2015 Survey of Health Care Employers in Arizona:
Long-Term Care Facilities

Conducted for St. Luke's Health Initiatives by the UCSF Philip R. Lee Institute for Health Policy Studies

Please contact Lela Chu for any technical issues at (415) 476-9230 or Lela.Chu@ucsf.edu

Please email completed survey to Lela.Chu@ucsf.edu or fax to: (415) 476-0705

You also may complete the survey online, by going to: http://rnworkforce.ucsf.edu/AZLTC

Directions: Please fill in the numbers or check the categories that most accurately reflect your response to each item or question. If the information requested is not readily available from your organization's record-keeping system, please estimate. Please skip questions that don't apply.

CONTACT INFORMATION

1. Contact information (for clarification purposes only, will NOT be reported):

Name of person completing this survey: _____

Title of person completing this survey: _____

Name of Organization: _____

Address 1:_____

Address 2: _____

City: _____

Zip: _____

E-mail address of contact: _____

Telephone number: _____

ORGANIZATION

2. Are you reporting data for more than one facility (for example, multiple campuses, group of affiliated or system-owned long-term care facilities)?

      Yes   No

3. Please list the facility (or facilities) for which you are reporting and select the facility type from the following:

> ***Facility type codes***
> *1.* Rehabilitation facility   *4.* Hospice facility
> *2.* Skilled nursing facility   *5.* Assisted living facility
> *3.* Home health service
> *6.* Other type of long-term care facility (Please specify):_____

Name   City/Town   Type of facility
                                                                                            (Facility type code from above)

_____   _____   _____

_____   _____   _____

_____   _____   _____

_____   _____   _____

_____   _____   _____

_____   _____   _____

_____   _____   _____

_____   _____   _____

_____   _____   _____

_____   _____   _____

If you need additional space, please attach additional sheets of paper.

4. What departments are included in the data you are reporting?
   (Please check all that apply)

   Long-term care/skilled nursing department   Hospice

   Rehabilitation center   Assisted living

   Home health services   Other (Please specify all others):

                                                       _____

EMPLOYMENT, TURNOVER, AND VACANCIES

5. How does your organization define "full time"? _____ hours per week

5a. For each of the positions listed, please report the total number of full-time and part-time employees, and the total number of full-time and part-time vacancies as of May 1, 2015.

	Number of employees full-time on 5/1/15	Number of employees part-time on 5/1/15	Number of vacancies full-time on 5/1/15	Number of vacancies part-time on 5/1/15	Does not apply
Staff RNs					
RNs in other roles (management, care coordination, etc.)					
Nurse Practitioners (NP)					
Licensed Vocational Nurses (LVN)					
Certified nursing assistants					
Home health aides / assistants					
Personal care aides					
Physical Therapists					
Physical Therapy Assistants					
Occupational Therapists					
Occupational Therapy Assistants					
Respiratory Therapists					
Social Workers (LCSW)					

6. How would you describe the labor market in your area for each of these occupations, **at the present time**?
   (An estimate is fine)

	Perception of Labor Market					
	High demand: Difficult to fill positions	Some difficulty filling positions	Demand is in balance with supply	Demand is less than supply	Demand is much less than supply	Does not apply
Staff RNs						
RNs in other roles (management, care coordination, etc.)						
Nurse Practitioners (NP)						
Licensed Vocational Nurses (LVN)						
Certified nursing assistants						
Home health aides / assistants						
Personal care aides						
Physical Therapists						
Physical Therapy Assistants						
Occupational Therapists						
Occupational Therapy Assistants						
Respiratory Therapists						
Social Workers (LCSW)						

CHANGES OVER THE PAST YEAR

7. Has your employment of each of the following changed **in the past year**? **(An estimate is fine).**

	Decreased employment	No change	Increased employment	Does not apply
Staff RNs				
RNs in other roles (management, care coordination, etc.)				
Nurse Practitioners (NP)				
Licensed Vocational Nurses (LVN)				
Certified nursing assistants				
Home health aides / assistants				
Personal care aides				
Physical Therapists				
Physical Therapy Assistants				
Occupational Therapists				
Occupational Therapy Assistants				
Respiratory Therapists				
Social Workers (LCSW)				

8. Have you experienced any of the following **in the past year** (May 1, 2014 to April 30, 2015)?
   (Please check all that apply)

Hiring freeze

Reduction in census

Budget constraints

Decrease in facility bed capacity

Decrease in use of contract staff

Current staff working more shifts

Current staff converting from part-time to full-time positions

Less turnover/greater retention of staff

Fewer staff retiring than expected

More foreign recruitment

Decreased patient acuity

Increase in census

Increase in range of services provided

Increase in facility bed capacity

Increase in use of contract staff

Current staff working fewer shifts

Current staff converting from full-time to part-time positions

More turnover/less retention of staff

More staff retiring than expected

Less foreign recruitment

Increased patient acuity

Other (Please specify): _____

9. Have you created new job classifications **in the past year**? (e.g., new case management roles, new care coordination roles, new type of specialized care, etc.)

Yes   No

9a. If yes, please check all new job classifications created in the past year:

Case manager   Health coach

Care coordinator   Promotora

Care navigator   Informaticist

Clinical documentation specialist

Other (Please specify): _____

9b. Please describe some of the challenges of hiring or moving staff into these new roles?

HIRING EXPECTATIONS

10. What are your expectations for employment over the next 3 years?

	Decrease in employment	No change	Increase in employment	Does not apply
Staff RNs				
RNs in other roles (management, care coordination, etc.)				
Nurse Practitioners (NP)				
Licensed Vocational Nurses (LVN)				
Certified nursing assistants				
Home health aides / assistants				
Personal care aides				
Physical Therapists				
Physical Therapy Assistants				
Occupational Therapists				
Occupational Therapy Assistants				
Respiratory Therapists				
Social Workers (LCSW)				

11. If you **expect employment to change over the next three years,** please indicate the reasons for your expectations. **(Please check all that apply)**

Hiring freeze

Reduction in census   Increase in census

Budget constraints   Increase in range of services

Decrease in facility bed capacity   Increase in facility bed capacity

Decrease in use of contract staff   Increase in use of contract staff

Current staff working more shifts   Current staff working fewer shifts

Current staff converting from part-time to full-   Current staff converting from full-time
time positions   to part-time positions

Less turnover/greater retention of staff   More turnover/less retention of staff

Fewer staff retiring than expected   More staff retiring than expected

More foreign recruitment   Less foreign recruitment

Decreased patient acuity   Increased patient acuity

Other (Please specify):

_____

12. For each of the following, please indicate **how concerned you are** regarding its **impact on the adequacy of your facility's workforce.**

	Not at all concerned	Slightly concerned	Somewhat concerned	Moderately concerned	Extremely concerned
a. Aging healthcare workforce within facility					
b. Population growth in region					
c. Population aging in region					
d. Cultural diversity					
e. Linguistic capabilities					
f. Impact of the expansion in health insurance coverage					
g. Impact of potential state budget cuts to Medicaid					
h. Staff leaves of absence					
i. Disability accommodations and/or physical limitations of staff					
j. Behavioral health needs of patients					
k. Reimbursement levels dropping					
l. Increasing desire of workers to be on a part-time schedule					
m. Changing employment goals of new workers (e.g., Millennials)					

13. Please list the three positions that have the highest percentage of staff that may retire in the next 3 years?

    1. _____

    2. _____

    3. _____

14. Do you anticipate creating new job classifications **in the next two years**? (e.g., new case management roles, new care coordination roles, new type of specialized care, etc.)

    Yes   No

14a. If yes, please check all new job classifications you expect to create in the next two years:

Case manager	Health coach
Care coordinator	Promotora
Care navigator	Informaticist

Clinical documentation specialist

Other (Please specify): _____

14b. What strategies do you plan to use to hire or move workers into these new roles?

TRAINING PROGRAMS AND INCENTIVES

15. What support does staff receive while working toward a degree or certification (if any)?
(Please check all that apply)

    Tuition reimbursement

    Paid time off for coursework

    Approved use of unpaid time off for coursework

    None

    Other (Please specify):_____

16. If you offer tuition reimbursement, what is the maximum benefit paid **per year, and per completed program**?

    $_____   maximum per year

    $_____   maximum per completed program

17. Describe the most important competency gaps you encounter.

Occupation	Competency gap

NURSE EMPLOYMENT AND HIRING QUESTIONS

THE FOLLOWING QUESTIONS IN THE SURVEY WILL FOCUS ON NURSE EMPLOYMENT AND HIRING

18. Which of these are **requirements** for an RN to be hired into your **general staff nursing** positions at your facility? **(Please check all that apply)**

       Minimum experience as an RN   _____# of months required

       Minimum experience in long-term care   _____# of months required

       Baccalaureate degree or higher required

       Second language required

              Please specify which languages? _____

       Other requirements for employment (Please specify):

       _____

       No specific requirements to be hired

19. Which of these are **preferences** for an RN to be hired into a general staff nursing position at your facility? **(Please check all that apply)**

       Baccalaureate degree or higher preferred

       Second language preferred

              Please specify which languages? _____

20. What percentage of your currently employed RNs have a BSN? _____%

21. Do you have a goal percentage of BSN-prepared nurses in 3 years?

       Yes   No

       If yes, goal percent BSN: _____%

22. Does your facility require new hires who have an AD or diploma to complete a BSN in a specified time period?

Yes   No

If yes, how much time do they have to complete the BSN? _____ years

23. Are RNs who do not have a BSN limited from being promoted beyond staff nurse positions?

Yes   No

24. Does your organization differentiate RN salaries based on the type of nursing degree held?

Yes   No

25. Does your organization differentiate RN salaries based on whether RNs have advanced certifications, such as in critical care, oncology, peri-operative, etc.)?

Yes   No

26. Do you have an internship/formal residency/training program for newly graduated RNs who are **not guaranteed to be hired?** (Do not include normal orientation programs for newly-hired RNs).

Yes   No

If yes, describe your internship/residency/training program for newly graduated RNs:

a. Length of program _____ weeks
b. Capacity of program: # of RNs: _____   Frequency: _____ # of times per year
c. Is your internship/residency/training program:

Externally contracted (working with a vendor)

Internally developed (home-grown)

Partnership with a school of nursing
d. Is this program paid?

Yes   No

e. What percentage of graduates of your program did you hire last year? _____%

27. Do you have an orientation/onboarding program for newly-hired RNs?

Yes   No

If yes, length of program (# of weeks): _____ weeks

Thank you for your time and expertise.

We appreciate your participation and will be alerting you as reports based on these data become available.

If you have other comments or thoughts about the nursing workforce in your region or across the state, we encourage you to share them with us.

Comments: