



MASSACHUSETTS
Health & Hospital
ASSOCIATION

ONL | Organization of Nurse Leaders

Advancing a culture of health.

2019 Survey of Hospital Nurse Staffing Issues in Massachusetts

Executive Summary

The MHA/ONL 2019 Survey on Hospital Nurse Staffing Issues in Massachusetts was conducted to assess the current hospital-based nursing marketplace in the Commonwealth. The questions were designed to elicit information on nursing staff vacancies, nurse recruiting experiences, workload management, nursing staff turnover, and union representation of hospital nursing staff.

The survey was sent to acute, specialty, and non-acute hospitals.

45 acute care hospitals representing 71% of total acute care hospitals responded to the survey.

5 non-acute care hospitals representing 36% of total non-acute care hospital responded to the survey.

Please see footnotes on page 8 for more information. Detailed information on respondents is provided in Section 1.

Key findings from the survey are provided below:

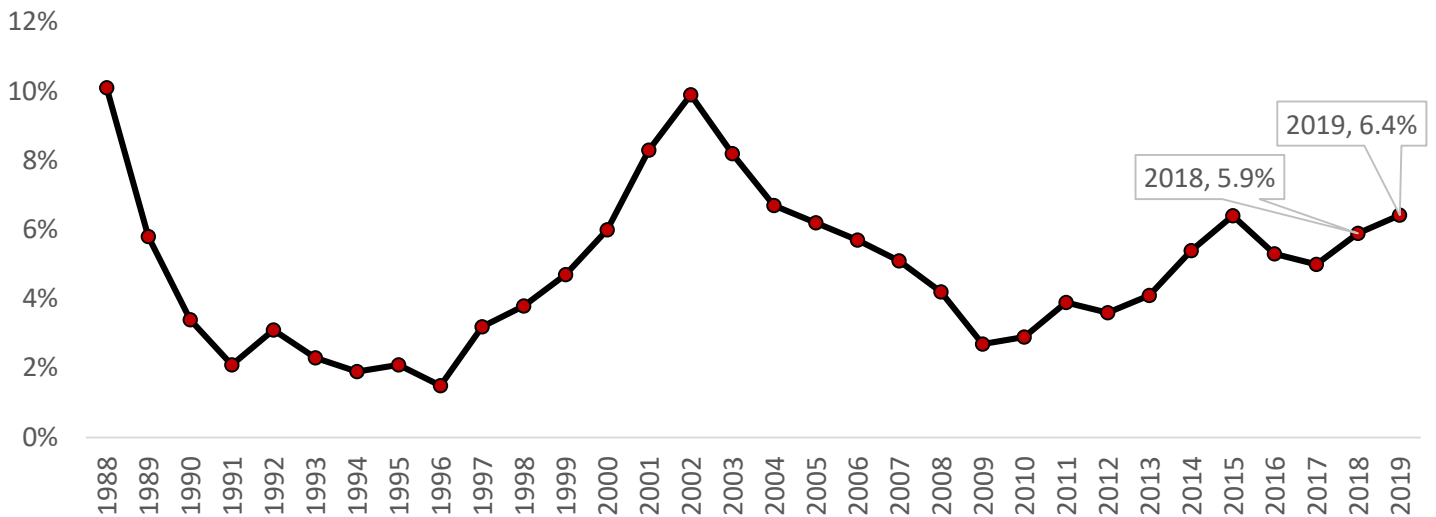
RN Vacancy Rate

Refer to section 2 for more detailed information

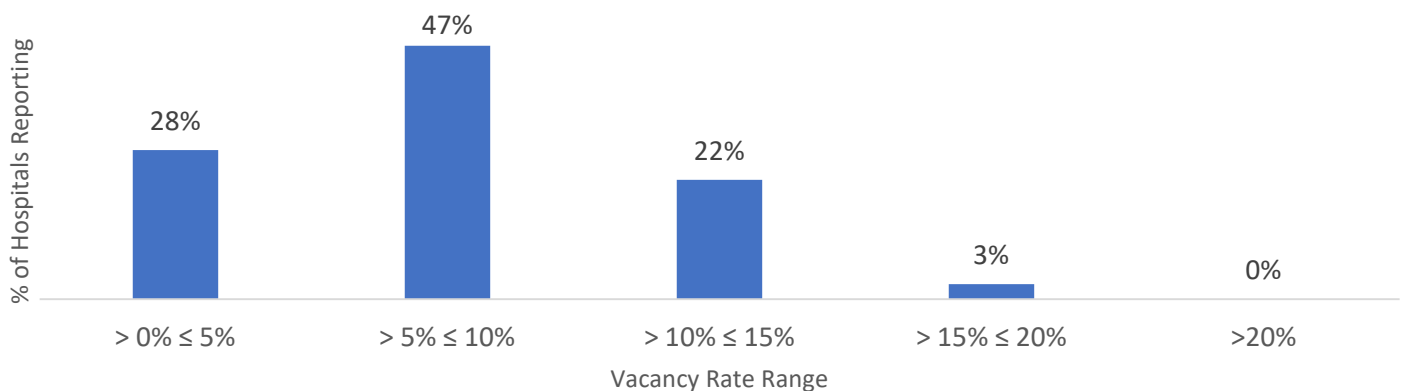
- The overall vacancy rate (# vacant FTEs / # budgeted FTEs x 100) for respondents was 6.4%
- 47% of respondents reported a vacancy rate of between 5% and 10%
- Vacant positions are covered by per diem nurses, staffing pools, on-call staff, overtime, and agency or traveler nurses.

RN Vacancy Rate in MA Acute Care Hospitals, 1988 to 2019

As shown in the chart below, the acute care hospital RN Vacancy Rate increased from 5.9% in 2018 to 6.5% in 2019



RN Vacancy Rate Distribution



Executive Summary

RN Vacancy Rate by Cohort

As shown in the table below, Community Hospitals had highest Staff RN vacancy rate among all Hospitals at 7.5%

Cohort	Budgeted RN FTEs	Vacant RN FTEs	Vacancy Rate
Teaching Hospital	11,985.5	697.5	5.8%
Community Hospital	7,228.2	544.7	7.5%
Specialty Hospital	2,198.8	144.4	6.6%
Non-Acute Hospital	513.8	22.3	4.3%
Respondent Total	21,926.2	1,408.9	6.4%

RN Vacancy Rate by Region

As shown in the table below, hospitals in the Western HMCC Region had the highest Staff RN vacancy rate at 13.3%

HMCC Region	Budgeted RN FTEs	Vacant RN FTEs	Vacancy Rate
Metro Boston	11,574.7	534.5	4.6%
Northeast	2,665.3	204.1	7.7%
Southeast	1,418.0	140.6	9.9%
Central	2,130.9	156.5	7.3%
Metro West	2,201.1	115.8	5.3%
Western	1,936.1	257.4	13.3%
Respondent Total	21,926.2	1,408.9	6.4%

Highest and Lowest Vacancy Rates

The tables below show the units with the highest and lowest vacancy rates

Highest Vacancy Rates	Rate
Home Health RN	21.9%
IV Therapy	12.8%
Nursing Supervisors	10.5%

Lowest Vacancy Rates	Rate
Diabetes Educator	0.0%
Rehabilitation	3.0%
Nurse Managers	3.8%

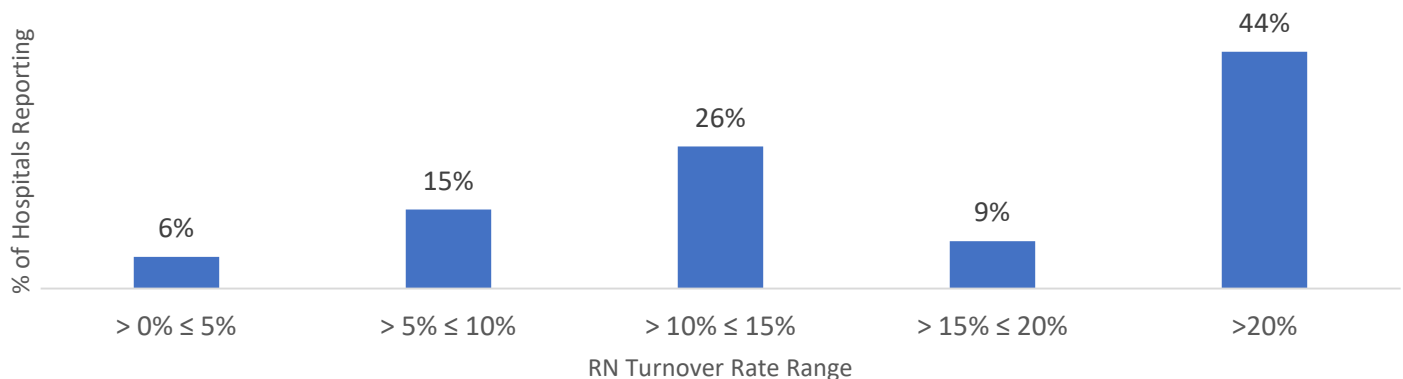
Please note that for calculating vacancy rates, only hospitals that provided both Budgeted RN FTE and Vacant RN FTE data are included

RN Turnover

Refer to section 2 for more detailed information

- The overall turnover rate (# of RN Separations / # budgeted FTEs x 100) for respondents was 14.8%
- Of all separations, 67% were voluntary, 19% were involuntary, and 14% were retirements
- 44% of respondents reported a turnover rate of greater than 20%

RN Turnover Rate Distribution



Executive Summary

RN Turnover Rate by Cohort

As shown in the table below, Non-Acute Hospitals had highest Staff RN turnover rate at 27.0%

Cohort	Budgeted RN FTEs	Vacant RN FTEs	Turnover Rate
Teaching Hospital	10,114	954	9.4%
Community Hospital	5,632	1,368	24.3%
Specialty Hospital	2,199	294	13.4%
Non-Acute Hospital	318	86	27.0%
Respondent Total	18,262.9	2,702.0	14.8%

RN Turnover Rate by Region

As shown in the table below, hospitals in the Northeast HMCC Region had the highest Staff RN turnover rate at 31.9%

HMCC Region	Budgeted RN FTEs	Vacant RN FTEs	Turnover Rate
Metro Boston	9,703	1,004	10.3%
Northeast	935	298	31.9%
Southeast	1,673	207	12.4%
Central	1,995	301	15.1%
Metro West	2,038	557	27.3%
Western	1,918	335	17.5%
Respondent Total	18,262.9	2,702.0	14.8%

Highest and Lowest Turnover Rates

The tables below show the units with the highest and lowest turnover rates

Highest Turnover Rates	Rate
Rehabilitation	52.4%
Psychiatric/Behavioral Health	30.3%
IV Therapy	28.5%

Lowest Turnover Rates	Rate
Diabetes Educator	0.0%
Wound Ostomy Nurse	5.1%
Oncology Inpatient	7.5%

When evaluating retirements as a percent of overall turnover by unit and staff type, Nurse Educators had the most retirements as a percentage of turnover at 35%, followed by Case Management at 34%, and Nurse Managers at 31%

Additionally, when evaluating voluntary turnover as a percent of overall turnover by unit and staff type, Wound Ostomy Nurse had the most voluntary turnover as a percentage of turnover at 100%, followed by Rehabilitation at 90%, and Emergency Department at 81%

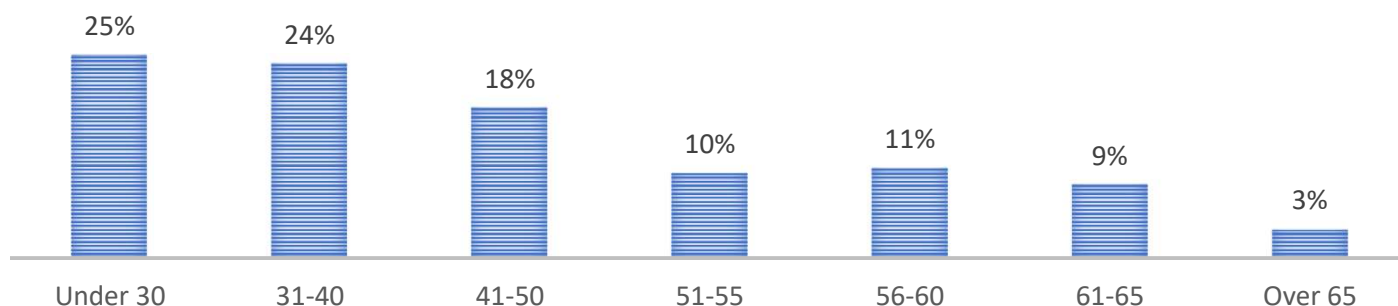
Please note that for calculating turnover rates, only hospitals that provided both Budgeted RN FTE and RN Turnover data are included

Other Key Findings

Among all respondents, 23% of RNs were reported to be 56 years old or older. Additional information on the age distribution of RNs is shown in the figure below.

RN Age Distribution

Refer to section 1 for additional detailed information



Executive Summary

Minimum Degree Requirement

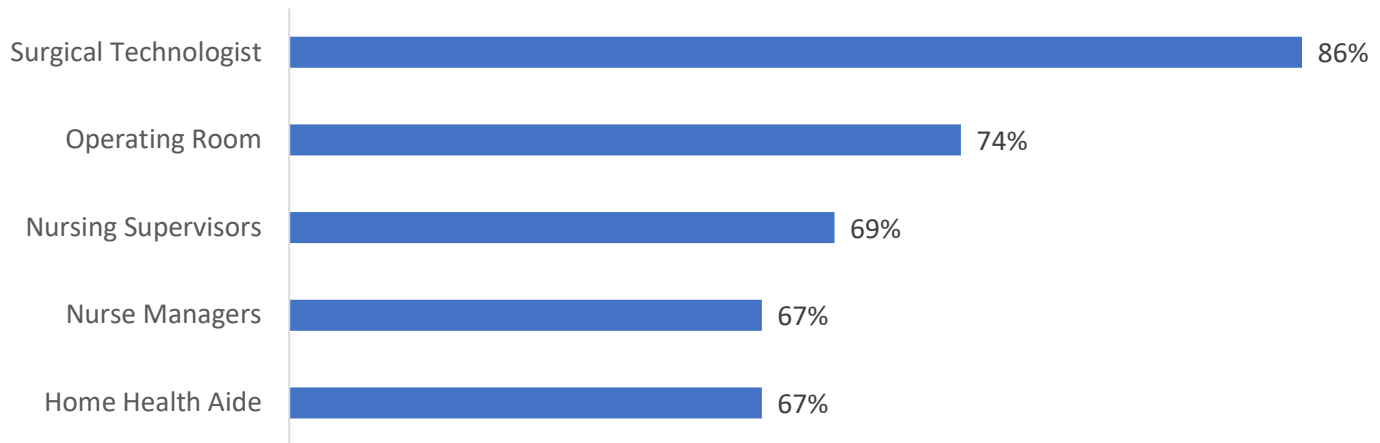
Refer to section 1 for additional detailed information

Of the 48 hospitals that responded to this question, 29% reported that they required at minimum a BSN degree to be hired at their hospital

Time to Fill Open Positions

Refer to section 3 for additional detailed information

The chart below shows the top 5 most commonly reported service / unit types where it takes 60 or more days to fill an open position along with the percentage of hospitals that reported this.



RN Overtime Hours

Refer to section 4 for additional detailed information

Respondents were asked how many productive hours in FY2019 were allocated to staff RN overtime, i.e., the total of mandatory and voluntary nurse overtime. Overtime is defined as time paid at time-and-a-half, excluding premium holiday pay. Based on responses, 1,094,700 productive hours worked were worked as overtime hours.

Temporary RNs

Refer to section 4 for additional detailed information

Respondents were asked what the average headcount and number of FTEs of temporary, i.e., traveler or agency Staff RNs, was at their organization in FY2019.

- Temporary RN were reported as 2.0% of all RNs
- Temporary RN FTEs were reported as 1.4% of all RN FTEs

Union Status

Refer to section 5 for additional detailed information

Union Status		
Employee Type	# of Respondent Hospitals with a Union	% of Respondent Hospitals with a Union
RN	24	48%
CNA	11	22%
LPN	11	22%

¹ For the purpose of this report, "acute-care hospitals" include teaching and community hospitals and exclude specialty and non-acute hospitals. Please see appendix I for a complete list of hospital cohorts.

² For the purpose of this report, "non-acute-care hospitals" include rehabilitation and long-term care hospitals and exclude free standing psychiatric hospitals. Please see appendix I for a complete list of hospital cohorts.