



The Long Term Care Nurse Staffing Study (LTCNSS) assesses nurse staffing and related issues in the long term care setting. In 2013, approximately 26% of licensed vocational nurses (LVNs) and 3% of registered nurses (RNs) in Texas worked in the Nursing Home/Extended Care setting. Long term care facilities may also employ certified nurse aides (CNAs), certified medication aides (CMAs), and advanced practice registered nurses (APRNs). During the spring of 2014, the TCNWS administered the LTCNSS to 1,191 Texas nursing facilities. A total of 443 facilities participated, for a final response rate of 37.2%.

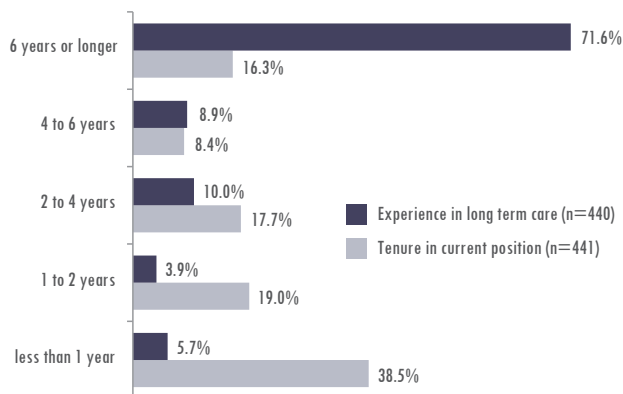
This report provides information on Directors of Nursing (DONs) in Texas long term care nursing facilities, including salary, longevity, qualifications/experience, and reasons for DON turnover. Only 2 of 443 facilities report having no DON at the time of data submission.

Longevity and Tenure

Figure 1 shows the proportions of DONs that have held their current position over various time periods, as well as the proportions of DONs with various levels of long term care experience.

- In 2008, 70.8% of DONs had 6 or more years of experience in long term care compared to 71.6% of 440 DONs in 2014.
- Almost 40% of 441 DONs held their current position for less than 1 year. In 2008, 42% of DONs had been employed at their facility for one year or less.
- DONs held their current position a median of 17 months.

Figure 1. DON long term care experience and position tenure



Reasons for DON Turnover

Because the survey question regarding DON turnover was updated from the 2008 LTCNSS survey, direct comparisons to the previous survey results are not advised. However, certain themes do emerge that suggest that DON turnover continues to be a pervasive issue among long term care facilities in Texas. Note that respondents could select all that apply in this question.

- 69.1% of 443 respondents indicated that DON turnover was an issue at their facility (Table 1).
- The most frequently cited reason for DON turnover was exhaustion/burnout.

Of those respondents who selected the “other” category in their response to which issues contribute to DON turnover, 28 provided a written response.

- 32.1% of these 28 respondents claimed that

Table 1. Frequency of reasons reported for DON turnover

Reason for DON turnover	# of respondents	% of respondents
Exhaustion/burnout	227	51.2%
Staffing issues	194	43.8%
Excessive paperwork	152	34.3%
Resident/family expectations	101	22.8%
Lack of management/leadership skills	94	21.2%
Lack of administrative/corporate support	93	21.0%
Fear of litigation	83	18.7%
Pay/benefits not commensurate	81	18.7%
Lack of LTC experience	74	16.7%
Lack of nursing knowledge	21	4.7%
Other	26	5.9%
DON turnover is not an issue	137	30.9%



regulatory issues contribute to DON turnover.

- The next most commonly cited reasons for DON turnover were personal reasons and unrealistic job duties (both cited by 17.9% of the 28 respondents who provided a written response to this survey

question).

- Remaining reasons listed included: corporate expectations (7.1%), higher patient acuity (3.6%), and fear of termination (3.6%).

Education

In 2011, the Institute of Medicine (IOM) published *The Future of Nursing: Leading Change, Advancing Health*¹. This report recommended a series of concrete policy and administrative changes that would allow the American healthcare professions to deal with our country's healthcare workforce needs. Two of these recommendations deal specifically with the education and training of nursing staff:

- Increase the proportion of nurses with at least a baccalaureate degree to 80% by 2020.
- Double the number of nurses with a doctorate in nursing by 2020.

With respect to these recommendations, the proportion of DONs in Texas with a bachelor's degree or higher has increased since the 2008 LTCNSS, when 7.5% of DONs had a diploma, 60.8% had an associate's in nursing, 24.1% had a bachelor's in nursing, and 2.3% had a master's in nursing.

Table 2 presents a breakdown of the most commonly held degrees by DONs.

- 90.7% of 440 DONs had a nursing degree.
- The most common degree type among DONs was an associate's in nursing.

Table 2. Educational attainment of DONs

Degree Type	# of DONs	% of DONs
Associate's in nursing	254	57.7%
Bachelor's in nursing	127	28.9%
Master's in nursing	18	4.1%
Diploma	14	3.2%
Other	8	1.8%
Bachelor's in field other than nursing	10	2.3%
Master's in field other than nursing	9	2.0%
Total	440	100.0%

*Of those DONs who originally reported a degree of "other", three mentioned multiple degrees. Thus the highest degree specified in the open-ended response was recoded into the appropriate category in the table above. The remaining responses mentioned either a job or certification title and thus were kept coded as "other".

Salary

440 of 443 survey respondents chose a salary range for the DON, from a minimum of \$40,000-\$49,999 to a maximum of \$100,000 and over.

- The statewide median DON salary range is between \$80,000 and \$89,000.
- The median salary range reported in 2008 was \$70,000 to \$79,999.

¹Institute of Medicine (IOM). (2011). *The Future of Nursing: Leading Change, Advancing Health*. Washington, D.C.: The National Academies Press. Retrieved from: http://thefutureofnursing.org/sites/default/files/Future%20of%20Nursing%20Report_0.pdf

Figure 2. DON salary range distribution (n=440)

