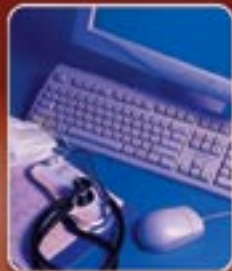


Hospital Nurse Vacancy Rates on the Decline:

Challenges Remain

A Survey of Florida Hospitals
December 2003



Hospital Nurse Vacancy Rates on the Decline: Challenges Remain

A Survey of Florida's Hospitals

December 2003

EXECUTIVE SUMMARY

Recent data from Florida hospitals reflect that the nursing shortage has eased. Hospitals continue to experience some difficulty filling the more specialized nursing positions and less attractive shifts. These challenges will likely continue as hospitals' need for nurses grows due to greater demands for hospital services. Despite this temporary good news, the long-term prognosis for the supply of nurses is grim. The National Center for Health Workforce Analysis projects by 2020, Florida will need 61,000 more nurses than what is projected to be available. Enrollments in nursing schools will likely fall short in replacing the nurses that will soon retire from the nursing field. Long-term solutions are necessary to ensure there are enough nurses to care for Florida's aging population.

Results from the Florida Hospital Association's (FHA) annual nurse staffing survey are:

- One-in-ten (9.9%) of the registered nursing positions in Florida hospitals were vacant in February 2003. While the data indicate some improvements, the nursing shortage is still at a critical level. Based on our sample of hospitals, we estimate there were 6,200 vacant RN positions when the survey was conducted in February 2003.
- Hospitals on the West Coast (Tampa Bay to Naples) experienced the greatest shortage with a 15.8% RN vacancy rate. The Panhandle hospitals reported the most improvement with the RN vacancy rate falling from 14.3% in 2002 to 8.3% in 2003.
- Stepdown/telemetry, adult critical care, and medical/surgical were nursing areas with the highest vacancy rates. Hospitals reported a 16% vacancy rate for stepdown/telemetry RN positions, 12.5% for adult critical care, and 12.1% for medical/surgical RNs.
- The turnover rate, i.e. percentage of nurses leaving the hospital during the year, fell dramatically to 12.4%, a 44% decline from the rate reported in 2002. This may be an indication that hospital retention strategies were having an impact. Turnover rates were highest for psychiatric and licensed practical nurses.
- One-third of the hospitals responding indicated taking longer than 90 days to fill any vacant nursing position. Adult critical care and evening/night shifts were the hardest positions to fill.
- Hospitals participating in the FHA survey incurred costs of \$186.5 million during 2002 associated with filling vacant nursing positions through overtime, temporary, and part-time staff. Overtime was the most common method used to fill vacant positions, followed by per diem/in-house nursing pools, contract nurses, and temporary agencies.
- Hospitals offered a variety of financial incentives to recruit nurses including referral fees to existing employees or sign-on, relocation or start-up bonuses. Hospitals offered enhanced benefits to attract nurses including continuing education, graduate nurse training programs and scholarships.
- Sixty-two percent of the responding hospitals were recruiting foreign nurses to fill vacant positions, with most recruiting in the Philippines.
- Emergency department overcrowding was the most common impact of the nursing shortage on hospitals. One-fourth of the participating hospitals reported they had experienced increased patient complaints and ER diversions due to the nursing shortage.

Hospital Nurse Vacancy Rates on the Decline: Challenges Remain

State and federal legislation passed during 2002 should help fund nurse training programs and other initiatives to attract more students into the nursing profession. Hospitals are actively involved in nursing education programs providing scholarships to students in nursing schools, and enhancing the image of nursing. Local, state, and federal efforts must continue to increase the supply of nurses to meet the needs of Florida's population in the future. Despite improvements in the nurse vacancy rate in hospitals, Florida faces a long-term challenge of ensuring an adequate supply of nurses to care for an expanding and aging population.

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RESULTS OF THE 2003 FHA SURVEY ON NURSE STAFFING ISSUES

Since 1987, FHA has surveyed hospitals annually on nurse staffing issues, specifically looking at vacancy rates, turnover rates, and length of time to fill open positions. The survey is designed to identify issues hospitals are experiencing regarding nurse staffing.

Surveys were e-mailed to FHA's 215 acute care member hospitals requesting survey data for the week of February 16 through February 22, 2003. This time period is consistent with previous FHA studies, thus reducing the effect of any seasonal fluctuations on nurse staffing requirements. A copy of the survey is available in the Appendix.

Results from the 2003 survey provide a fairly reliable picture of what is occurring overall in Florida, given the response rate by the hospitals. Eighty-three health systems representing 107 hospitals responded to the survey for an overall response rate of 49.3%. Response rates differed by bed size and region of the state. The lowest response rate was from hospitals with less than 100 beds (33% response rate) and the highest participation was from hospitals with more than 400 beds (68% response rate). The response rate from the South region was 46% and was 65% from the North region of the state. A list of the participating hospitals and health systems, and a map of the regions can be found in the Appendix.

Survey Response Rates

	Number Responding	Surveys Sent	Percent Responding				
Statewide	107	215	49.8%				
Urban	96	187	51.3%				
Rural	11	28	39.3%				
By Bed Size				By Region			
	Responding	Sent	Percent		Responding	Sent	Percent
0-99 Beds	18	55	32.7%	Panhandle	11	23	47.8%
100-199 Beds	27	59	45.8%	North	22	34	64.7%
200-299 Beds	26	41	63.4%	West	30	63	47.6%
300-399 Beds	11	23	47.8%	Central	13	27	48.1%
400+ Beds	25	37	67.6%	South	31	68	45.6%

Nursing Vacancy Rates

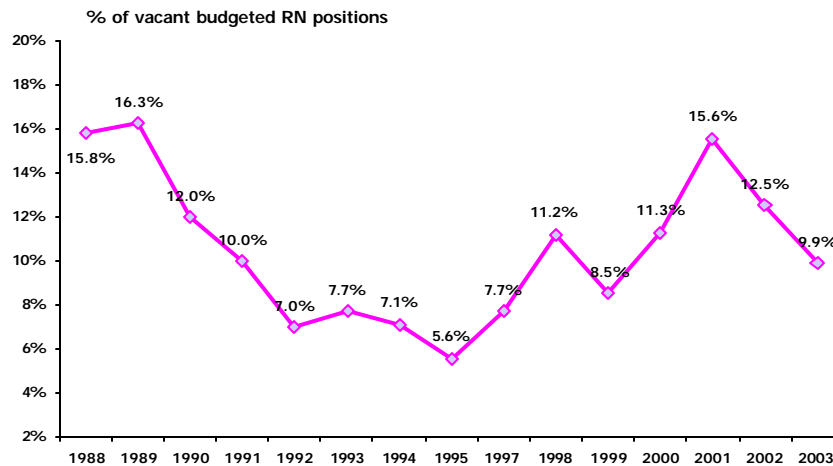
Nursing vacancy rates are one of the key measures for assessing whether a nursing shortage exists and the severity of the shortage. Vacancy rates compare the number of vacant or open positions as a percentage of total budgeted positions. These budgeted positions are only those for which active recruitment is taking place.

Hospital Nurse Vacancy Rates on the Decline: Challenges Remain

As of February 2003, participating hospitals (based on 81 hospitals reporting vacancy data) reported that 2,976 registered nursing positions were unfilled, resulting in a 9.9% overall nursing vacancy rate. Based on this data, an estimated 6,100 nursing positions were unfilled in February 2003.

The 2003 numbers reflect a significant improvement in the overall RN vacancy rate, with the rate falling 21% since 2002 and 37% since 2001. RN vacancy rates peaked in 2001 at 15.6%, the highest seen since the nursing shortage of the late 1980s. Since this time, the nursing shortage seems to have eased slightly with the overall RN vacancy rate falling to 12.5% in 2002, and the 2003 data showing further improvement with a 9.9% vacancy rate.

RN Vacancy Rate in Florida Hospitals 1988 - 2003



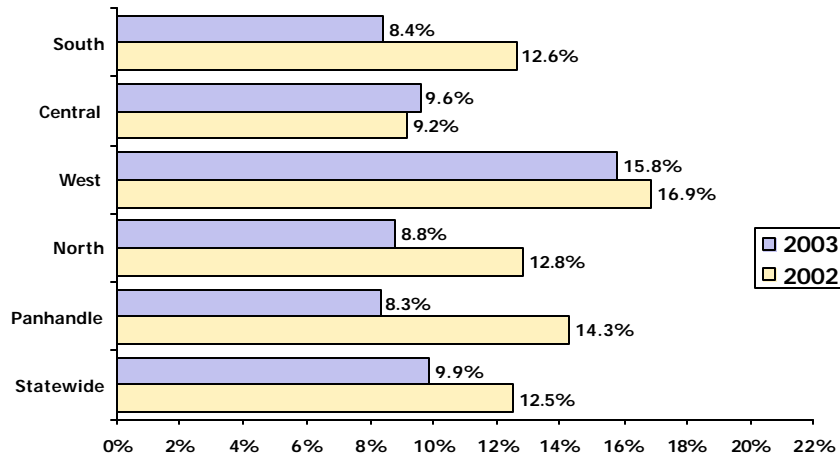
Notes: Survey reflects vacancy information for the last week in February.
Survey was not conducted in 1996.
Source: FHA Nurse Staffing Supply Surveys, 1989-2003

During the reporting period in 2003, overall RN vacancy rates in individual hospitals ranged from a low of 2.6% to a high of 27.8%, indicating that certain hospitals within the state were experiencing greater difficulties than others filling open nursing positions. Fifteen hospitals/health systems reported overall nurse vacancy rates above 20%, higher than last year when 12 hospitals reported vacancy rates exceeding 20%. Fifteen hospitals reported vacancy rates of 5% or less.

Like last year, hospitals in Florida's West region (Tampa Bay-Naples) reported the highest RN vacancy rates of any region at 15.8%, 59% above the statewide average. This, however, reflected a 9.7% drop but down 7% from the 16.9% RN vacancy rate reported in 2002 for Florida's West region.

The most significant improvement was seen in the Panhandle region, with the overall RN vacancy rate falling 72%, from 14.3% in 2002 to 8.3% in 2003. The Central Florida region, which had the lowest vacancy rate in 2002, was the only region to see an increase in the vacancy rate, although it was only a slight increase (from 9.2% to 9.6%).

**RN Vacancy Rates in Florida Hospitals
By Region
2002 vs. 2003**

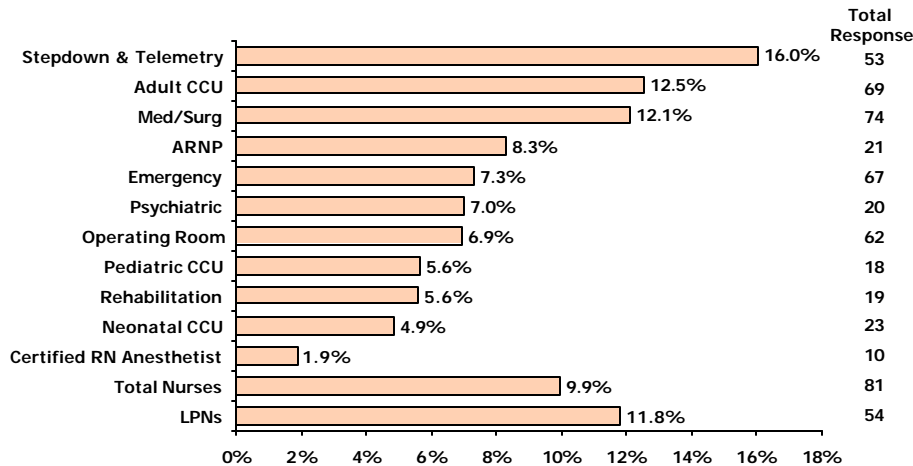


Source: FHA Nurse Staffing Issues in Florida Surveys, 2002 & 2003

Vacancy Rates by Nursing Specialty

RN vacancy rates differed significantly by nursing specialty, with the highest vacancy rates seen for stepdown/telemetry RNs (16%), adult critical care RNs (12.5%), and medical/surgical RNs (12.1%). The lowest vacancy rates were seen for certified nurse anesthetists (1.9%), neonatal critical care (4.9%), rehabilitation (5.6%), and pediatric critical care (5.6%). Hospitals reported an 11.8% vacancy rate for licensed practical nurses (LPN). Since data on vacant LPN positions have not been collected for several years on the FHA survey, we cannot determine whether the LPN vacancy rate is higher or lower than in previous years.

**Vacancy Rates in Florida Hospitals
By Nursing Specialty
2003**

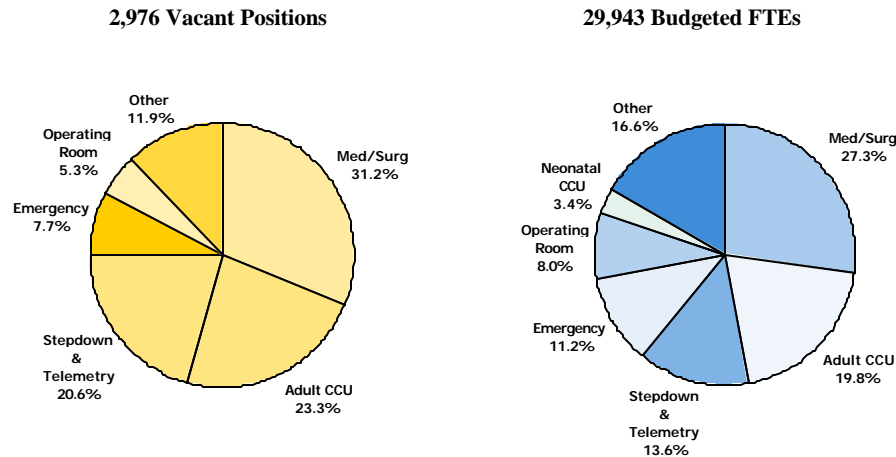


Source: FHA Nurse Staffing Issues in Florida Survey, 2003

Hospital Nurse Vacancy Rates on the Decline: Challenges Remain

Medical/surgical nursing positions accounted for 27% of all RN positions for the reporting hospitals, but represented 31% of the total vacant RN positions. Critical care RNs accounted for 20% of total RN positions, but 23% of the vacant positions. Stepdown/telemetry RNs, the third largest category of RNs employed by Florida hospitals, represented 14% of the total RN positions, but 21% of all vacant RN positions, the highest vacancy rate of all RN positions. Combined, these three specialties – critical care, medical/surgical, and stepdown/telemetry – account for three-fourths of the vacant RN positions with Florida hospitals.

RN Positions in Florida Hospitals By Specialty 2003

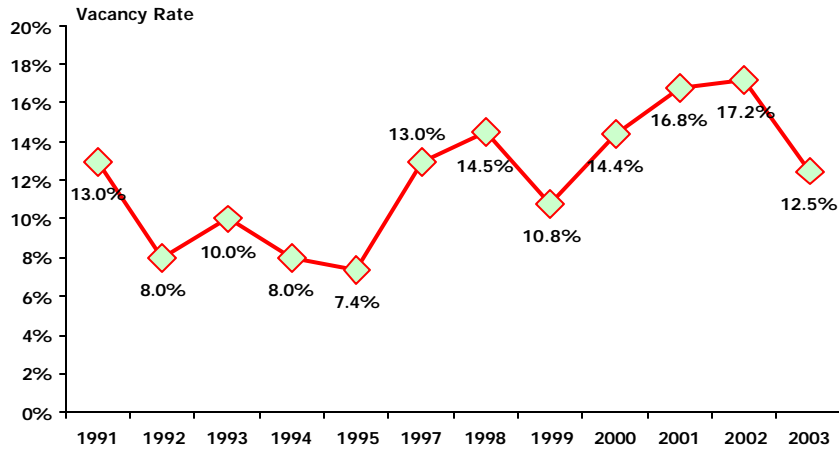


Source: FHA Nurse Staffing Issues in Florida Survey, 2003

The FHA survey historically has tracked critical care and medical/surgical vacancy rates, along with the overall RN vacancy rates. Vacancy rates for both these specialties have been consistently above the overall RN vacancy rate.

The vacancy rate for critical care RNs fell 38%, to 12.5%, between 2002 and 2003, after increasing for three consecutive years. Based on data reported by participating hospitals, there were 641 vacant critical care RN positions (69 hospitals reporting). Of these, 22 had vacancy rates for critical care RNs exceeding 20%. The 2003 data highlight some improvement since the 2003 critical care vacancy rate is below the vacancy rates reported over the past seven years, except in 1999, when the critical care vacancy rate was 10.8%. Critical care RN vacancy rates varied significantly by region of the state, ranging from a high of 21% in the Panhandle region to a low of 7.8% in the South region.

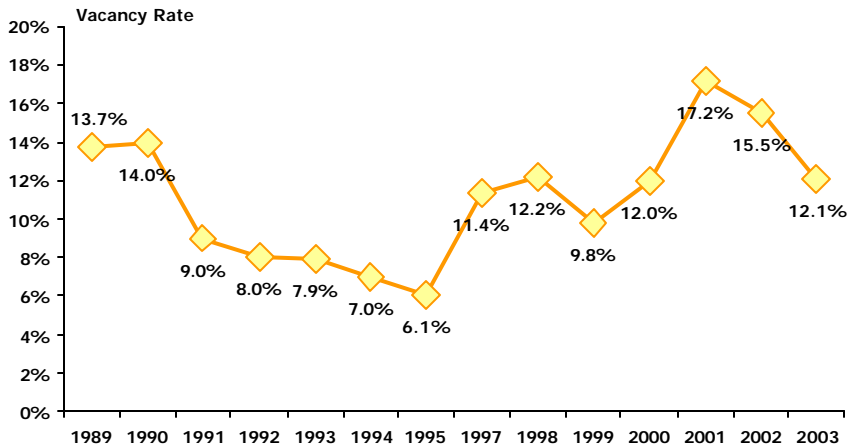
**Vacancy Rates for Adult Critical Care RNs
Florida Hospitals
1991-2003**



Note: Critical care nursing vacancy rates are not available for 1996.
Source: FHA Nurse Staffing Issues in Florida Surveys, 1991 - 2003

Medical/surgical RN vacancy rates fell for the second consecutive year, dropping 28% between 2002 and 2003 to 12.1%. One-third of the hospitals had medical/surgical vacancy rates above 20% in 2003.

**Vacancy Rates for Medical/Surgical RNs
Florida Hospitals
1989-2003**



Note: Survey was not conducted in 1996.
Source: FHA Nurse Staffing Issues in Florida Surveys, 1989 - 2003

Nursing Specialty Vacancy Rates by Region

Vacancy rates for medical/surgical RNs varied from a low of 9.1% in the Central region to a high of 23% in the West region.

Two other nursing specialties, telemetry/stepdown and emergency, had regions in which the vacancy rates for these specialties were above the statewide rate for all RNs. Hospitals across the state were all having problems filling stepdown/telemetry RN positions, with the rate ranging from 14.7% in the South region to 20.5% in the West region. Hospitals in the Central and West regions reported higher vacancy rates for emergency RNs (14.1% and 11.1%, respectively).

Vacancy Rates by Specialty and by Region 2003

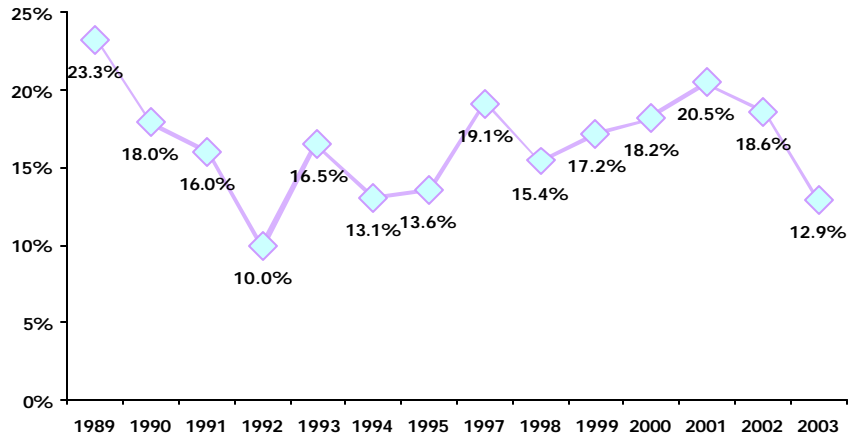
	Central (6)		North (21)		Panhandle (11)		South (24)		West (19)	
	Rate	Open Positions	Rate	Open Positions	Rate	Open Positions	Rate	Open Positions	Rate	Open Positions
Adult CCU	18.0%	132	11.4%	144	21.0%	54	7.8%	160	18.2%	151
Emergency	14.1%	64	5.4%	35	6.8%	17	4.4%	49	11.1%	48
Med/Surg	9.1%	92	13.3%	210	16.0%	76	7.8%	227	23.0%	253
Neonatal CCU	1.9%	4	4.9%	8	--	0	4.9%	14	7.9%	17
Operating Room	5.3%	16	7.0%	33	5.6%	8	5.8%	44	10.8%	43
Pediatric CCU	2.8%	3	3.9%	4	--	0	4.1%	6	10.3%	15
Psychiatric	6.8%	6	2.6%	2	9.1%	5	11.0%	8	6.0%	3
Rehabilitation	10.2%	12	6.5%	6	--	0	--	0	13.4%	12
Stepdown & Telemetry	17.5%	176	12.5%	113	16.7%	19	14.7%	128	20.5%	129
Certified RN Anesthetist	--	0	15.2%	1	--	0	--	0	--	0
ARNP	8.0%	3	15.0%	2	--	0	8.9%	4	7.4%	6
Total Nurses	9.6%	628	8.8%	598	8.3%	181	8.4%	813	15.8%	756
LPNs	17.9%	78	11.3%	44	6.7%	18	5.5%	36	15.8%	117

Source: FHA Nurse Staffing Issues in Florida Survey, 2003

Nursing Turnover Rates

Turnover rates reflect the percentage of staff that left the hospital's employment during that year. High turnover results in higher recruitment costs, use of temporary staff, and training costs. In 2003, the RN turnover rate fell dramatically to 12.9%, a 44% drop from 2002 and the lowest rate reported since 1992. Turnover rates ranged from 0% to 100%. Only five hospitals reported RN turnover rates above 30% for the reporting period in 2003.

**RN Turnover Rates
Florida Hospitals
1989-2003**

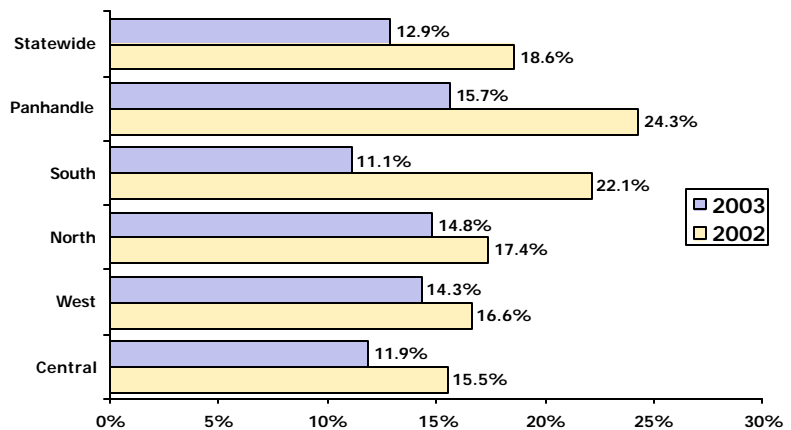


Note: Survey was not conducted in 1996.
Source: FHA Nurse Staffing Issues in Florida Surveys, 1989 - 2003

Nursing Turnover Rates by Region

RN turnover rates ranged from a low of 11.1% in the South region to a high of 15.7% in the Panhandle. Despite having the highest turnover of any region, the RN turnover rate in the Panhandle fell from 24.3% to 15.7% between 2002 and 2003, a 35% decline. The South region saw the greatest decline in RN turnover rates, falling from 22.1% to 11.1% during the same period.

**RN Turnover Rates in Florida Hospitals
By Region
2002 vs. 2003**

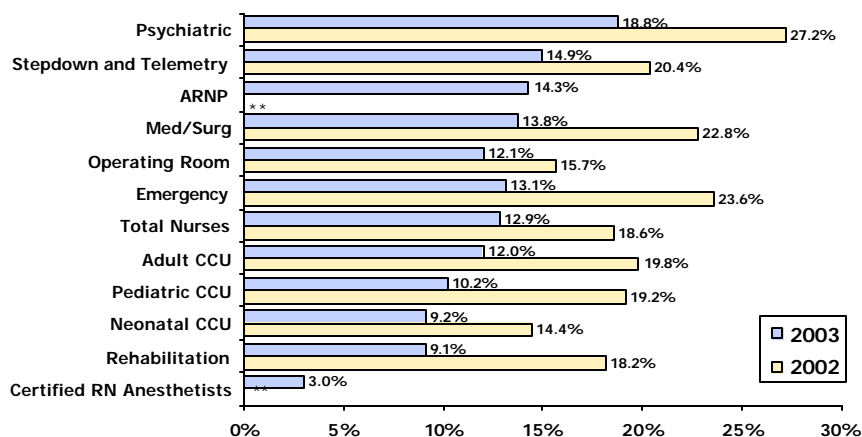


Source: FHA Nurse Staffing Issues in Florida Surveys, 2002 and 2003

Nursing Turnover Rates by Specialty

While turnover rates vary by nursing specialty, all specialty areas saw a significant reduction in turnover between 2002 and 2003. The most dramatic improvement occurred in five areas – emergency, medical/surgical, rehabilitation, pediatric critical care, and psychiatric. Turnover rates were highest for Licensed Practical Nurses (LPNs) and psychiatric RNs, with turnover rates of 18.9% and 18.8%, respectively, almost 50% above the overall RN average. The lowest turnover rates were seen for certified nurse anesthetists, rehabilitation RNs, and neonatal critical care RNs.

**Turnover Rates by Nursing Specialty
Florida Hospitals
2002 vs. 2003**



** Position was not included in 2002 survey.
Source: FHA Nurse Staffing Issues in Florida Surveys, 2002 and 2003

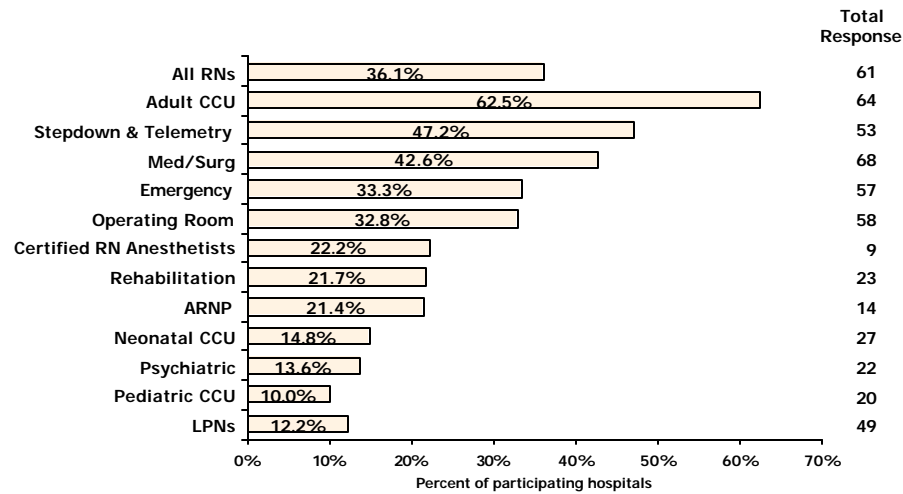
Length of Time to Fill Vacant RN Positions

Another measure of whether a nursing shortage exists is the time it takes to fill an open position. The length of time to fill an open position reflects the availability of potential new hires in the marketplace.

Slightly more than one-third of the hospitals (36%) reported taking longer than 90 days to fill an open RN position. This reflects a significant improvement from 2002 when 45% of the hospitals indicated taking more than 90 days to hire an RN.

The length of time to fill vacant positions differed significantly by RN specialty, with critical care and stepdown/telemetry nursing positions being the most difficult to fill. Sixty-three percent of the hospitals reported taking more than 90 days to fill a critical care position, more than the 54% reported in the 2002 report. Almost half of the hospitals reported taking more than 90 days to fill an open stepdown/telemetry position. These were the only specialty areas in which openings were harder to fill in 2003 than in 2002. The least problematic positions to fill were pediatric, critical care, neonatal critical care, psychiatric, and LPNs.

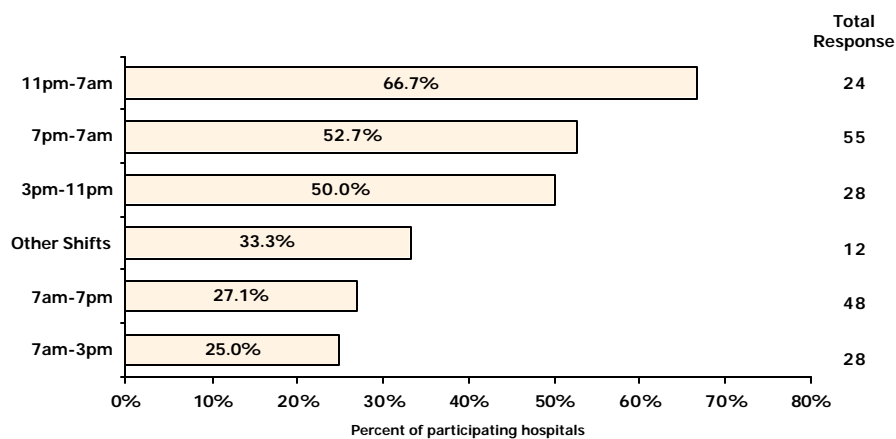
Florida Hospitals Requiring More Than 90 Days to Fill Open Nursing Positions By Specialty



Source: FHA Nurse Staffing Issues in Florida Survey, 2003

Hospitals must staff 24 hours a day, seven days a week. In some cases, it is even more challenging to fill certain shifts than a specific specialty. Two-thirds of the hospitals reported taking longer than 90 days to fill a vacant position for the 11:00 p.m. to 7:00 a.m. shift, up from 50% in 2002. More than half of the hospitals (53%) reported taking more than 90 days to fill openings on the 7:00 p.m. to 7:00 a.m. shift, an improvement from 2002 when 65% of the hospitals reported taking longer than 90 days to fill these positions. The least challenging shifts to fill were the 7:00 a.m. to 3:00 p.m. and the 7:00 a.m. to 7:00 p.m. shifts.

Hospitals Requiring 90 or More Days to Fill Open Positions by Work Shift



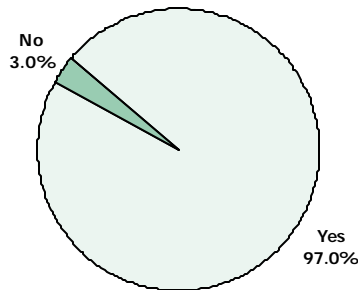
Source: FHA Nurse Staffing Issues in Florida Survey, 2003

Taking the Pulse: Does a Shortage Exist

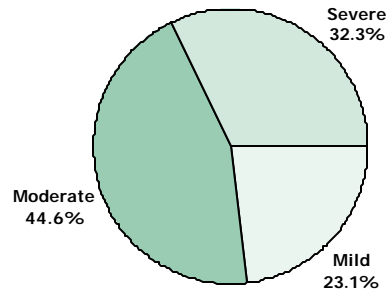
One survey question directly addressed whether the person completing the survey felt there was a nursing shortage and, if so, the severity of the shortage. The majority of the hospitals (97%) indicated there was a nursing shortage. Of these, 32% of the hospitals rated the shortage as “severe.” This, too, reflects an improvement from 2002, when 48% of the hospitals rated the shortage as “severe.”

Is There a Nursing Shortage and How Severe is It?

Is There a Nursing Shortage?



32% Rate It as “Severe”



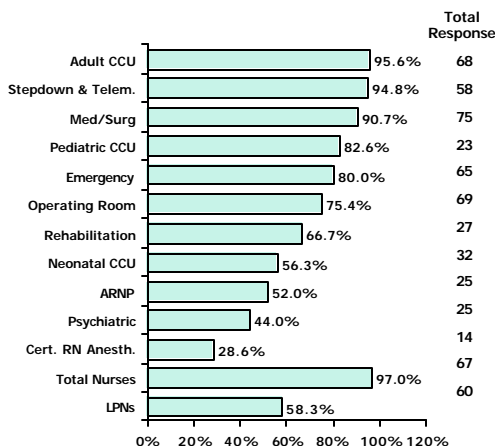
N = 67
Source: FHA Nurse Staffing Issues in Florida Survey, 2003

Among the participating hospitals, there was consensus in the short supply of adult critical care, stepdown/telemetry, and medical surgical RNs. More than half of the hospitals rated the shortage of critical care RNs as “severe,” 42% rated the shortage of stepdown/telemetry RNs as “severe,” and 35% rated the shortage of medical/surgical RNs as “severe.”

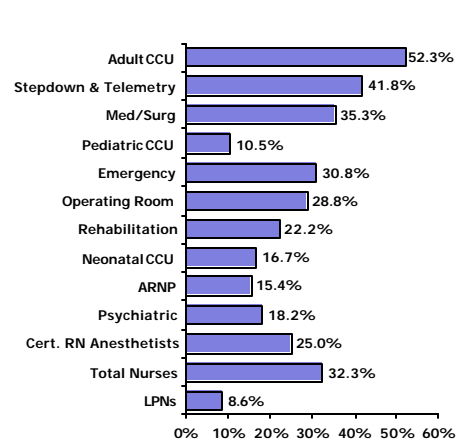
Fewer hospitals indicated there was a shortage of certified nurse anesthetists, psychiatric, Advanced Registered Nurse Practitioners (ARNPs), and neonatal critical care RNs.

Nursing Shortage and Severity By Nursing Specialty Area

Is There an RN Shortage?



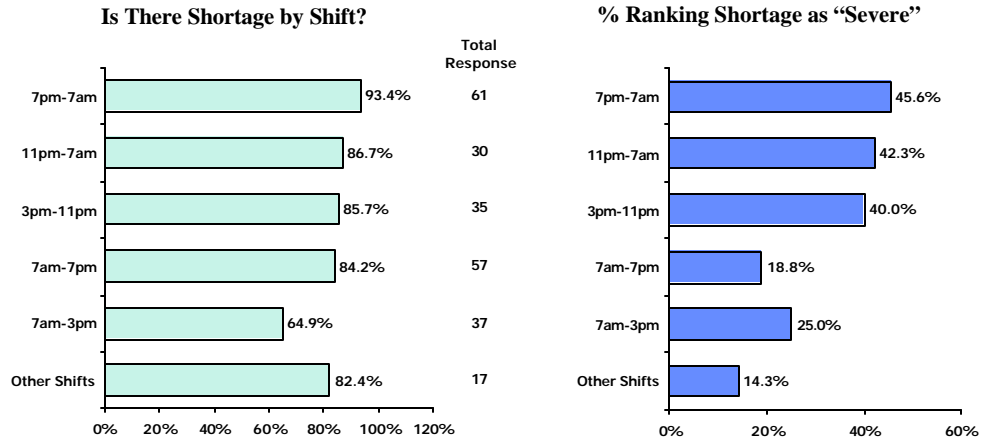
% Ranking Shortage as “Severe”



Source: FHA Nurse Staffing Issues in Florida Survey, 2003

Consistent with data on the length of time to fill a position, 93% percent of the hospitals felt there was a shortage of RNs to work the 12-hour night shifts, with 46% rating the shortage as “severe.” Eighty-seven percent reported a shortage of RNs working the 11:00 p.m. to 7:00 a.m. shift, with 42% rating the shortage as “severe.” Hospitals reported less of a shortage of RNs for the 7:00 a.m. to 3:00 p.m. shift, with 65% indicating a shortage, and only one-fourth feeling the shortage was “severe.”

Nursing Shortage and Severity By Work Shift

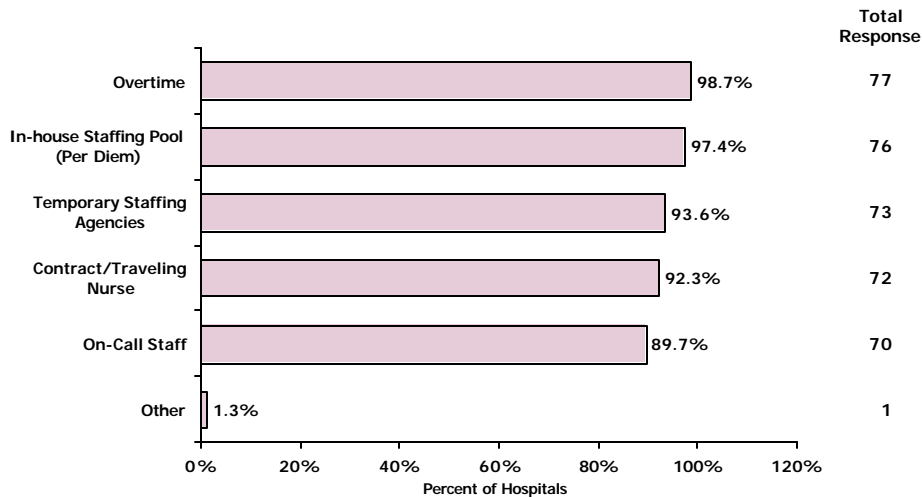


Source: FHA Nurse Staffing Issues in Florida Survey, 2003

Methods Used to Fill Vacant Positions

The Joint Commission on Accreditation of Healthcare Organizations (JCAHO) requires hospitals to have a staffing plan. The JCAHO defines staffing effectiveness as the number, competence, and skill mix of staff as related to the provision of needed services. Hospitals must continually adjust staffing levels based on the specific needs of patients. The following options were found to be most commonly used in filling vacancies; in-house staffing pool, temporary staffing agencies, overtime, contract/traveling nurses and on-call staff.

Most Common Methods to Fill Vacant Positions



N = 78
Source: FHA Nurse Staffing Issues in Florida Survey, 2003

Hospital Nurse Vacancy Rates on the Decline: Challenges Remain

Overtime was the most common way to provide staffing coverage, with 99% of the hospitals using it to fill vacant positions. Overtime was used primarily to replace sick or absent nurses and to handle unusual workloads. During 2002, hospitals that responded to the survey incurred 1.5 million hours of overtime, costing the hospitals \$43.6 million. This equates to an average cost of \$29.07 per hour.

Hospitals typically have nursing pools where nurses can work on a per diem basis. These pools are staffed by nurses who do not want to work on a full-time basis but might want to work a couple of days a week. In-house/per diem nursing pool was the second most common approach to filling vacant positions, with 97% of the hospitals using this method. Hospitals used per diem nurses to cover budgeted but vacant positions and for sick or absent nurses. In-house/per diem RNs worked 1.35 million hours at a cost of \$37.3 million to fill vacant RN positions. This averaged \$27.63 per hour.

Staff not directly employed by the hospital, either through temporary staffing agencies or contract/traveling nurses, were used 94% and 92%, respectively, by the hospitals. Hospitals spent \$84.9 million on temporary or contract RNs during 2002. This represented 1.8 million hours at an average cost of \$47.10 per hour.

The costs for contract nurses ranged from \$23.40 per hour (operating room RN) to \$65 per hour (critical care, stepdown/telemetry and emergency RNs). Per hour charges were highest for pediatric critical care, neonatal critical care, and adult critical care nurses, with the median charge of \$52 per hour. Per hour charges for temporary staffing nurses ranged from \$23 per hour (rehabilitation RN) to \$60 per hour (critical care, emergency and operating room RNs), with the median charges around \$51 per hour.

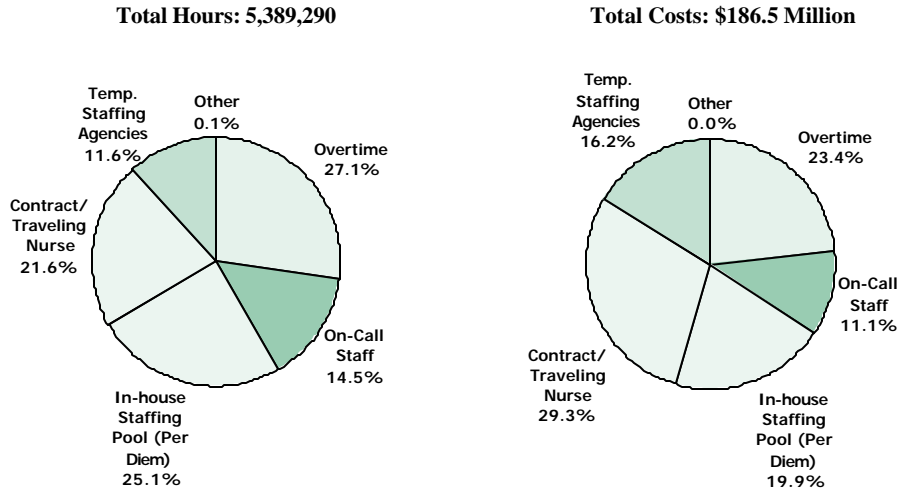
Hourly Rates for Contract/Travel and Temporary Staffing Nurses by Specialty

	Contract/Travel Nurses		Temporary Staffing Nurses	
	Resp	Median	Resp	Median
Medical/Surgical RN	49	\$48.00	43	\$42.83
Critical Care RN (include ICU, CCU, SICU)	52	\$51.50	43	\$49.00
Pediatric ICU RN	14	\$52.00	11	\$46.00
Neonatal ICU RN	17	\$52.00	16	\$48.00
Stepdown and Telemetry RN	42	\$50.00	37	\$46.00
Emergency RN	43	\$51.00	35	\$48.00
Operating Room RN	34	\$51.00	26	\$48.50
Psychiatric RN	6	\$49.50	8	\$40.50
Rehabilitation RN	8	\$46.00	12	\$40.00
Certified RN Anesthetists	0	--	0	--
ARNP	1	\$52.00	1	\$52.00
LPNs	19	\$36.00	25	\$32.00
Other	6	\$41.40	4	\$28.00

Source: FHA Nurse Staffing Issues in Florida Survey, 2003

Hospitals participating in the 2003 survey spent \$186.5 million on overtime, per diem nurses, contract/traveling nurses, temporary agencies, and on-call pay to cover vacant nursing positions, averaging \$34.61 per hour. If these hours were filled with full-time employed nurses, hospitals would have saved \$64.6 million in labor costs.

Hospitals Spent \$186.5 Million to Fill Vacant Positions



N = 78
Source: FHA Nurse Staffing Issues in Florida Survey, 2003

Recruitment Activities

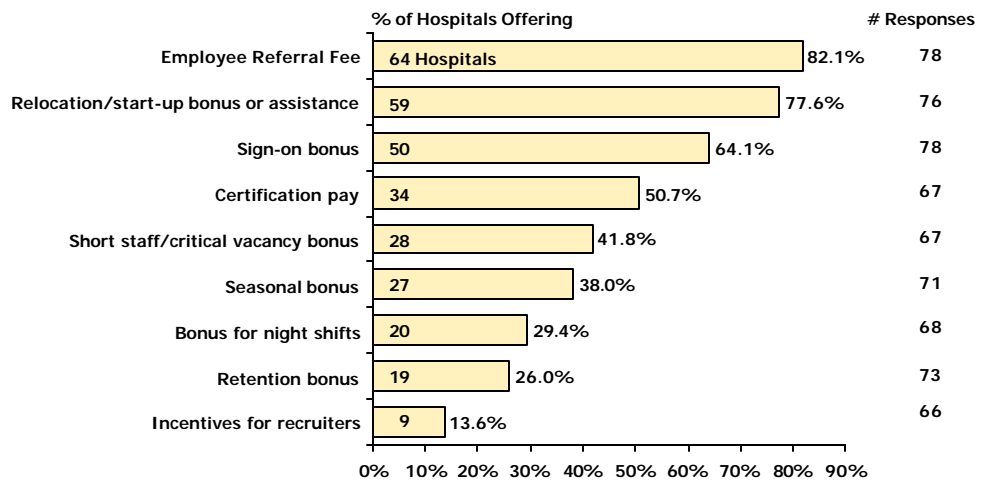
Hospitals use a variety of strategies to recruit nurses. Almost all hospitals use the traditional recruitment methods, i.e., advertising in newspapers and on health care Web sites; relationships with schools of nursing; and participation in health care job fairs. Some hospitals, faced with significant challenges in filling vacant nursing positions, resorted to using financial incentives, such as bonuses, to attract new nurses.

Financial Incentives to Recruit RNs

Hospitals offered a variety of financial incentives to recruit nurses, including employee referral fees; relocation or start-up or sign-on bonus for new staff; paying for special certifications; bonuses for seasonal fluctuations; bonuses for working the night shifts; or for staying for a certain period of time.

The most common financial incentive was an employee-referral fee if a nurse was hired, with 82% of the participating hospitals using this type of incentive. The average employee referral fee was \$1,258.

Financial Incentives Used to Recruit Nurses
% of Hospitals Offering



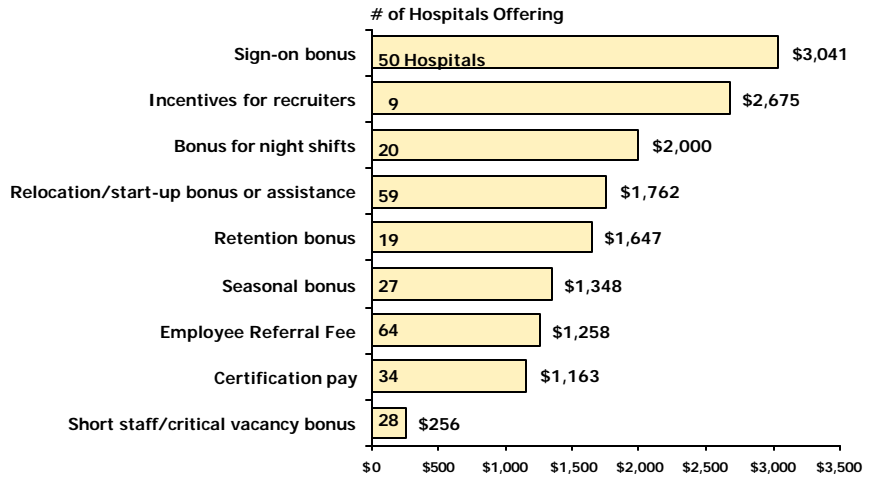
Source: FHA Nurse Staffing Issues in Florida Survey, 2003

Hospital Nurse Vacancy Rates on the Decline: Challenges Remain

The second most common financial incentive was a relocation or start-up bonus, with 78% of the hospitals offering. Only two-thirds of the hospitals offered a sign-on bonus, fewer than in 2002 when 93% offered sign-on bonuses. The average sign-on bonus was \$3,041, the highest amount of the incentives offered.

One-half of the hospitals paid extra for certification, averaging \$1,163 per nurse. While only 14% of the hospitals offered incentives for recruiters, the average bonus for recruiters was \$2,675. Bonuses for night shifts, used by 29% of the hospitals, averaged \$2,000 – the third highest bonus amount paid by hospitals.

Average Amount of Financial Recruitment Incentives

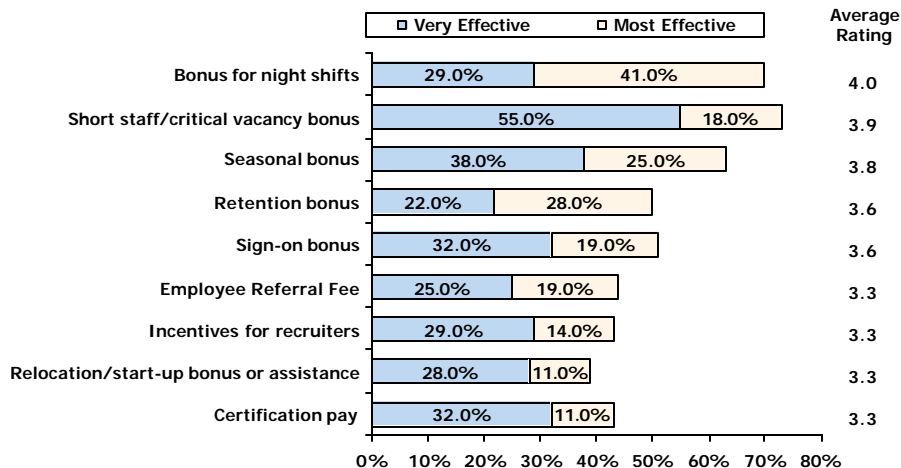


Source: FHA Nurse Staffing Issues in Florida Survey, 2003

While only used by 29% of the hospitals, bonuses for night shift work had the highest percentage of hospitals rating it “effective.” Retention bonuses and seasonal bonuses were rated “most effective” by 28% and 25% of the hospitals, respectively. Relocation/start-up bonuses, the second most common financial incentive offered, received the least effective ratings of all the financial recruitment incentives.

Effectiveness of Financial Recruitment Incentives

% Rating Very/Most Effective



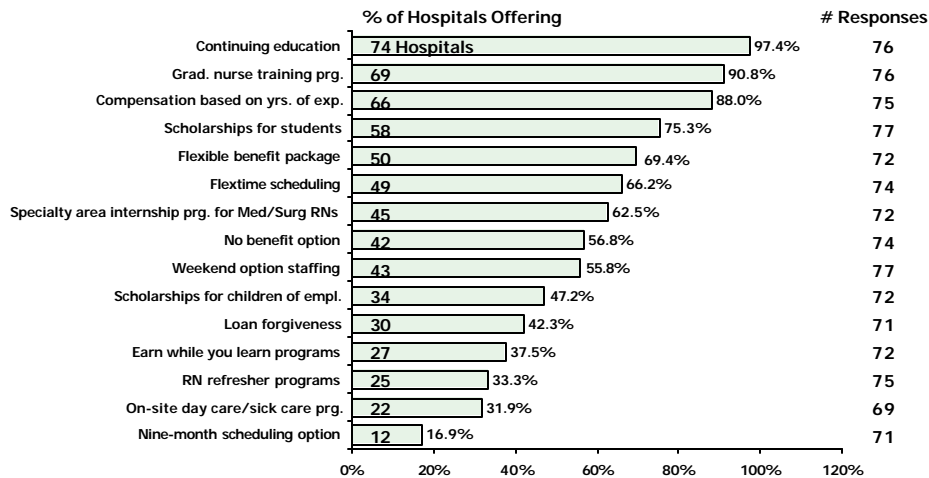
Source: FHA Nurse Staffing Issues in Florida Survey, 2003

Hospital Nurse Vacancy Rates on the Decline: Challenges Remain

Enhanced Benefits to Recruit RNs

Traditionally, hospitals are seen as positive places to work because of the types of benefits offered. Hospitals might offer enhanced benefits to nurses or other health professions in short supply as a recruitment or a retention tool. The most common types of enhanced benefits offered were educational – continuing education, graduate nurse training programs, and scholarships. Compensation based on years of experience was the third most commonly offered enhanced benefit, with 88% of the hospitals employing this strategy to attract nurses. Flexible benefit packages and flextime scheduling were also commonly used to recruit nurses. The least common method used was a nine-month scheduling option to allow working mothers the summers off to correspond with school schedules.

Enhanced Financial Incentives Offered to Recruit Nurses

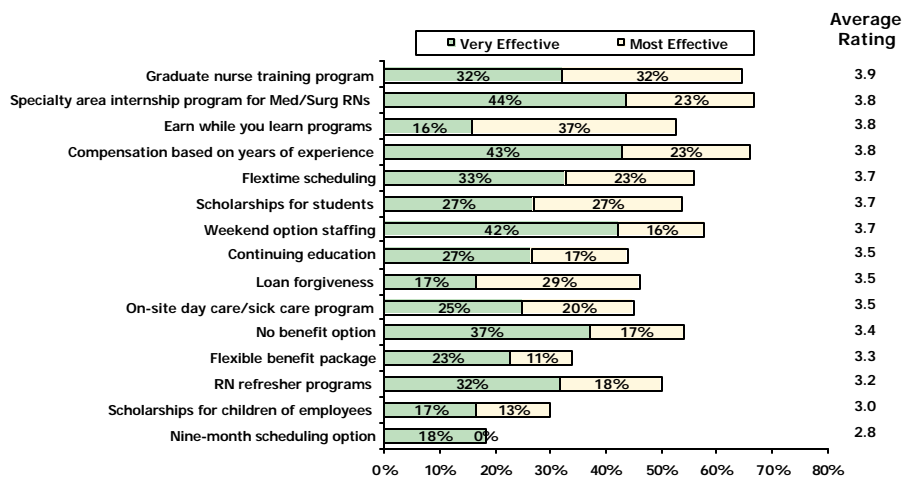


Source: FHA Nurse Staffing Issues in Florida Survey, 2003

Graduate nurse training programs, specialty area internship programs, earn-while-you-learn programs, and compensation based on years of experience were rated as the most effective benefits offered to attract nurses. Least effective were the nine-month scheduling option, scholarships for children of employees, RN refresher courses, and flexible benefit packages.

Effectiveness of Using Enhanced Benefits to Recruit Nurses

% Rating Very/Most Effective



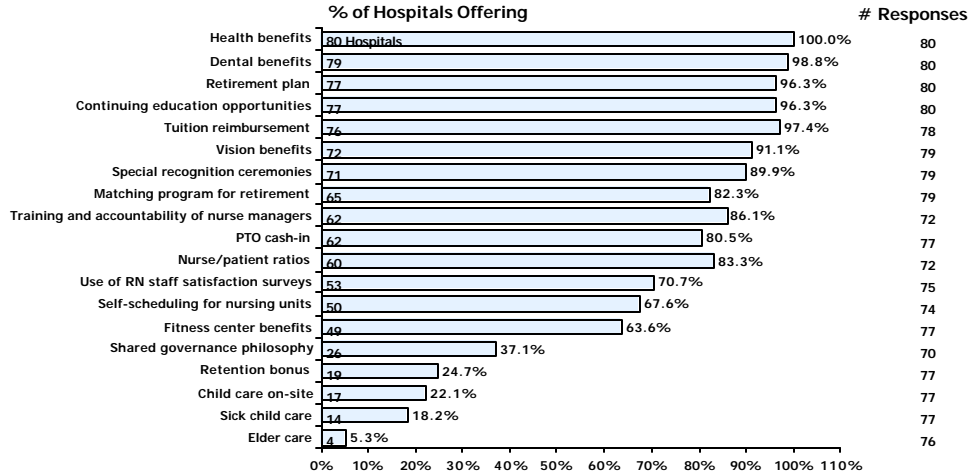
Source: FHA Nurse Staffing Issues in Florida Survey, 2003

Hospital Nurse Vacancy Rates on the Decline: Challenges Remain

Enhanced Benefits to Retain RNs

All hospitals reported offering the traditional employee benefits to minimize the turnover of existing current RN staff. These benefits include health and dental benefits, retirement plan, tuition reimbursement, and continuing education opportunities. Less common were sick child care, on-site child care, and retention bonuses.

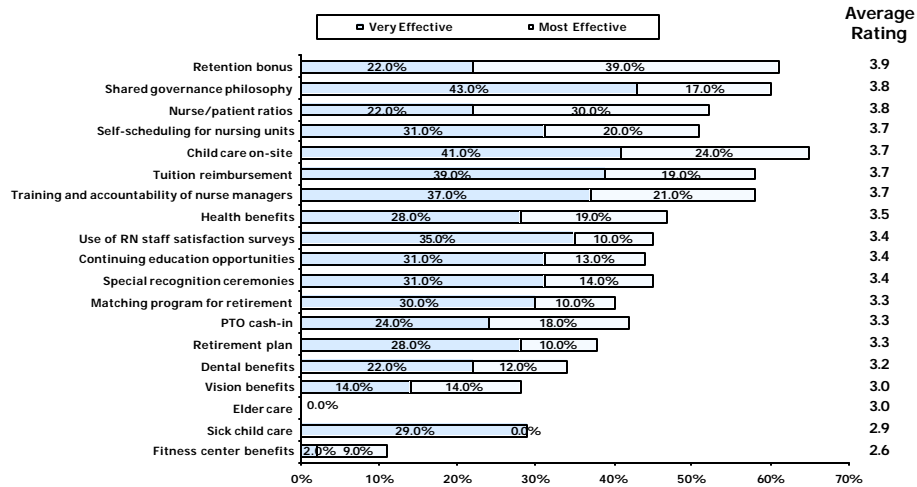
Benefits Used by Hospitals to Retain Nurses % of Hospitals Offering



Source: FHA Nurse Staffing Issues in Florida Survey, 2003

While few hospitals used these tools, retention bonuses, shared governance philosophy, nurse/patient ratios, and self-scheduling for nursing units were rated “most effective” by the largest percentage of the hospitals.

Effectiveness of Enhanced Benefits to Retain Nurses % Rating Very/Most Effective



Source: FHA Nurse Staffing Issues in Florida Survey, 2003

Recruitment of Foreign Nurses

Foreign nurse recruitment is one strategy being used to enhance hospital nursing staffing. Forty-eight Florida hospitals/hospital systems reported recruiting nurses from foreign countries. The Philippines was the most popular country, with 71% of the hospitals targeting it as a source for RNs. Hospitals recruiting in the Philippines reported hiring 589 nurses in 2002.

Ireland was the second most popular recruitment location to recruit nurses. Sixteen hospitals reported they were recruiting in Ireland, but no nurses had been hired at the time of the survey. Puerto Rico was the third most targeted country for nurse recruitment. Thirty-seven Puerto Rican nurses had been hired by these hospitals. Hospitals reported hiring the second highest number of RNs (57) from Canada, which ranked as the second most popular country for RN recruitment in the 2002 survey. In total, 737 foreign nurses were hired by 48 hospitals, for an average of 15.3 nurses per hospital.

Countries for Recruiting RNs

Targeted Countries for Recruiting RNs

	# Hospitals Recruiting	% of Total	# RN Hired
Philippines	34	71%	589
Canada	2	4%	57
England	8	17%	22
Ireland	16	33%	0
Puerto Rico	10	21%	37
Other	3	6%	32
		Total	737

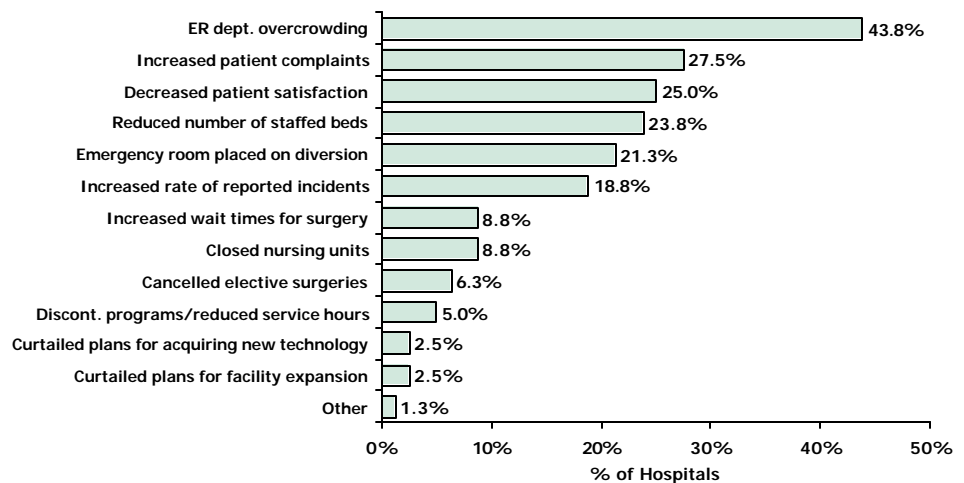
N = 48
Source: FHA Nurse Staffing Issues in Florida Survey, 2003

Impact of the Nursing Shortage on Florida Hospitals

Being the largest category of hospital personnel and providing the majority of the direct patient care, any shortage of nursing staff will impact hospital operations and patient flow. To assess the impact of the nursing shortage on hospital operations, participating hospitals were asked how nurse staffing issues impacted their hospitals and whether a particular situation had occurred more frequently than in the past.

Overcrowding in the emergency room was cited as the most common impact of the nursing shortage. If there are not enough nurses to ensure adequate staffing on the nursing units, patients could be kept in the emergency department (ED) until a staffed bed becomes available. Additionally, a shortage of ER nurses impacted how quickly patients were seen and admitted, or released to go home. Slightly more than half of the hospitals reported an increased occurrence in ED overcrowding compared to 2002.

Impact of The Nursing Shortage on Hospitals in Florida



N = 80
Source: FHA Nurse Staffing Issues in Florida Survey, 2003

Hospital Nurse Vacancy Rates on the Decline: Challenges Remain

Almost one-fourth of the hospitals reported they had to reduce the number of staffed beds due to a shortage of nurses. About 38% of these hospitals reported that this had occurred more often in 2003 than in 2002.

One-in-five hospitals reported the shortage of nurses caused the diversion of emergency patients with slightly more than one-third of the hospitals indicating that this had occurred more often in 2003 when compared to 2002.

Staff shortages have a direct impact on patient satisfaction and patient complaints. One-in-four hospitals reported increased patient complaints and decreased patient satisfaction rates due to the nursing shortage. Of those reporting that it was an issue, three-fourths of the hospitals reported an increased occurrence of lower patient satisfaction and increased patient complaints in 2003 compared to 2002.

DISCUSSION: IS FLORIDA'S NURSING SHORTAGE RESOLVED?

Florida's nursing shortage, as reflected in two consecutive years of declining RN vacancy rates, has eased, at least temporarily. Florida's lowest RN turnover rate in a decade can be attributed to several things. First, hospitals implemented aggressive retention strategies to deter nurses from leaving, including flexible work scheduling, continuing education, and other enhanced benefits. Second, enhanced recruitment initiatives, including recruitment bonuses, contributed significantly to the 9.9% vacancy rate posted for 2003. New nurses entered the field, some came back to the hospital setting, and a few reentered the work environment. Third, the current economic conditions, with fewer job options available, resulted in some nurses returning to the workforce, taking full-time jobs instead of part-time positions, and less inclination to change jobs.

Despite this short-term "good news," the long-term outlook for Florida hospitals is not good.

Demand and Supply of RNs

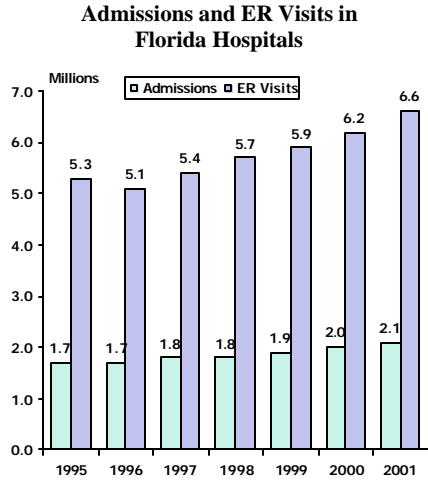
Admissions to Florida hospitals are at record levels, reaching 2.2 million in 2002. Hospitals treated 6.7 million patients in their emergency departments during 2002. Florida's population, not only is growing but is aging faster than any state in the country. These demographic changes result in greater demands for health care services.

While the number of patients treated by hospitals has increased, the supply of licensed registered nurses has remained level. As of 2002, Florida had 175.3 million licensed RNs. Of these, 14,000 lived out-of-state and 1,100 lived in foreign countries, bringing the potential supply to 160.2 million. The Health Resource and Services Administration (HRSA) estimates 79% of those holding active Florida licenses held health-related jobs.¹ Thus, the actual number of nurses working in Florida is around 126,500.

Recent data from the HRSA *Bureau of Health Professions National Sample Survey of Registered Nurses* document the existence of a current nursing shortage. Nationally, the data show that demand exceeded supply by 111,000 RNs in 2000, a 9.3% shortage. Between 2000-2020, HRSA estimates the demand for nurses will grow 40%, while the supply of nurses will increase by 6%, resulting in a 29% shortfall of nurses needed to meet the health care needs of the population.¹

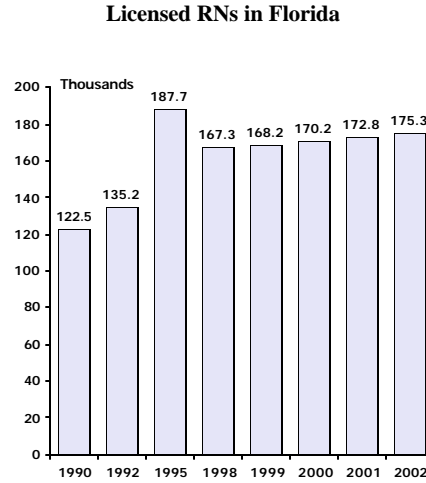
¹"Projected Supply, Demand and the Shortage of Registered Nurses: 2000-2010," Health Resources and Services Administration, July 2002.

**Demands for Hospital Services
Continues to Grow...**



Source: AHCA Financial Filings, FY1995 - FY2001

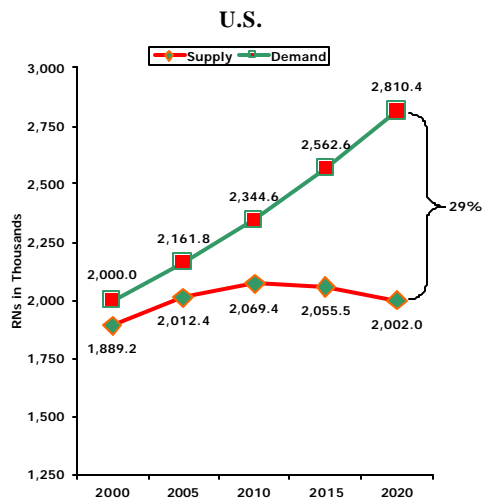
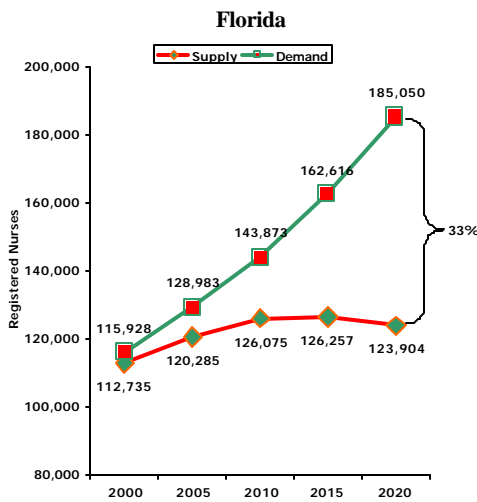
**While the Supply of Nurses
Remain Constant**



Source: Florida Statistical Abstract, 1991 - 2002

The data paint a worse picture for Florida. HRSA estimated the demand for nurses in Florida exceeded supply by 3,200 nurses or 7% in 2000. By 2020, 185,000 nurses will be needed, but only 124,000 will be available, a 33% shortfall.

**By 2020, Demand for RNs Will Exceed Supply
by 33% in Florida and 29% Nationally**

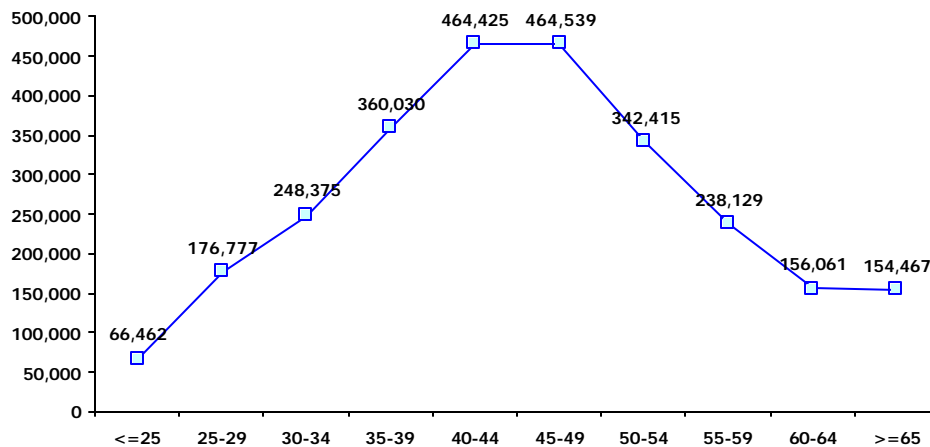


Source: "Projected Supply, Demand and Shortages of Registered Nurses: 2000 - 2020," HHS, HRSA Bureau of Health Professions, National Center for Health Workforce Analysis, July 2002

Aging of the Nursing Population

With fewer nurses entering the profession, the average age of RNs is climbing. According to the *National Sample Survey of Registered Nurses* released in February 2002, the average age of the working RN was 43.4 in March 2000, up from 42.3 in 1996. The RN population under the age of 30 fell from 25% of the total nursing population in 1980 to 9.1% in 2000. Data show that 40% of all RNs will be older than age 50 by the year 2010.

**Age Distribution of the Registered Nurse Population
U.S.
2000**



Source: HHS, HRSA Bureau of Workforce Studies, The National Sample Survey of Registered Nurses, March 2002

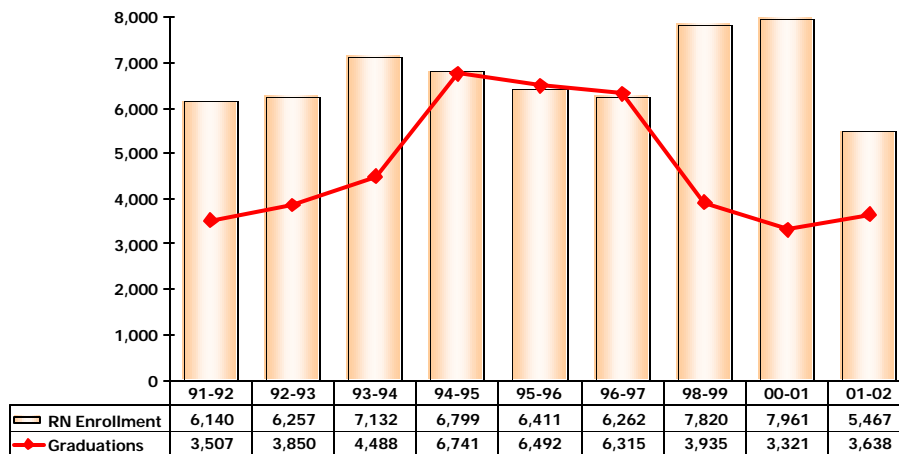
Enrollment in Nursing Schools

Enrollment in Bachelor of Science nursing programs increased 8% to 116,099 students in the fall of 2002, according to the American Association of Colleges of Nursing (AACN). While image campaigns have increased interest in nursing programs, nursing schools are struggling to expand student capacity due to a shortage of nursing faculty, inadequate funding and facilities, and a lack of clinical placement opportunities. All of the university generic BSN (pre-license) programs in Florida are designated as “limited access,” due to the limited resources to hire qualified faculty, the low student/faculty ratio required for quality nursing education, and the availability of clinical sites.

The shortage of nursing school faculty has resulted in thousands of prospective nurses being turned away from nurse training programs. AACN data show U.S. nursing schools turned away more than 5,800 qualified applicants in the 2000-2001 school year due to a shortage of nursing school faculty. A 2002 study by the Southern Regional Board of Education found a 12% shortfall in the number of nursing school faculty in a 16-state area. In 2002-2003, the universities in Florida reported that approximately 1,884 BSN students who otherwise met admission requirements were either turned away or placed on waiting lists. The shortage of nursing professors is expected to worsen as faculty retire or leave academia for better-paying clinical or private sector jobs.

Data from the Florida Board of Nursing show that the number of students enrolled in Florida nursing programs declined 31% to 5,467 in 2001-02, from a high of 7,961 in 2000-01. The number of graduates from nursing programs increased 9.5% in 2001-02 to 3,638.

**Enrollment in Florida Nursing Programs
1991-2002**



Source: Florida Board of Nursing, 2003

CONCLUSION

Hospitals are facing a long-term battle with having enough nurses to care for their patient population. Rules and regulations add to this burden. Paperwork or documentation requirements consume valuable nursing time, requiring 30 minutes for every one hour of patient care delivered.² Nurse staffing legislation, passed in California and estimated to cost \$900 million to implement, will require even more nurses to meet imposed RN-to-patient ratios. Enhanced benefits, flexible scheduling, higher than average salary increases, and threats of unionization all drive up the cost of health care. Without an adequate supply of nurses, hospitals will be unable to care for Florida’s growing and aging population. Efforts to educate, recruit, and retain nurses must remain a priority for hospitals, the legislators, and the citizens of Florida.

²“Patients or Paperwork? The Regulatory Burden Facing America’s Hospitals,” American Hospital Association, 2001.

Hospital Nurse Vacancy Rates on the Decline: Challenges Remain

APPENDIX

**Turnover Rates by Specialty and by Region
2003**

	<u>Statewide</u>			<u>Urban</u>			<u>Rural</u>		
	Rate	Resp.	Open	Rate	Resp.	Open	Rate	Resp.	Open
Adult CCU	12.0%	61	612	12.0%	59	605	11.0%	2	7
Emergency	13.1%	57	379	13.4%	54	375	4.4%	3	4
Med/Surg	13.8%	65	965	13.8%	61	953	9.0%	4	12
Neonatal CCU	9.2%	21	81	9.2%	21	81	--	0	0
Operating Room	12.1%	57	251	12.1%	53	248	8.1%	4	3
Pediatric CCU	10.2%	17	49	10.2%	17	49	--	0	0
Psychiatric	18.8%	18	65	18.8%	18	65	--	0	0
Rehabilitation	9.1%	19	48	9.1%	19	48	--	0	0
Stepdown & Telemetry	14.9%	50	520	15.0%	49	518	10.5%	1	2
Certified RN Anesthetist	3.0%	7	2	1.2%	6	1	23.5%	1	1
ARNP	14.3%	19	25	14.8%	18	25	0.0%	1	0
Total Nurses	12.9%	73	3,747	12.9%	68	3,712	8.6%	5	35
LPNs	18.9%	50	483	19.4%	47	479	4.2%	3	4

Source: FHA Nurse Staffing Issues in Florida Survey, 2003

**Turnover Rates by Specialty and by Region
2003**

	<u>Central (5)</u>		<u>North (18)</u>		<u>Panhandle (9)</u>		<u>South (24)</u>		<u>West (17)</u>	
	Rate	Open	Rate	Open	Rate	Open	Rate	Open	Rate	Open
Adult CCU	17.2%	126	10.7%	131	17.8%	46	10.6%	216	11.2%	93
Emergency	16.7%	76	16.9%	106	12.8%	32	10.2%	115	11.7%	50
Med/Surg	12.4%	127	17.6%	268	13.7%	65	12.4%	361	13.3%	144
Neonatal CCU	9.4%	19	8.3%	14	8.3%	1	6.7%	19	13.0%	28
Operating Room	14.0%	43	12.7%	60	14.6%	21	9.4%	72	13.9%	56
Pediatric CCU	17.3%	18	5.3%	5	--	0	7.1%	10	11.2%	16
Psychiatric	17.0%	15	11.8%	9	11.8%	7	29.7%	21	26.1%	13
Rehabilitation	12.1%	14	18.5%	17	11.1%	1	1.9%	4	13.5%	12
Stepdown & Telemetry	14.4%	145	16.0%	136	23.9%	28	15.3%	133	12.4%	79
Certified RN Anesthetist	--	0	9.1%	1	5.0%	1	0.0%	0	0.0%	0
ARNP	40.1%	15	0.0%	0	0.0%	0	15.5%	7	3.7%	3
Total Nurses	11.9%	783	14.8%	999	15.7%	250	11.1%	1,070	14.3%	645
LPNs	17.7%	78	24.9%	114	14.9%	40	15.5%	101	20.2%	150

Source: FHA Nurse Staffing Issues in Florida Survey, 2003

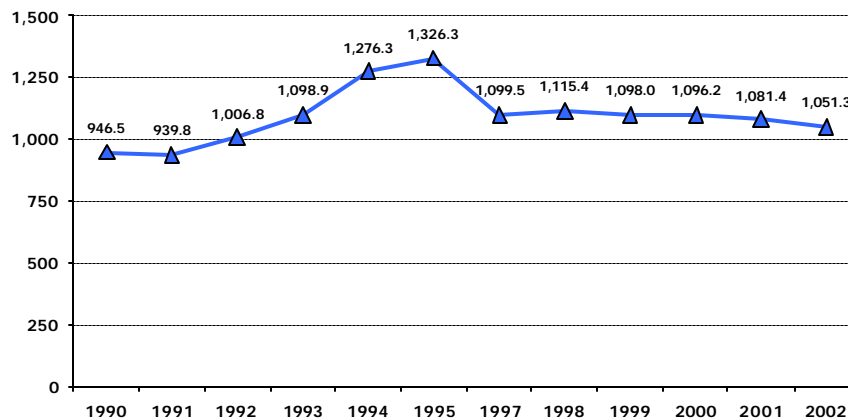
Hospital Nurse Vacancy Rates on the Decline: Challenges Remain

**Registered Nurses per 100,000 Population
Florida
2002**

County	RNs	County	RNs	County	RNs
Alachua	1,647.8	Hardee	295.2	Okeechobee	571.8
Baker	913.4	Hendry	351.3	Orange	832.0
Bay	1,058.6	Hernando	1,038.2	Osceola	621.1
Bradford	550.6	Highlands	852.4	Palm Beach	923.2
Brevard	1,014.4	Hillsborough	887.5	Pasco	975.5
Broward	1,052.9	Holmes	555.9	Pinellas	1,199.8
Calhoun	551.7	Indian River	1,006.4	Polk	761.8
Charlotte	1,081.3	Jackson	1,039.7	Putnam	622.5
Citrus	881.2	Jefferson	641.0	St. Johns	939.9
Clay	1,184.1	Lafayette	319.2	St. Lucie	956.9
Collier	726.6	Lake	953.8	Santa Rosa	1,225.2
Columbia	1,093.0	Lee	1,000.7	Sarasota	1,296.5
DeSoto	542.7	Leon	948.6	Seminole	1,054.6
Dixie	463.4	Levy	663.6	Sumter	340.7
Duval	952.2	Liberty	307.4	Suwannee	929.3
Escambia	988.7	Madison	491.2	Taylor	393.9
Flagler	1,150.0	Manatee	954.0	Union	681.5
Franklin	580.7	Marion	958.7	Volusia	1,062.3
Gadsden	572.8	Martin	1,183.5	Wakulla	648.3
Gilchrist	732.2	Miami-Dade	573.8	Walton	437.2
Glades	234.4	Monroe	1,042.6	Washington	623.6
Gulf	671.0	Nassau	828.2		
Hamilton	402.2	Okaloosa	812.0	Total	3,739.4

Source: Florida Statistical Abstract, 2002

**RNs per 100,000 Population
Florida
1990-2002***



* Survey was not conducted in 1996.
Source: Florida Statistical Abstract, 1991 - 2002

Participating Hospitals

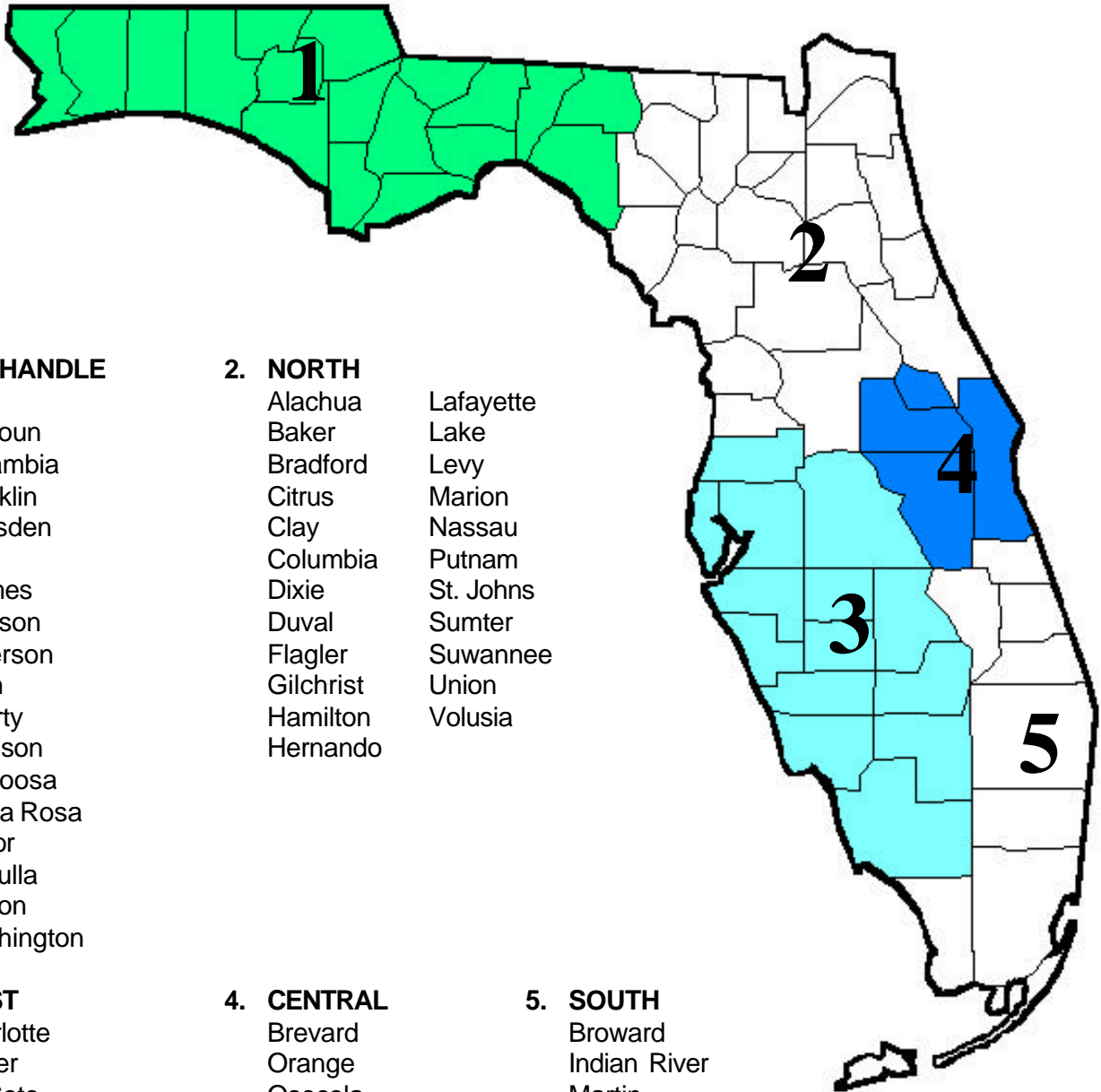
Participating: 83

Representing: 107

All Children's Hospital
Baptist Health South Florida (4)
 Baptist Hospital of Miami
 Homestead Hospital
 Mariners Hospital
 South Miami Hospital
Baptist Hospital, Inc.
Baptist Hospital, Inc. d/b/a/ Gulf Breeze Hospital
Baptist Medical Center
Baptist Medical Center Nassau
Bascom Palmer Eye Institute/Anne Bates
Bay Medical Center
BayCare Health System (9)
 Mease Countryside Hospital
 Mease Dunedin Hospital
 Morton Plant Hospital
 North Bay Hospital
 South Florida Baptist Hospital
 St. Anthony's Hospital
 St. Joseph's Hospital
 St. Joseph's Women's Hospital
 Tampa Children's Hospital
Bayfront Medical Center
Bethesda Healthcare System
Blake Medical Center
Boca Raton Community Hospital
Bon Secours-St. Joseph Hospital
Brooks Rehabilitation Hospital and Centers
Citrus Memorial Hospital
Coral Springs Medical Center
Doctors Memorial Hospital
Fawcett Memorial Hospital, Inc.
Florida Hospital Deland
Florida Hospital Fish Memorial
Florida Hospital Orlando
Florida Hospital Waterman
Fort Walton Beach Medical Center
Glades General Hospital
Gulf Coast Medical Center
H. Lee Moffitt Cancer Ctr & Rsrch Inst
Halifax Medical Center
Health Central
Health First, Inc. (3)
 Cape Canaveral Hospital
 Holmes Regional Medical Center
 Palm Bay Community Hospital
HealthSouth Sea Pines Rehabilitation Hospital
Helen Ellis Memorial Hospital
Hendry Regional Medical Center
Hernando HMA, Inc.
Holy Cross Hospital, Inc.
Imperial Point Medical Center
Indian River Memorial Hospital
Jackson Hospital
Jay Hospital
JFK Medical Center
Jupiter Medical Center

Kendall Medical Center
Kindred Hospital Bay Area/St. Petersburg
Kindred Hospital Central Tampa
Kindred Hospital South Florida/Coral Gables
Lake Butler Hospital/Hand Surgery Center
Lake Wales Medical Centers
Lakeland Regional Medical Center
Lawnwood Regional Medical Center
Lee Memorial Health System (4)
 Cape Coral Hospital
 HealthPark Care Center
 HealthPark Medical Center
 Lee Memorial Hospital
Leesburg Regional Medical Center
Lower Florida Keys Health System
Madison County Memorial Hospital
Manatee Memorial Hospital
Memorial Hospital Jacksonville
Memorial Hospital of Tampa
Mercy Hospital
Miami Children's Hospital
Mount Sinai Med Ctr & Miami Heart Inst.
Munroe Regional Medical Center
North Broward Hospital District (4)
 Broward General Medical Center
 Coral Springs Medical Center
 Imperial Point Medical Center
 North Broward Medical Center
North Florida Regional Medical Center
Ocala Regional Medical Center (2)
 West Marion Community Hospital
Orange Park Medical Center
Orlando Regional Healthcare (6)
 Arnold Palmer Hospital for Women & Children
 Orlando Regional Lucerne Hospital
 Orlando Regional Medical Center
 Orlando Regional Sand Lake Hospital
 Orlando Regional South Seminole Hospital
 Orlando Regional St. Cloud Hospital
Parrish Medical Center
Plantation General Hospital
Regional Medical Center Bayonet Point
Sacred Heart Hospital of Pensacola
Shands at the University of Florida
Shands Jacksonville Medical Center
South Lake Hospital, Inc.
Specialty Hospital Jacksonville
St. Lucie Medical Center
St. Petersburg General Hospital
St. Vincent's Medical Center
Tallahassee Community Hospital
Tenet Health System (2)
 Hialeah Hospital
 North Ridge Medical Center
University Hospital & Medical Center
University of Miami Hospital/Clinics
Winter Haven Hospital

Survey Regions



1. PANHANDLE

- Bay
- Calhoun
- Escambia
- Franklin
- Gadsden
- Gulf
- Holmes
- Jackson
- Jefferson
- Leon
- Liberty
- Madison
- Okaloosa
- Santa Rosa
- Taylor
- Wakulla
- Walton
- Washington

2. NORTH

- Alachua
- Baker
- Bradford
- Citrus
- Clay
- Columbia
- Dixie
- Duval
- Flagler
- Gilchrist
- Hamilton
- Hernando
- Lafayette
- Lake
- Levy
- Marion
- Nassau
- Putnam
- St. Johns
- Sumter
- Suwannee
- Union
- Volusia

3. WEST

- Charlotte
- Collier
- De Soto
- Glades
- Hardee
- Hendry
- Highlands
- Hillsborough
- Lee
- Manatee
- Pasco
- Pinellas
- Polk
- Sarasota

4. CENTRAL

- Brevard
- Orange
- Osecola
- Seminole

5. SOUTH

- Broward
- Indian River
- Martin
- Miami-Dade
- Monroe
- Okeechobee
- Palm Beach
- St. Lucie

Hospital/Health System _____

Contact _____ Phone _____

E-mail _____ [] Hospital [] Health System*

*If you are responding as a system, please include a list of the hospitals covered by these answers.

RN Staffing

Formulas for calculating vacancy and turnover are shown on the following page. You do not need to perform the calculation.	~ Part 1 ~			~ Part 2 ~		~ Part 3 ~	
	Total Budgeted FTEs	FTE Positions Vacant & Currently Recruiting	Number of Separated FTEs	If your hospital is experiencing a shortage of RNs, indicate the severity of the shortage.		How long does it take to fill vacant positions?	
	For the period of Feb. 16 - Feb. 22, 2003		For the period of 3/1/02 - 2/28/03	No Shortage Mild = Unable to fill for 4 weeks	Moderate = Unable to fill for 8 weeks Severe = Unable to fill for 12 weeks	Check the length of time it takes to fill positions.	
1. Medical/Surgical RNs				<input type="checkbox"/> No Shortage <input type="checkbox"/> Mild Shortage	<input type="checkbox"/> Moderate Shortage <input type="checkbox"/> Severe Shortage	<input type="checkbox"/> <30 Days <input type="checkbox"/> 30-60 Days	<input type="checkbox"/> 60-90 Days <input type="checkbox"/> >90 Days
2. Critical Care RNs*				<input type="checkbox"/> No Shortage <input type="checkbox"/> Mild Shortage	<input type="checkbox"/> Moderate Shortage <input type="checkbox"/> Severe Shortage	<input type="checkbox"/> <30 Days <input type="checkbox"/> 30-60 Days	<input type="checkbox"/> 60-90 Days <input type="checkbox"/> >90 Days
3. Pediatric Critical Care RNs				<input type="checkbox"/> No Shortage <input type="checkbox"/> Mild Shortage	<input type="checkbox"/> Moderate Shortage <input type="checkbox"/> Severe Shortage	<input type="checkbox"/> <30 Days <input type="checkbox"/> 30-60 Days	<input type="checkbox"/> 60-90 Days <input type="checkbox"/> >90 Days
4. Neonatal Critical Care RNs				<input type="checkbox"/> No Shortage <input type="checkbox"/> Mild Shortage	<input type="checkbox"/> Moderate Shortage <input type="checkbox"/> Severe Shortage	<input type="checkbox"/> <30 Days <input type="checkbox"/> 30-60 Days	<input type="checkbox"/> 60-90 Days <input type="checkbox"/> >90 Days
5. Stepdown & Telemetry RNs				<input type="checkbox"/> No Shortage <input type="checkbox"/> Mild Shortage	<input type="checkbox"/> Moderate Shortage <input type="checkbox"/> Severe Shortage	<input type="checkbox"/> <30 Days <input type="checkbox"/> 30-60 Days	<input type="checkbox"/> 60-90 Days <input type="checkbox"/> >90 Days
6. Emergency RNs				<input type="checkbox"/> No Shortage <input type="checkbox"/> Mild Shortage	<input type="checkbox"/> Moderate Shortage <input type="checkbox"/> Severe Shortage	<input type="checkbox"/> <30 Days <input type="checkbox"/> 30-60 Days	<input type="checkbox"/> 60-90 Days <input type="checkbox"/> >90 Days
7. Operating Room RNs				<input type="checkbox"/> No Shortage <input type="checkbox"/> Mild Shortage	<input type="checkbox"/> Moderate Shortage <input type="checkbox"/> Severe Shortage	<input type="checkbox"/> <30 Days <input type="checkbox"/> 30-60 Days	<input type="checkbox"/> 60-90 Days <input type="checkbox"/> >90 Days
8. Psychiatric RNs				<input type="checkbox"/> No Shortage <input type="checkbox"/> Mild Shortage	<input type="checkbox"/> Moderate Shortage <input type="checkbox"/> Severe Shortage	<input type="checkbox"/> <30 Days <input type="checkbox"/> 30-60 Days	<input type="checkbox"/> 60-90 Days <input type="checkbox"/> >90 Days
9. Rehabilitation RNs				<input type="checkbox"/> No Shortage <input type="checkbox"/> Mild Shortage	<input type="checkbox"/> Moderate Shortage <input type="checkbox"/> Severe Shortage	<input type="checkbox"/> <30 Days <input type="checkbox"/> 30-60 Days	<input type="checkbox"/> 60-90 Days <input type="checkbox"/> >90 Days
10. Certified RN Anesthetists				<input type="checkbox"/> No Shortage <input type="checkbox"/> Mild Shortage	<input type="checkbox"/> Moderate Shortage <input type="checkbox"/> Severe Shortage	<input type="checkbox"/> <30 Days <input type="checkbox"/> 30-60 Days	<input type="checkbox"/> 60-90 Days <input type="checkbox"/> >90 Days
11. Advanced RN Practitioners				<input type="checkbox"/> No Shortage <input type="checkbox"/> Mild Shortage	<input type="checkbox"/> Moderate Shortage <input type="checkbox"/> Severe Shortage	<input type="checkbox"/> <30 Days <input type="checkbox"/> 30-60 Days	<input type="checkbox"/> 60-90 Days <input type="checkbox"/> >90 Days
12. Other RN Specialties							

continued...

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Formulas for calculating vacancy and turnover are shown below. You do not need to perform the calculation.	~~ Part 1 ~~			~~ Part 2 ~~		~~ Part 3 ~~	
	Total Budgeted FTEs	FTE Positions Vacant & Currently Recruiting	Number of Separated FTEs	If your hospital is experiencing a shortage of RNs, indicate the severity of the shortage.		How long does it take to fill vacant positions?	
	For the period of Feb. 16 - Feb. 22, 2003		For the period of 3/1/02 - 2/28/03	No Shortage Mild = Unable to fill for 4 weeks	Moderate = Unable to fill for 8 weeks Severe = Unable to fill for 12 weeks	Check the length of time it takes to fill positions.	
13. Total Registered Nurses **				<input type="checkbox"/> No Shortage	<input type="checkbox"/> Moderate Shortage	<input type="checkbox"/> <30 Days	<input type="checkbox"/> 60-90 Days
				<input type="checkbox"/> Mild Shortage	<input type="checkbox"/> Severe Shortage	<input type="checkbox"/> 30-60 Days	<input type="checkbox"/> >90 Days
14. Licensed Practical Nurses				<input type="checkbox"/> No Shortage	<input type="checkbox"/> Moderate Shortage	<input type="checkbox"/> <30 Days	<input type="checkbox"/> 60-90 Days
				<input type="checkbox"/> Mild Shortage	<input type="checkbox"/> Severe Shortage	<input type="checkbox"/> 30-60 Days	<input type="checkbox"/> >90 Days

*Please group ICU, CCU and SICU together to report totals for Critical Care.

**Note: "Total Registered Nurses" includes ALL RNs employed and may not total questions 1 through 12.

These are the formulas we will use in calculating vacancy and turnover rates. You do not have to calculate these for your facility.

Vacancy Rate: $\frac{\text{Total Vacant \& Recruiting FTEs}}{\text{Total Budgeted FTEs}}$ **Turnover Rate:** $\frac{\text{Separated FTEs}}{\text{Budgeted FTEs}}$

15. How many vacant FTEs did you have for the following shifts during the week of February 16 – 22, 2003?

	Number of Vacant FTEs 2/16/03-2/22/03	If your hospital is experiencing a shortage of RNs for these shifts, indicate the severity of the shortage. (See explanations on previous page.)		How long does it take to fill vacant positions?	
7am - 3 pm		<input type="checkbox"/> No Shortage	<input type="checkbox"/> Moderate Shortage	<input type="checkbox"/> <30 Days	<input type="checkbox"/> 60-90 Days
		<input type="checkbox"/> Mild Shortage	<input type="checkbox"/> Severe Shortage	<input type="checkbox"/> 30-60 Days	<input type="checkbox"/> >90 Days
3pm - 11pm		<input type="checkbox"/> No Shortage	<input type="checkbox"/> Moderate Shortage	<input type="checkbox"/> <30 Days	<input type="checkbox"/> 60-90 Days
		<input type="checkbox"/> Mild Shortage	<input type="checkbox"/> Severe Shortage	<input type="checkbox"/> 30-60 Days	<input type="checkbox"/> >90 Days
11pm - 7am		<input type="checkbox"/> No Shortage	<input type="checkbox"/> Moderate Shortage	<input type="checkbox"/> <30 Days	<input type="checkbox"/> 60-90 Days
		<input type="checkbox"/> Mild Shortage	<input type="checkbox"/> Severe Shortage	<input type="checkbox"/> 30-60 Days	<input type="checkbox"/> >90 Days
7am - 7pm		<input type="checkbox"/> No Shortage	<input type="checkbox"/> Moderate Shortage	<input type="checkbox"/> <30 Days	<input type="checkbox"/> 60-90 Days
		<input type="checkbox"/> Mild Shortage	<input type="checkbox"/> Severe Shortage	<input type="checkbox"/> 30-60 Days	<input type="checkbox"/> >90 Days
7pm - 7am		<input type="checkbox"/> No Shortage	<input type="checkbox"/> Moderate Shortage	<input type="checkbox"/> <30 Days	<input type="checkbox"/> 60-90 Days
		<input type="checkbox"/> Mild Shortage	<input type="checkbox"/> Severe Shortage	<input type="checkbox"/> 30-60 Days	<input type="checkbox"/> >90 Days
Other shifts (please describe)		<input type="checkbox"/> No Shortage	<input type="checkbox"/> Moderate Shortage	<input type="checkbox"/> <30 Days	<input type="checkbox"/> 60-90 Days
		<input type="checkbox"/> Mild Shortage	<input type="checkbox"/> Severe Shortage	<input type="checkbox"/> 30-60 Days	<input type="checkbox"/> >90 Days

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Methods and Costs to Fill Vacant Positions

16. For the following situations, please indicate which method(s) you use to provide staffing coverage, total costs for 2002, total hours paid and which method is the most commonly used.

	We Do Not Use This Method	Replace Sick or Absent RNs	Cover Budgeted but Vacant Positions	Handle Unusual Workloads	Total Costs for 2002	Total Hours for 2002	Rank Which Method is Most Commonly Used for Staffing
							1=Most, 6=Least
Overtime	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	\$		
On-Call Staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	\$		
In-house Staffing Pool (Per Diem)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	\$		
Contract/Traveling Nurse	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	\$		
Temporary Staffing Agencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	\$		
Other (please specify):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	\$		

17. What was the average hourly rate you paid in the last twelve months for the following classifications of agency personnel?

Position	Contract/Travel	Temporary Staffing	Position	Contract/Travel	Temporary Staffing
Medical/surgical RN	\$	\$	Psychiatric RN	\$	\$
Critical Care RN (Include ICU, CCU, SICU)	\$	\$	Rehabilitation RN	\$	\$
Pediatric ICU RN	\$	\$	Certified RN Anesthetists	\$	\$
Neonatal ICU RN	\$	\$	Advanced RN Practitioners	\$	\$
Stepdown and Telemetry RN	\$	\$	LPNs	\$	\$
Emergency RN	\$	\$	Other	\$	\$
Operating Room RN	\$	\$	Other	\$	\$

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18. Please indicate whether you have experienced the following due to a shortage of RNs in your hospital.

	Currently Experiencing Due to a Shortage of RNs			Is your hospital experiencing this more often/less often compared to last year?	
				More Often	Less Often
Reduced number of staffed beds	<input type="checkbox"/> No	<input type="checkbox"/> Unknown	<input type="checkbox"/> Yes	<input type="checkbox"/>	<input type="checkbox"/>
Closed nursing units	<input type="checkbox"/> No	<input type="checkbox"/> Unknown	<input type="checkbox"/> Yes	<input type="checkbox"/>	<input type="checkbox"/>
Emergency department overcrowding	<input type="checkbox"/> No	<input type="checkbox"/> Unknown	<input type="checkbox"/> Yes	<input type="checkbox"/>	<input type="checkbox"/>
Emergency room placed on diversion	<input type="checkbox"/> No	<input type="checkbox"/> Unknown	<input type="checkbox"/> Yes	<input type="checkbox"/>	<input type="checkbox"/>
Increased wait times for surgery	<input type="checkbox"/> No	<input type="checkbox"/> Unknown	<input type="checkbox"/> Yes	<input type="checkbox"/>	<input type="checkbox"/>
Cancelled elective surgeries	<input type="checkbox"/> No	<input type="checkbox"/> Unknown	<input type="checkbox"/> Yes	<input type="checkbox"/>	<input type="checkbox"/>
Discontinued programs/reduced service hours	<input type="checkbox"/> No	<input type="checkbox"/> Unknown	<input type="checkbox"/> Yes	<input type="checkbox"/>	<input type="checkbox"/>
Curtailed plans for facility expansion	<input type="checkbox"/> No	<input type="checkbox"/> Unknown	<input type="checkbox"/> Yes	<input type="checkbox"/>	<input type="checkbox"/>
Curtailed plans for acquiring new technology	<input type="checkbox"/> No	<input type="checkbox"/> Unknown	<input type="checkbox"/> Yes	<input type="checkbox"/>	<input type="checkbox"/>
Increased rate of reported incidents	<input type="checkbox"/> No	<input type="checkbox"/> Unknown	<input type="checkbox"/> Yes	<input type="checkbox"/>	<input type="checkbox"/>
Decreased patient satisfaction	<input type="checkbox"/> No	<input type="checkbox"/> Unknown	<input type="checkbox"/> Yes	<input type="checkbox"/>	<input type="checkbox"/>
Increased patient complaints	<input type="checkbox"/> No	<input type="checkbox"/> Unknown	<input type="checkbox"/> Yes	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify):	<input type="checkbox"/> No	<input type="checkbox"/> Unknown	<input type="checkbox"/> Yes	<input type="checkbox"/>	<input type="checkbox"/>

Recruiting Activities

19. Are you actively recruiting foreign RNs? Yes No
If yes, how many RNs from the following countries were hired by your hospital during calendar year 2002?

	No	Yes	Number Hired
Philippines	<input type="checkbox"/>	<input type="checkbox"/>	
Ireland	<input type="checkbox"/>	<input type="checkbox"/>	
England	<input type="checkbox"/>	<input type="checkbox"/>	
Canada	<input type="checkbox"/>	<input type="checkbox"/>	
Other (please specify):	<input type="checkbox"/>	<input type="checkbox"/>	

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20. Which type of recruitment incentives do you offer and please rank their effectiveness. If you don't have "Average Amount" please put N/A.

	Average Amount	We Offer This Recruitment Incentive		Effectiveness Over the Past Six Months				
		Yes	No	Not Effective				Highly Effective
				1	2	3	4	5
Sign-On Bonus	\$	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee Referral Fee	\$	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Incentives for Recruiters	\$	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Retention Bonus	\$	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Relocation/Start-Up Bonus or Assistance	\$	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Short Staff/Critical Vacancy Bonus	\$	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bonus for Night Shifts	\$	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Seasonal Bonus	\$	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No Benefit Option	\$	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Certification Pay	\$	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Compensation Based on Years of Experience	\$	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
On-Site Day Care/Sick Care Programs	\$	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Loan Forgiveness	\$	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Flextime Scheduling	\$	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Nine Month Scheduling Option	\$	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Weekend Option Staffing	\$	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Flexible Benefit Package	\$	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Graduate Nurse Training Programs	\$	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Continuing Education	\$	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Specialty Area Internship Programs for Med/Surg RNs	\$	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Scholarships for Students	\$	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Scholarships for Children of Employees	\$	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
"Earn While You Learn" Programs	\$	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
RN Refresher Programs	\$	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify):	\$	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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21. Please rate the following benefits on how effective they are in retaining current RN staff.

	We Offer This Benefit		Effectiveness Over the Past Six Months				
			Not Effective			Highly Effective	
			1	2	3	4	5
	Yes	No					
Retention Bonus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Child Care On-Site	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sick Child Care	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Elder Care	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Continuing Education Opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dental Benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vision Benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Health Benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fitness Center Benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PTO Cash-In	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Nurse/Patient Ratios	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Retirement Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Matching Program for Retirement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self Scheduling for Nursing Units	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shared Governance Philosophy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Special Recognition Ceremonies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training and Accountability of Nurse Managers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tuition Reimbursement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Use of RN Staff Satisfaction Surveys	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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