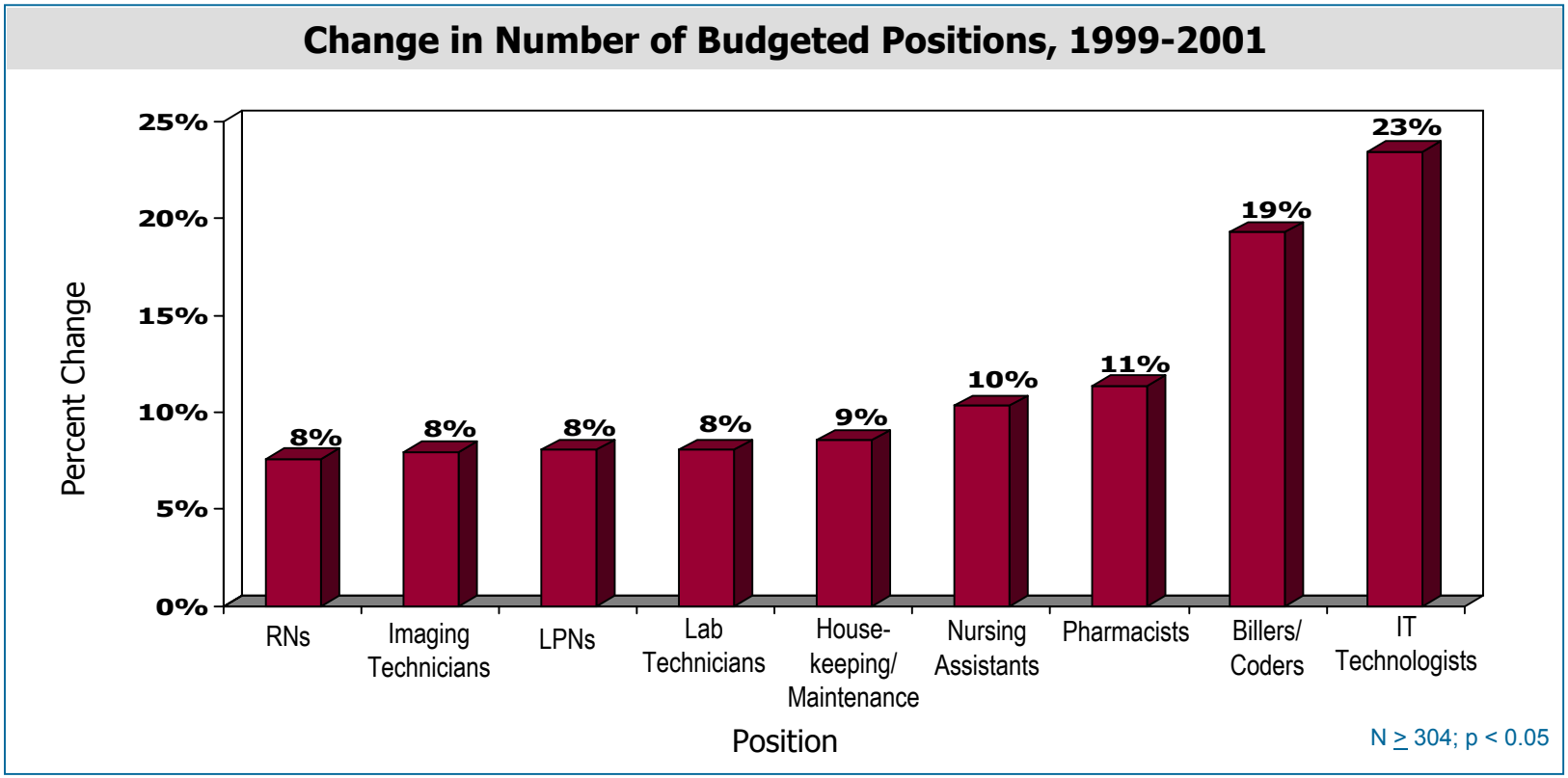
Demand for hospitals workers in all positions has increased significantly since 1999.



Hospitals report that demand for certain positions has risen over the past two years, in some cases dramatically. Historically, the number of hospital employees has been rising in recent years, although not as quickly as shown here.[1]

[1]Health Forum, Hospital Statistics, 2001.

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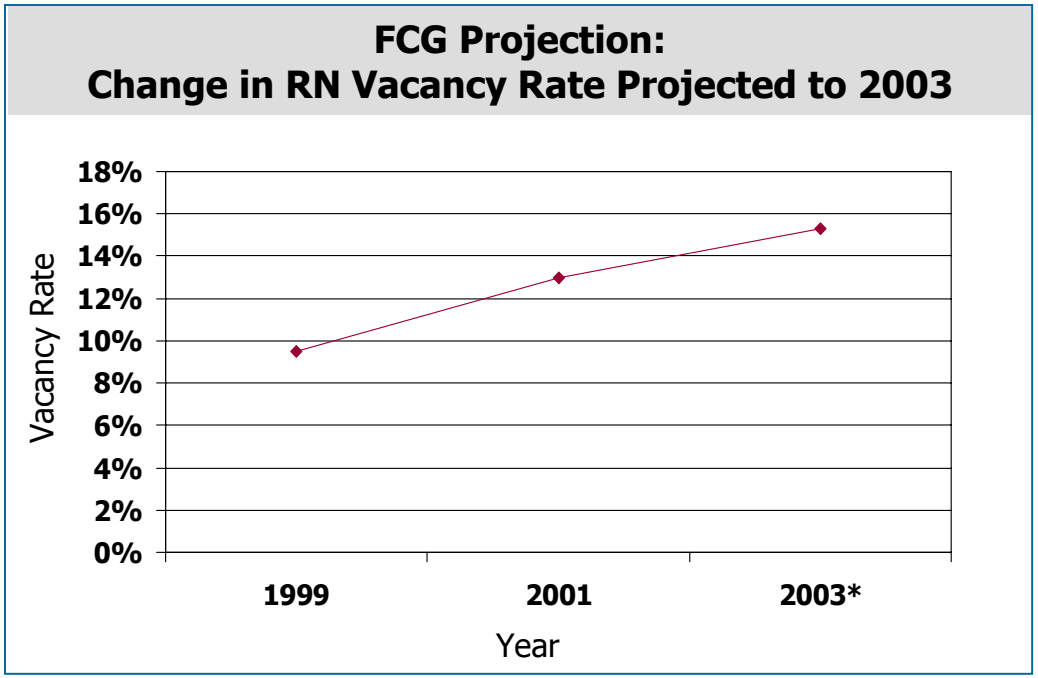
Is it getting worse?

Even if demand does not increase, RN vacancy rates will exceed 15% in two years.



*Projection assumes a constant rate of growth and a constant number of positions 2001-2003

It is not likely that demand for registered nurses will remain unchanged. In addition to the fact that demand has been rising in recent years, experts agree that as baby boomers age, they will require more nursing care, which will increase the growth in demand for skilled nurses in the coming years.[1] Thus, a projected 15% vacancy rate in 2003 is a very conservative estimate.

[1]Health Forum, Hospital Statistics 2001.; General Accounting Office, "Nursing Workforce: Emerging Nurse Shortages Due to Multiple Factors" July 2001.

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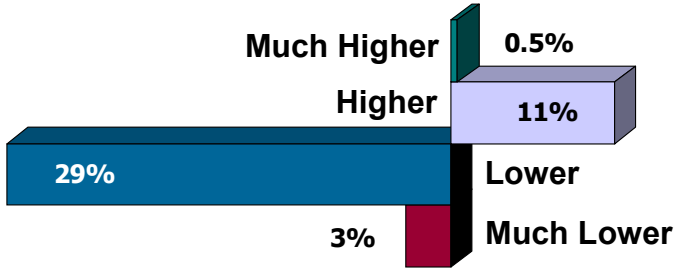
Is it getting worse?

Tenure is decreasing and turnover is increasing among nurses.

America's Hospitals Report…

Interviewees attribute the high rate of RNs leaving the field to both retirement and dissatisfaction.

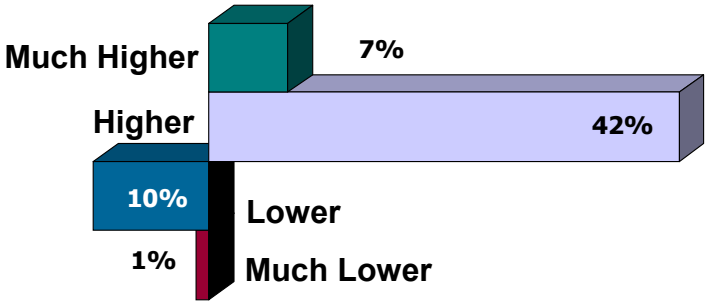
Almost one-third of hospitals indicate that the average years of tenure for RNs has decreased since 1999



Percentage of Hospitals Reporting Change in RN Years of Tenure

N = 1051;p < 0.05

Almost half of hospitals report increased rates of RN turnover since 1999



Percentage of Hospitals Reporting Change in RN Turnover

N = 1062; p < 0.05

"Nurses leave nursing after one year because it is so hard and too fast paced."

– Executive Vice President of Human Resources at a large Western medical center

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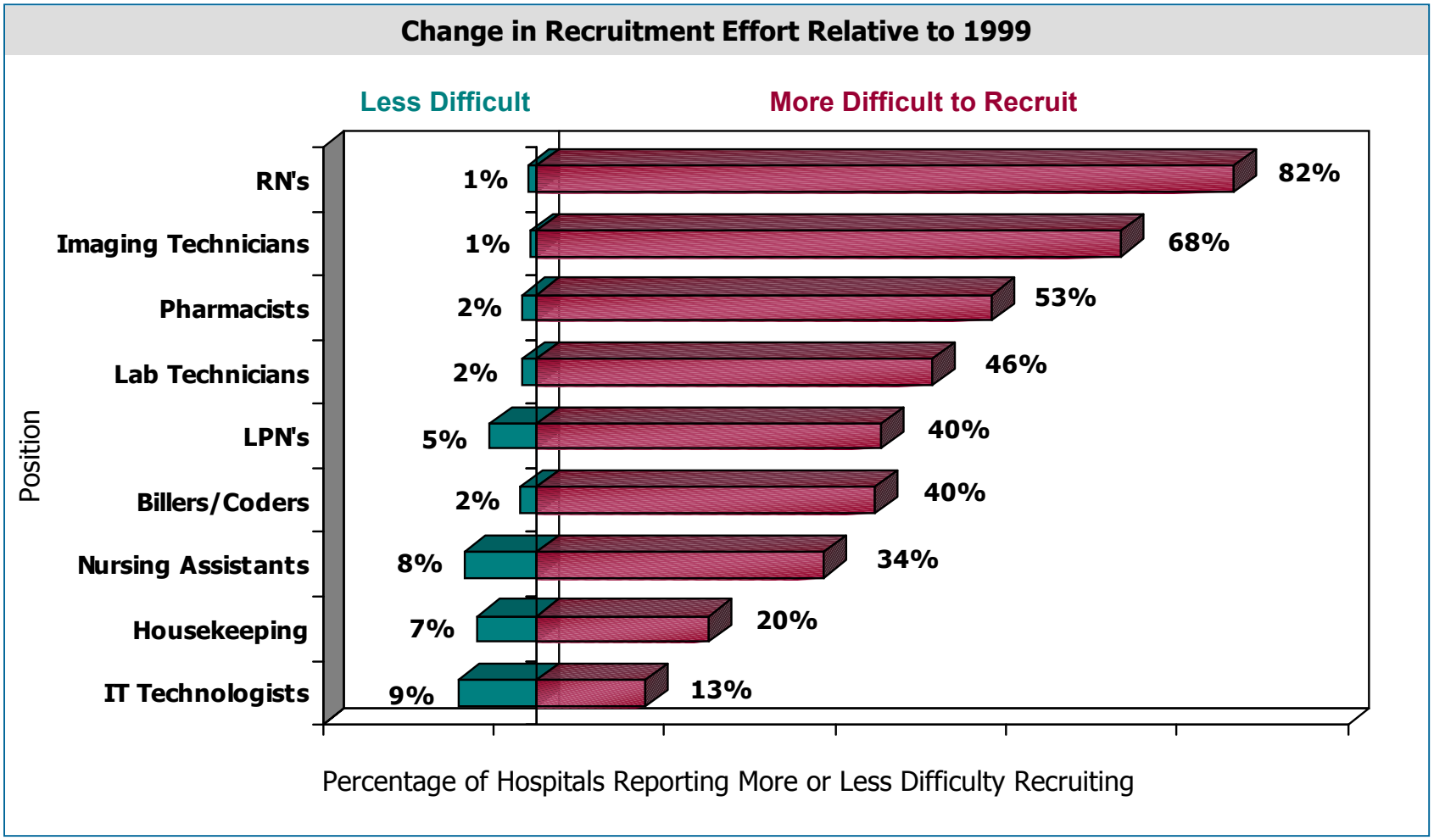
Is it getting worse?

Hospitals are finding that the effort required to recruit workers is increasing.



N ≥ 600

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What efforts are being made to fill nursing positions?

Hospitals are hard pressed to find solutions to their immediate staffing problems.

CASE STUDY

A Northwest hospital system is counting on recruiting foreign nurses to solve their staffing problems:

- In one unit, they are experiencing a **16% overtime rate**. In order to retain nurses working so many extra shifts, the hospital instituted a policy: if the overall vacancy rate for RNs in any particular unit is 15% for 3 months, everyone receives double pay for any overtime.
- The hospital was forced to **increase salaries for LPNs by 15%** in order to compete with long-term care facilities.
- During May-July 2001 there were **only 3 external applications to fill 8 full-time positions**.
- **Recruitment costs have risen 50-75% over the past 2-3 years**.
- This hospital is **also trying to recruit foreign nurses** to fill vacant positions. They offer a package that includes the cost of legal fees and a bonus contingent upon 18 months of work.

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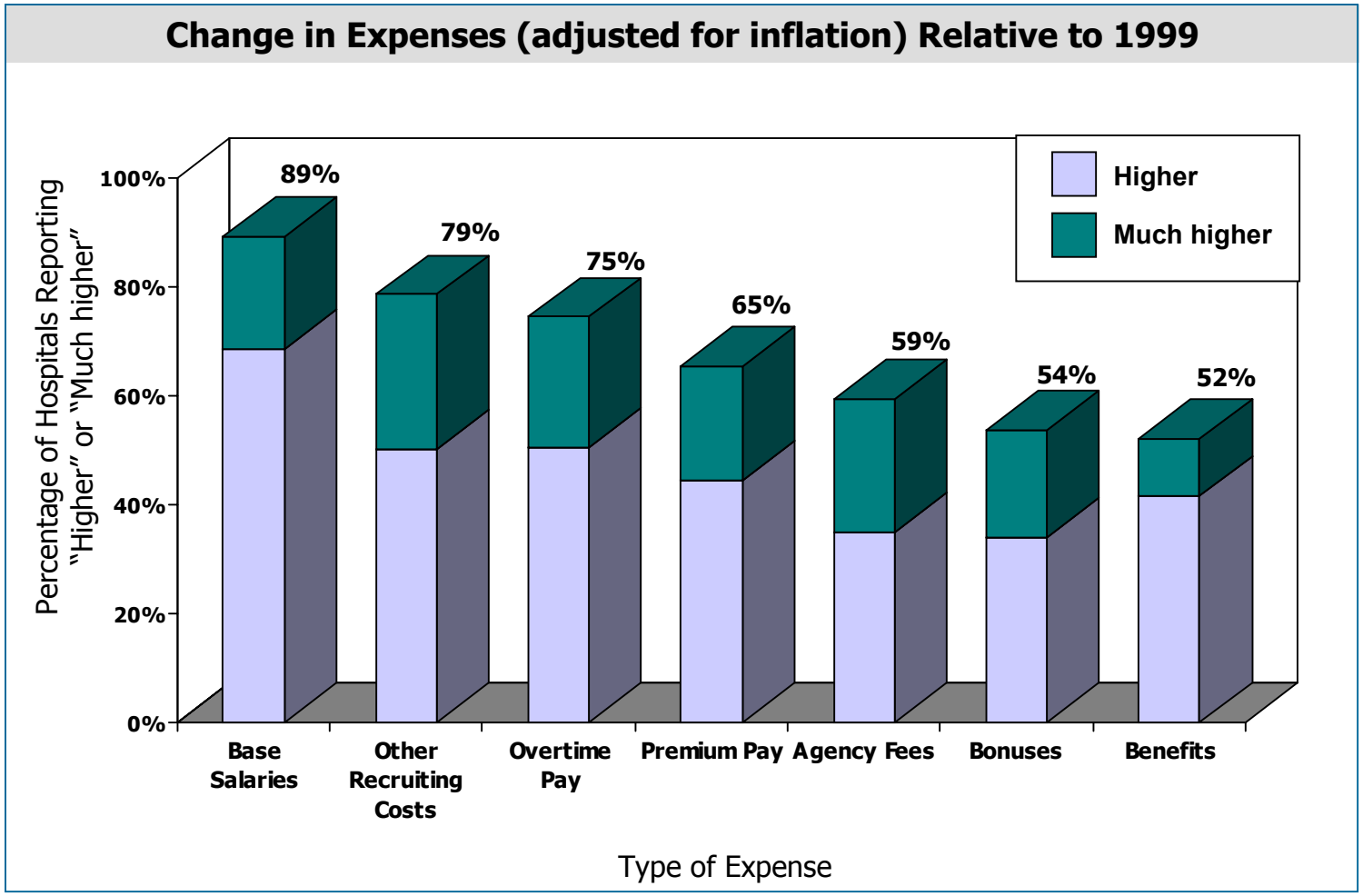
What efforts are being made to fill nursing positions?

Hospitals are paying more to recruit and retain nurses.

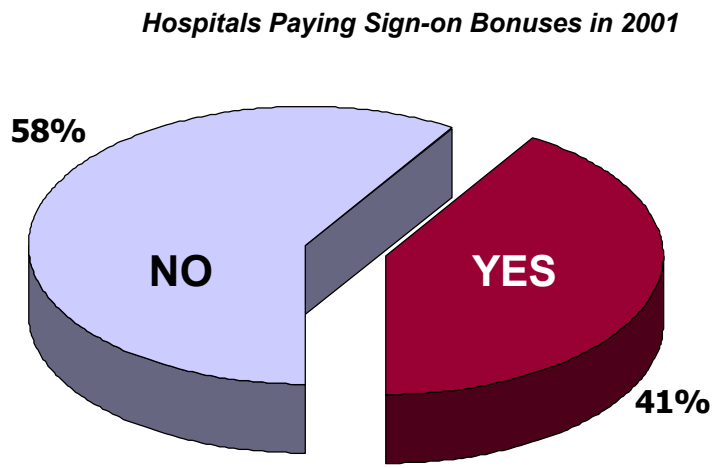


N ≥ 728

What efforts are being made to fill nursing positions?

Sign-on bonuses are increasingly used as a method of recruiting RNs.

41% of hospitals are paying bonuses to RNs in 2001, up from 19% in 1999



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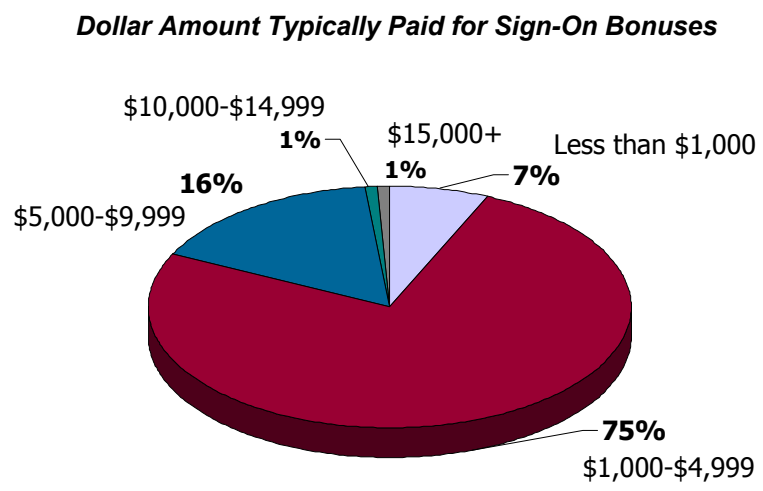
What efforts are being made to fill nursing positions?

Sign-on bonuses are expensive.

From the Field…

- One hospital reports that they can't keep up with the competition down the street who is giving a $10,000 sign-on bonus, with only a 6-month commitment required.
- Some hospitals don't give sign-on bonuses because it causes a morale problem with their current staff; instead, they offer referral bonuses to their employees.

Most hospitals paying sign-on bonuses are paying between $1,000 and $5,000 per RN



FCG Projection:
If hospitals were able to fill their vacant positions, they would pay about **$81 million** this year in sign-on bonuses.

See appendix for details

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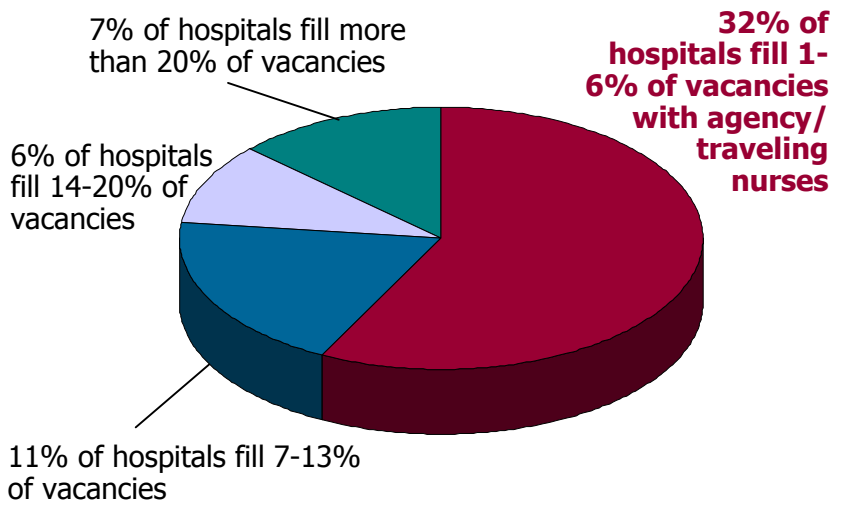
What efforts are being made to fill nursing positions?

Over half of hospitals are using more agency/traveling nurses to fill vacant positions.

RN Vacancies Filled With Agency or Traveling Nurses in 2001
(Note: 44% of hospitals are not using agency or traveling nurses)



America's Hospitals Report…

Agency nurses or "Traveling Nurses" are being used to "fill the gap". Agency nurses are often not familiar with hospital policies, protocols, and standards, and staff nurses then find that they have the additional burden of trying to educate these nurses on the unit.

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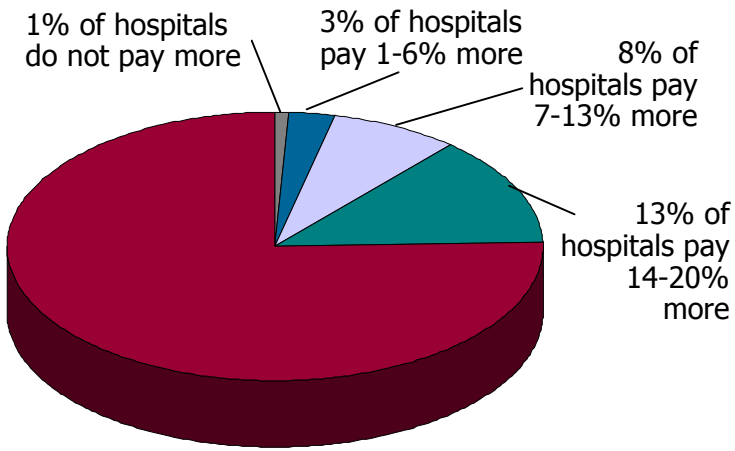
What efforts are being made to fill nursing positions?

Agency or traveling nurses are more costly than staff nurses.

Percentage Paid for Agency or Traveling Nurses Above Average Hourly RN Wages and Benefits



76% of hospitals pay more than 20% above what they pay staff nurses

From the Field….

- One hospital experienced a half million dollar increase in their nursing budget in one year due to agency nurse use.
- At a large Northwest hospital system, labor costs in several nursing units of one hospital are 7-8% over budget due to staff overtime and agency costs with an $800,000 increase in annual labor costs.

FCG Projection:
Hospitals will pay at least **$71 million** this year for using agency or traveling nurses instead of staff nurses

See appendix for details

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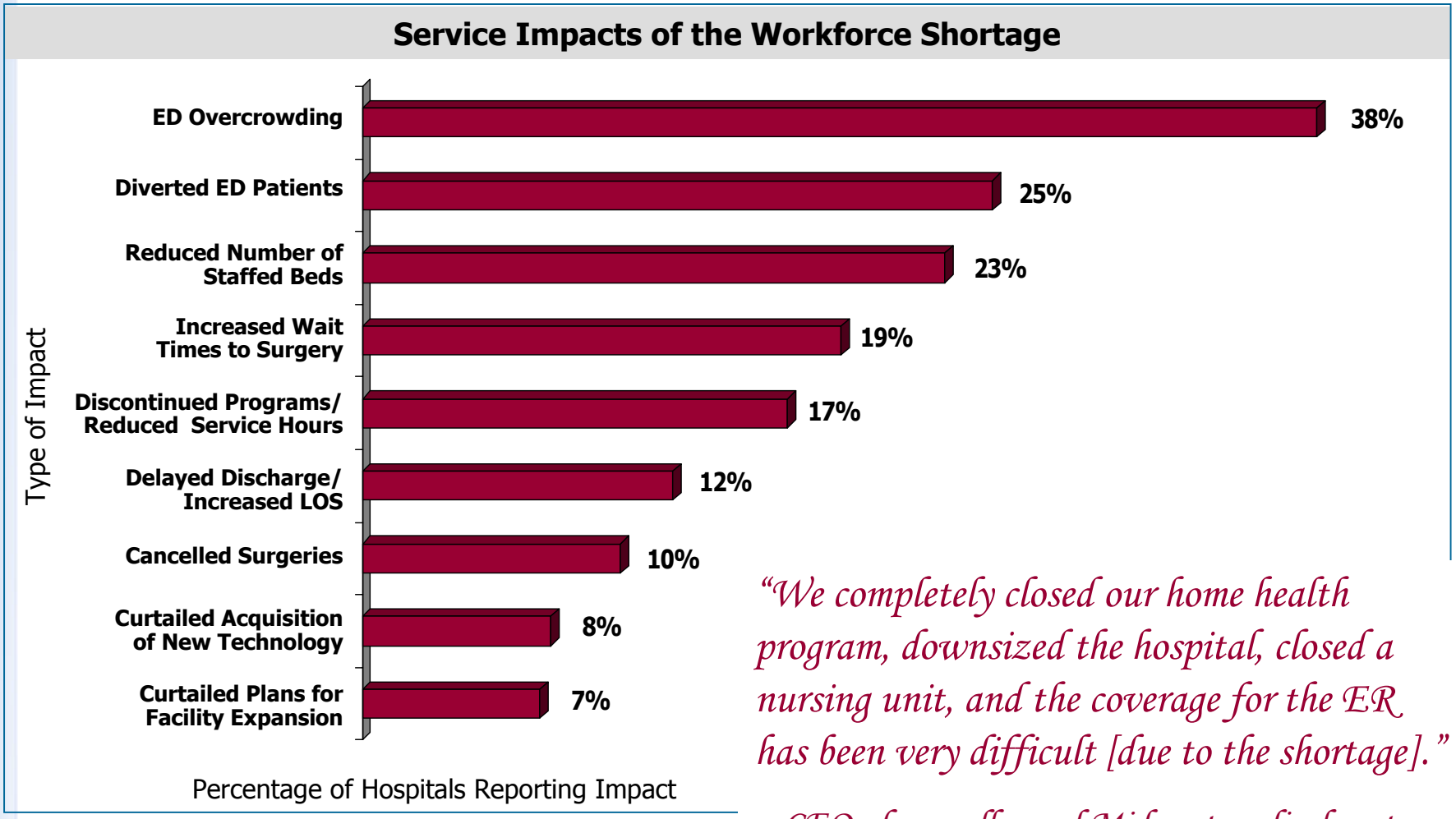
What are the overall effects?

The shortage is forcing changes in hospital operations and patient care.



"We completely closed our home health program, downsized the hospital, closed a nursing unit, and the coverage for the ER has been very difficult [due to the shortage]."

– CEO of a small, rural Midwest medical center

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What are the overall effects?

Quality of care could be affected by staffing shortages.

- Over one-third (34%) of hospitals report increased patient complaints or decreased patient satisfaction because of the shortages.
- Over half (59%) report that RNs feel that it is more difficult to provide quality care due to the workforce shortage.

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What are the overall effects?

Hospital efforts to mitigate the shortages are overwhelming.

CASE STUDY

One Midwest hospital system sums up their experience with the workforce shortage:

- The **vacancy rate for nurses is 18% overall and runs as high as 22% in some units**. Contract labor and agency nurses have helped fill only some of the gaps. Nurses are leaving to work in other settings or they are leaving healthcare altogether because of how physically and emotionally difficult nursing is.
- **Recruitment costs have more than doubled** to almost $800,000 in two years.
- The bottom-line impact: **base salaries have increased $3.3 million in 18 months**; nurses salaries alone have increased five times in the past two years.
- Quality improvement efforts have partially fixed the difficult job environment that previously existed for their Operating Room nurses, and patient satisfaction scores are slowly creeping up, but **the overall effort and resources it takes to keep this hospital system adequately staffed have been enormous**.

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Appendix

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Survey Methodology

- The survey tool was pre-tested with a small sample of hospital executives and former hospital employees.
- On August 17, 2001, about 6,000 surveys were faxed with a cover letter to hospital CEOs.
- Hospital personnel returned completed surveys by faxing them to a fax-back service (Captaris). A toll-free hotline was provided by FCG to answer any questions.
- Faxed survey responses were sent to Public Opinion Strategies and D&D Data Services who performed data entry and sent the electronic file to FCG for analysis.
- The survey was conducted from August 17, 2001 to September 7, 2001 and 1,092 valid responses were received. Responses determined to be duplicates were excluded.
- The survey sample was evaluated to be a representative sample of US hospitals based on several key demographic characteristics.
- Analysis included basic findings as well as more detailed correlations of responses to the demographic data. Findings were tested for statistical significance.
- Missing observations (i.e., questions left blank) were automatically excluded from analyses; invalid responses were also excluded.

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Cost Projection Methodology

Sign-On Bonuses

The total number of RN positions, both filled and unfilled is equal to the total number of filled positions (equal to 1,022,093 according to Health Forum's Hospital Statistics, 2001) plus 13% (the vacancy rate determined by this survey) of the the total number of positions. Thus, if X equals the total number of positions,

$$1{,}022{,}093 + 13\%X = X$$

$$X = 1{,}174{,}819$$

Based on this equation, the number of RN vacancies (13% of the total number of positions) is 152,726.

According to the survey, 41% of hospitals pay sign-on bonuses. Assuming an even distribution of vacancies among hospitals, the number of vacancies that will pay a bonus is 21, 617. For estimating purposes, take the midpoint of the range for the dollar amount paid.

6.74% of 21,617 pay $500 =	$728,493
75.28% of 21,617 pay $3,000=	$48,819,833
15.96% of 21,617 pay $7,500=	$25,875,549
0.90% of 21,617 pay $12,500=	$2,431,913
0.90% of 21,617 pay $15,000=	$2,918,295

The total cost to hospitals is the sum of what they will pay for each vacancy filled or $80,774,083.

Use of Agency/Traveling Nurses

The total number of vacancies (calculated in the Sign-On Bonuses Projection) is 152,726. The number of vacancies filled by agency/traveling nurses is equal to the percentage of hospital respondents in each range x the midpoint or lower end of the range of use of agency/traveling nurses x the number of vacancies:

0.32 x 0.035 x 152,726 =	1711
0.11 x 0.10 x 152,726 =	1680
0.06 x 0.17 x 152,726 =	1558
0.07 x 0.25 x 152,726 =	2673

Thus the number of positions that are filled by agency/traveling nurses across the nation is 7622.

The average salary for RNs is $46, 782 (Source: American Hospital Association/The Lewin Group, "TrendWatch" Vol. 3, No. 2, June 2001). Most hospitals reported that they pay over 20% above their average wages and benefits for agency/traveling nurses. Thus the average salary for agency/traveling nurses is greater than $56,138. Hospitals pay over $9356 above what they pay for staff nurses for each agency/traveling nurse.

The total amount that hospitals pay for agency/traveling nurses above what they would pay for staff nurses is greater than the dollar amount per agency/traveling nurse x the number of positions filled by agency/traveling nurses, or $71,311,432.

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Distribution of Respondents

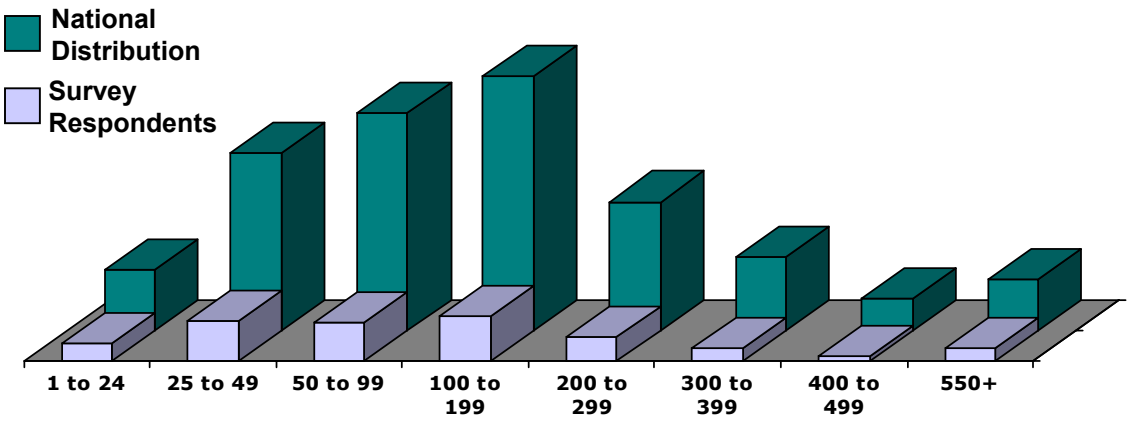
Urban/Rural

	National	Survey
Urban	55.8%	44.2%
Rural	44.2%	55.8%

Regional

	National	Survey
Northeast	14.4%	14.3%
Midwest	28.6%	29.4%
South	38.4%	39.3%
West	18.7%	17.0%

Bed Size Distribution



	National	Survey
1-24	6.0%	8.7%
25-49	17.9%	20.2%
50-99	21.8%	19.9%
100-199	25.5%	23.3%
200-299	13.0%	12.1%
300-399	7.4%	6.3%
400-499	3.2%	2.7%
500+	5.1%	6.7%

Source: Health Forum Hospitals Statistics 2001 Edition
Percentage totals may not equal 100% due to rounding

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Regional Divisions

Responses were received from hospitals in all fifty states and the District of Columbia.

States Listed By Region			
Northeast	**Midwest**	**South**	**West**
• Connecticut • Maine • Massachusetts • New Hampshire • New Jersey • New York • Pennsylvania • Rhode Island • Vermont	• Illinois • Indiana • Iowa • Kansas • Michigan • Minnesota • Missouri • Nebraska • North Dakota • Ohio • South Dakota • Wisconsin	• Alabama • Arkansas • Delaware • DC • Florida • Georgia • Kentucky • Louisiana • Maryland • Mississippi • North Carolina • Okalahoma • South Carolina • Tennessee • Texas • Virginia • West Virginia	• Alaska • Arizona • California • Colorado • Hawaii • Idaho • New Mexico • Montana • Nevada • Oregon • Utah • Washington • Wyoming

Source: US Census Bureau

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Workforce Shortage Survey

Thank you for completing this important survey. Please fax your response to (877) 406-7217 by August 31. Call us at (888) 993-7377 if you have any questions. All responses will be kept strictly confidential.

Hospital Demographics

Survey Respondent's Title	☐ HR Executive ☐ CFO ☐ Chief of Staff ☐ Chief of Nursing ☐ CEO ☐ Other *(specify)*: _____		
Teaching Status	☐ Teaching Hospital ☐ Non-Teaching Hospital	**Number of Staffed Beds**	__ __ __ __
State *(use two-letter abbreviation)*	___ ___	**Hospital Location**	☐ Urban/Suburban ☐ Rural

Staffing

1. **How do base salaries in your organization compare with the overall healthcare job market in your community (commensurate with education and experience)?**
   - ☐ Higher (by what estimated percent? ___ ___%)
   - ☐ About the same
   - ☐ Lower (by what estimated percent? ___ ___%)
2. **For each of the following positions, please provide the budgeted and vacant FTE's for your organization then describe how the recruitment effort for each position compares to 1999. (If 1999 year-end data is not available, please provide where possible your best estimates based on available data.)**

	Staffing (in FTEs)					
	1999 (Year End)			2001 (Current)		
Position	**Budgeted**	**Vacant and Recruiting**	**Not Available**	**Budgeted**	**Vacant and Recruiting**	**Recruitment Effort – Current vs. 1999 (select one)**
Registered Nurses			☐			☐ More Difficult ☐ Same ☐ Less Difficult ☐ Don't Know
LPN's			☐			☐ More Difficult ☐ Same ☐ Less Difficult ☐ Don't Know
Nursing Assistants			☐			☐ More Difficult ☐ Same ☐ Less Difficult ☐ Don't Know
Pharmacists			☐			☐ More Difficult ☐ Same ☐ Less Difficult ☐ Don't Know
Imaging Technicians			☐			☐ More Difficult ☐ Same ☐ Less Difficult ☐ Don't Know
Laboratory Technicians			☐			☐ More Difficult ☐ Same ☐ Less Difficult ☐ Don't Know
Billers/Coders			☐			☐ More Difficult ☐ Same ☐ Less Difficult ☐ Don't Know
Housekeeping/ Maintenance Staff			☐			☐ More Difficult ☐ Same ☐ Less Difficult ☐ Don't Know
IT Technologists			☐			☐ More Difficult ☐ Same ☐ Less Difficult ☐ Don't Know

RN Recruitment and Retention

3. **Considering *just* RN's, how have the following expenses (adjusted for inflation) changed compared to 1999?**

	Much Lower 1	Lower 2	About the Same 3	Higher 4	Much Higher 5	Not Applicable
Agency Fees	☐	☐	☐	☐	☐	☐
Bonuses (Sign-on, Referral, Relocation, etc.)	☐	☐	☐	☐	☐	☐
Other Recruiting Costs (Advertising, Search Firms, Travel, etc.)	☐	☐	☐	☐	☐	☐
Overtime Pay	☐	☐	☐	☐	☐	☐
Premium Pay (Flexible Pay, Shift Differentials, etc.)	☐	☐	☐	☐	☐	☐
Base Salaries	☐	☐	☐	☐	☐	☐
Benefits (Health Insurance, 401K, etc.)	☐	☐	☐	☐	☐	☐

Workforce Shortage Survey – *continued*

4. **Considering *just fulltime* RN's, how have the following staffing indicators changed compared to 1999?**

	Much Lower 1	Lower 2	About the Same 3	Higher 4	Much Higher 5
Average Years of Tenure	☐	☐	☐	☐	☐
Turnover Rate	☐	☐	☐	☐	☐

5. **Were you paying sign-on bonuses for RNs in 1999? Are you paying them currently? If yes, please indicate amount typically paid.**

	Paid RN sign-on bonuses?	Under $1,000	$1,000 - $4,999	$5,000 - $9,999	$10,000 – $14,999	More than $15,000
In 1999?	☐ Yes ☐ No	☐	☐	☐	☐	☐
Currently in 2001?	☐ Yes ☐ No	☐	☐	☐	☐	☐

6. **Indicate the percentage range you estimate for the following nursing coverage situations:**

	0%	1-6%	7-13%	14-20%	20%+	Or Specify:
What percentage of your *RN vacancies* are you currently filling with agency or traveling nurses?	☐	☐	☐	☐	☐	__ __ __ %
How much more (in %) *above average hourly RN wages and benefits* do you pay for agency or traveling nurses?	☐	☐	☐	☐	☐	__ __ __ %
How much more (in %) *above average hourly RN wages* do you pay for premium pay (flex pay, differential, etc.)?	☐	☐	☐	☐	☐	__ __ __ %

Impact on Care

7. **Is it your policy to have a registered pharmacist on site 24x7?**

☐ Yes

If Yes, are you having difficulty staffing a registered pharmacist on site 24x7?

☐ Yes
☐ No
☐ Don't know

☐ No

If No, is it because staffing difficulties have kept you from instituting such a policy?

☐ Yes
☐ No
☐ Don't know

8. **Is it your policy to have a registered pharmacist attend patient rounds?**

☐ Yes

If yes, are you having difficulty staffing a registered pharmacist for rounds?

☐ Yes
☐ No
☐ Don't know

☐ No

If No, is it because staffing difficulties have kept you from instituting such a policy?

☐ Yes
☐ No
☐ Don't know

9. **Have you experienced any of the following impacts as a result of a work force shortage?**

Impact	Experienced Due to Work Force Shortage?
Curtailed Plans for Facility Expansion	☐ Yes ☐ No ☐ Unknown
Curtailed plans for Acquiring New Technology	☐ Yes ☐ No ☐ Unknown
Reduced Number of Staffed Beds	☐ Yes ☐ No ☐ Unknown
Experienced ED Overcrowding	☐ Yes ☐ No ☐ Unknown
Diverted ED Patients	☐ Yes ☐ No ☐ Unknown
Discontinued Clinical Programs or Reduced Service Hours	☐ Yes ☐ No ☐ Unknown
Increased Wait Times to Surgery	☐ Yes ☐ No ☐ Unknown
Cancelled Surgeries	☐ Yes ☐ No ☐ Unknown
Delayed Hospital Discharges or Increased Lengths of Stay	☐ Yes ☐ No ☐ Unknown
Decreased Patient Satisfaction	☐ Yes ☐ No ☐ Unknown
Increased Patient Complaints	☐ Yes ☐ No ☐ Unknown
Decreased RN Perception of Their Ability to Provide Quality Care	☐ Yes ☐ No ☐ Unknown
Other: (Please Specify) _____	☐ Yes ☐ No ☐ Unknown

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