



**Delaware Healthcare Association  
Nursing Workforce Vacancy  
Trend Reports  
December 2000 to December 2010**



Published by:

Delaware Healthcare Association  
1280 South Governors Avenue  
Dover, DE 19904-4802  
Telephone: (302) 674-2853  
Web site: [www.deha.org](http://www.deha.org)



**Delaware Healthcare  
Association**

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**Nursing Workforce  
Vacancy Trend  
Report**

**December 2000**

**To**

**December 2010**

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Report Summary  
December 2000 to September 2010  
And December 2010

List of Participating Facilities

Hospital Nursing Workforce Vacancy  
Advanced Practice Nursing  
Statewide & County Trends

Hospital Nursing Workforce Vacancy  
RN, LPN, CNA  
Statewide Trends

Hospital Nursing Workforce Vacancy  
RN, LPN, CNA  
County Trends

Hospital Affiliated Long Term Care  
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Statewide Trends

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**Nursing Vacancy Workforce Trends**  
**Executive Summary**



## **Delaware Healthcare Association**

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### **Nursing Workforce Vacancy Trend Report – December 2000 to September 2010**

#### **Introduction:**

The Delaware Healthcare Association has been collecting nursing workforce vacancy data quarterly since December 2000 in order to track the nursing workforce shortage and staffing needs of our member hospitals and their affiliated long term care facilities. This report is a summary of the nursing workforce vacancy trends in Delaware from December 2000 to September 2010.

#### **How Our Members Are Working to Reduce Delaware's Nursing Shortage:**

Delaware hospitals and their affiliated long term care facilities have made efforts to address the nursing shortage in Delaware by offering hospital sponsored scholarships, employee tuition reimbursement, as well as enhanced recruiting and retention efforts.

In addition, the hospitals and their affiliated long term care facilities actively participated in the State of Delaware Nursing Expansion Scholarship Program begun in 2003 by Governor Ruth Ann Minner. Through the Nursing Expansion Scholarship Program from the Fall 2003 Semester to the Spring 2007 Semester, our member acute care hospitals and their affiliated long-term care facilities awarded 97 students \$ 217,108.27 in scholarship funds. Many of these students were second career seekers in their 20s and 30s and were not eligible for other scholarship programs.

The Nursing Expansion Scholarship Program was discontinued after the Spring 2007 Semester and replaced with the SEED Scholarship Program, which provides qualified Delaware high school graduates (started in 2006) with a 2-year degree at a Delaware college or university.

#### **Expanded Services and Increased Staffing at Delaware's Hospitals:**

Delaware's hospitals continue to increase their services to meet the needs of all Delawareans and visitors to our state. Increased services have led to increased staffing levels, including nursing positions. The hospitals have been able to increase retention of nurses while decreasing their nursing vacancy rates. However, surveys show the average Delaware nurse is over the age of 40 and workforce projections show a growing increase in the number of nurses who will be retiring in the future.

#### **Economic Crisis and the Nursing Shortage:**

With the current economic crisis, nursing turnover and vacancy rates have dropped. Nurses are postponing retirement and many are re-entering the workforce. These behavioral changes are driven by economic insecurity generally as a result of the loss of spousal income or insecurity regarding continued spousal employment. Once the economy improves, it is anticipated that retirement and re-entry rates will return to normal levels.

These factors, coupled with changing demographics and the continued graying of Delaware's population, will mean the long term need to recruit additional nurses will continue to be a factor in healthcare delivery in our State. Ensuring there are highly trained nurses ready to enter the medical field remains a top priority of Delaware's hospitals, health systems, and colleges.

**Changes In This Report:**

There have been some hospital affiliated long term care facilities which have been sold over the last few years and no longer submit their nursing data to the Delaware Healthcare Association. We also lost a member hospital on July 1, 2010. The report has been modified to remove the data from these facilities so the trends will accurately reflect the members participating.

**Advocacy for Nursing Initiatives:**

The Delaware Healthcare Association continues efforts on behalf of our members to keep our U.S. Congressional Delegation, Governor Markell, the Delaware General Assembly Members, and Delaware colleges, universities, and other Delaware schools with nursing education programs informed regarding the nursing shortage and staffing needs of Delaware hospitals and their affiliated long term care facilities.

**Delaware Healthcare Association Workforce Needs Report:**

In addition to the Delaware Healthcare Association Nursing Workforce Vacancy Trend Reports which are published quarterly, the Association produces a Delaware Hospital & Health System Workforce Needs Report. The Needs Report shows current levels of staffing (counting actual people, not FTEs) and projects needs into the future.

The most recent Needs Report was published using 2008 current data and projecting workforce needs through 2014. The Needs Report showed an increased need for nurses in the future, just as the national reports continue to project. Visit the Delaware Healthcare Association [Web site](#) to read the report.

If you have any questions regarding the Delaware Healthcare Association Nursing Workforce Vacancy Trend Report or any other reports, please contact the Delaware Healthcare Association at (302) 674-2853.

Thank you.  
Wayne A. Smith  
President & CEO

**Hospital Nursing Vacant FTE Positions:**

<b>Designation</b>	<b>Dec 2000</b>	<b>Sept 2010</b>	<b>Difference</b>	<b>Percentage Change</b>
<b>APN</b>				
Statewide	9.50	14.55	5.05	53.16 %
New Castle County	6.50	11.55	5.05	77.69 %
Kent/Sussex	3.00	3.00	0.00	0.00 %
<b>RN</b>				
Statewide	383.15	99.56	(-283.59)	(-74.02 %)
New Castle County	295.30	57.11	(-238.19)	(-80.66 %)
Kent/Sussex	87.85	42.45	(-45.40)	(-51.68 %)
<b>LPN</b>				
Statewide	27.70	4.00	(-23.70)	(-85.56 %)
New Castle County	21.40	3.40	(-18.00)	(-84.11 %)
Kent/Sussex	6.30	0.60	(-5.70)	(-90.48 %)
<b>CNA</b>				
Statewide	58.00	34.80	(-23.20)	(-40.00 %)
New Castle County	50.50	12.80	(-37.70)	(-74.65 %)
Kent/Sussex	7.50	22.00	14.50	193.33 %

**Hospital Nursing Total FTE Positions:**

<b>Designation</b>	<b>Dec 2000</b>	<b>Sept 2010</b>	<b>Difference</b>	<b>Percentage Change</b>
<b>APN</b>				
Statewide	82.80	255.51	172.71	208.59 %
New Castle County	48.00	223.28	175.28	365.17 %
Kent/Sussex	34.80	32.23	(-2.57)	(-7.39 %)
<b>RN</b>				
Statewide	2,403.01	4,439.10	2,036.09	84.73 %
New Castle County	1,495.21	3,126.69	1,631.48	109.11 %
Kent/Sussex	907.80	1,312.41	404.61	44.57 %
<b>LPN</b>				
Statewide	207.50	157.60	(-49.90)	(-24.05 %)
New Castle County	95.50	104.54	9.04	9.47 %
Kent/Sussex	112.00	53.06	(-58.94)	(-52.63 %)
<b>CNA</b>				
Statewide	373.25	560.58	187.33	50.19 %
New Castle County	212.00	319.74	107.74	50.82 %
Kent/Sussex	161.25	240.84	79.59	49.36 %

**Hospital Nursing Vacancy Rate:**

<b>Designation</b>	<b>Dec 2000</b>	<b>Sept 2010</b>
<b>APN</b>		
Statewide	11.47 %	5.69 %
New Castle County	13.54 %	5.17 %
Kent/Sussex	8.62 %	9.31 %
<b>RN</b>		
Statewide	15.94 %	2.24 %
New Castle County	19.75 %	1.83 %
Kent/Sussex	9.68 %	3.23 %
<b>LPN</b>		
Statewide	13.35 %	2.54 %
New Castle County	22.41 %	3.25 %
Kent/Sussex	5.63 %	1.13 %
<b>CNA</b>		
Statewide	15.54 %	6.21 %
New Castle County	23.82 %	4.00 %
Kent/Sussex	4.65 %	9.13 %



**Long Term Care Nursing Vacant FTE Positions:**

<b>Designation</b>	<b>Dec 2000</b>	<b>Sept 2010</b>	<b>Difference</b>	<b>Percentage Change</b>
<b>RN</b> Statewide	9.00	8.00	(-1.00)	(-11.11 %)
<b>LPN</b> Statewide	8.00	1.10	(-6.90)	(-86.25 %)
<b>CNA</b> Statewide	23.10	12.20	(-10.90)	(-47.19 %)

**Long Term Care Nursing Total FTE Positions:**

<b>Designation</b>	<b>Dec 2000</b>	<b>Sept 2010</b>	<b>Difference</b>	<b>Percentage Change</b>
<b>RN</b> Statewide	44.70	71.60	26.90	60.18 %
<b>LPN</b> Statewide	53.50	36.60	(-16.90)	(-31.59 %)
<b>CNA</b> Statewide	124.00	97.00	(-27.00)	(-21.77 %)

**Long Term Care Nursing Vacancy Rate:**

<b>Designation</b>	<b>Dec 2000</b>	<b>Sept 2010</b>
<b>RN</b> Statewide	20.13 %	11.17 %
<b>LPN</b> Statewide	14.95 %	3.01 %
<b>CNA</b> Statewide	18.63 %	12.58 %

*There have been no vacancies in hospital affiliated long term care facilities for APN positions.*

Note: Franciscan Care Center Wilmington, Lewes Convalescent Center, Riverside Long Term and Transitional Care, and St. Francis Skilled Nursing Facility were sold and the County data can no longer be separated.

**December 2010**  
**Nursing Vacancy Workforce Trends**  
**Executive Summary**



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President & CEO

**Hospital Nursing Vacant FTE Positions:**

<b>Designation</b>	<b>Dec 2000</b>	<b>Dec 2010</b>	<b>Difference</b>	<b>Percentage Change</b>
<b>APN</b>				
Statewide	9.50	40.70	31.20	328.42 %
New Castle County	6.50	10.50	4.00	61.54 %
Kent/Sussex	3.00	30.20	27.20	906.67 %
<b>RN</b>				
Statewide	383.15	143.60	(-239.55)	(-62.52 %)
New Castle County	295.30	98.70	(-196.60)	(-66.58 %)
Kent/Sussex	87.85	44.90	(-42.95)	(-48.89 %)
<b>LPN</b>				
Statewide	27.70	5.60	(-22.10)	(-79.78 %)
New Castle County	21.40	3.00	(-18.40)	(-85.98 %)
Kent/Sussex	6.30	2.60	(-3.70)	(-58.73 %)
<b>CNA</b>				
Statewide	58.00	24.85	(-33.15)	(-57.16 %)
New Castle County	50.50	18.05	(-32.45)	(-64.26 %)
Kent/Sussex	7.50	6.80	(-0.70)	(-9.33 %)

**Hospital Nursing Total FTE Positions:**

<b>Designation</b>	<b>Dec 2000</b>	<b>Dec 2010</b>	<b>Difference</b>	<b>Percentage Change</b>
<b>APN</b>				
Statewide	82.80	250.83	168.03	202.93 %
New Castle County	48.00	217.63	169.63	353.40 %
Kent/Sussex	34.80	33.20	(-1.60)	(-4.60 %)
<b>RN</b>				
Statewide	2,403.01	4,474.36	2,071.35	86.20 %
New Castle County	1,495.21	3,165.51	1,670.30	111.71 %
Kent/Sussex	907.80	1,308.85	401.05	44.18 %
<b>LPN</b>				
Statewide	207.50	160.09	(-47.41)	(-22.85 %)
New Castle County	95.50	107.04	11.54	12.08 %
Kent/Sussex	112.00	53.05	(-58.95)	(-52.63 %)
<b>CNA</b>				
Statewide	373.25	564.80	191.55	51.32 %
New Castle County	212.00	324.24	112.24	52.94 %
Kent/Sussex	161.25	240.56	79.31	49.18 %

**Hospital Nursing Vacancy Rate:**

<b>Designation</b>	<b>Dec 2000</b>	<b>Dec 2010</b>
<b>APN</b>		
Statewide	11.47 %	16.23 %
New Castle County	13.54 %	4.82 %
Kent/Sussex	8.62 %	90.96 %
<b>RN</b>		
Statewide	15.94 %	3.21 %
New Castle County	19.75 %	3.12 %
Kent/Sussex	9.68 %	3.43 %
<b>LPN</b>		
Statewide	13.35 %	3.50 %
New Castle County	22.41 %	2.80 %
Kent/Sussex	5.63 %	4.90 %
<b>CNA</b>		
Statewide	15.54 %	4.40 %
New Castle County	23.82 %	5.57 %
Kent/Sussex	4.65 %	2.83 %

**Long Term Care Nursing Vacant FTE Positions:**

<b>Designation</b>	<b>Dec 2000</b>	<b>Dec 2010</b>	<b>Difference</b>	<b>Percentage Change</b>
<b>RN</b> Statewide	9.00	4.50	(-4.50)	(-50.00 %)
<b>LPN</b> Statewide	8.00	3.00	(-5.00)	(-62.50 %)
<b>CNA</b> Statewide	23.10	12.50	(-10.60)	(-45.89 %)

**Long Term Care Nursing Total FTE Positions:**

<b>Designation</b>	<b>Dec 2000</b>	<b>Dec 2010</b>	<b>Difference</b>	<b>Percentage Change</b>
<b>RN</b> Statewide	44.70	73.00	28.30	63.31 %
<b>LPN</b> Statewide	53.50	31.50	(-22.00)	(-41.12 %)
<b>CNA</b> Statewide	124.00	87.10	(-36.90)	(-29.76 %)

**Long Term Care Nursing Vacancy Rate:**

<b>Designation</b>	<b>Dec 2000</b>	<b>Dec 2010</b>
<b>RN</b> Statewide	20.13 %	6.16 %
<b>LPN</b> Statewide	14.95 %	9.52 %
<b>CNA</b> Statewide	18.63 %	14.35 %

*There have been no vacancies in hospital affiliated long term care facilities for APN positions.*

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# **Participating Facilities**

## Participating Member Hospitals and Hospital Affiliated Long Term Care Facilities

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### Member Hospitals:

**Alfred I. duPont Hospital for Children**  
PO Box 269  
Wilmington, DE 19899

**Bayhealth Medical Center**  
640 S State Street  
Dover, DE 19901  
*Kent General Hospital & Milford Memorial Hospital*

**Beebe Medical Center**  
424 Savannah Road  
Lewes, DE 19958

**Christiana Care Health Systems**  
PO Box 1668  
Wilmington, DE 19899  
*Christiana Hospital & Wilmington Hospital*

**Nanticoke Memorial Hospital**  
801 Middleford Road  
Seaford, DE 19973

**Veterans Affairs Medical & Regional Office Center**  
1601 N. Kirkwood Highway  
Wilmington, DE 19805

### Hospitals No Longer Participating \*\*:

**Delaware Psychiatric Center**  
*Discontinued participation in April 2002*

**St. Francis Hospital**  
*Discontinued participation in June 2010*

### Member Hospital Affiliated Long Term Care Facilities:

**LifeCare at Lofland Park**  
712 King Street  
Seaford, DE 19973

**Select Specialty Hospital – Wilmington**  
7 Clayton Street  
Wilmington, DE 19805  
*Note: began submitting data June 2009*

**Veterans Affairs Medical & Regional Office Center  
Long Term Care Unit**  
1601 N. Kirkwood Highway  
Wilmington, DE 19805

### Hospital Affiliated Long Term Care Facilities No Longer Participating \*\*:

**Accord Health Services at Brandywine Nursing & Rehab Center**  
*Discontinued participation in April 2002*

**Franciscan Care Center at Wilmington**  
*Facility Sold by St. Francis Health Services in Jan 2004*

**Franciscan Care Center at Brackenville**  
*Discontinued participation in June 2010*

**Lewes Convalescent Center**  
*Facility sold by Beebe Medical Center in Jan 2008*

**Riverside Long Term and Transitional Care**  
*Facility Sold by Christiana Care Health System in Oct 2008*

**St. Francis Skilled Nursing Facility**  
*Facility sold by St. Francis Health Services in Sept 2007*

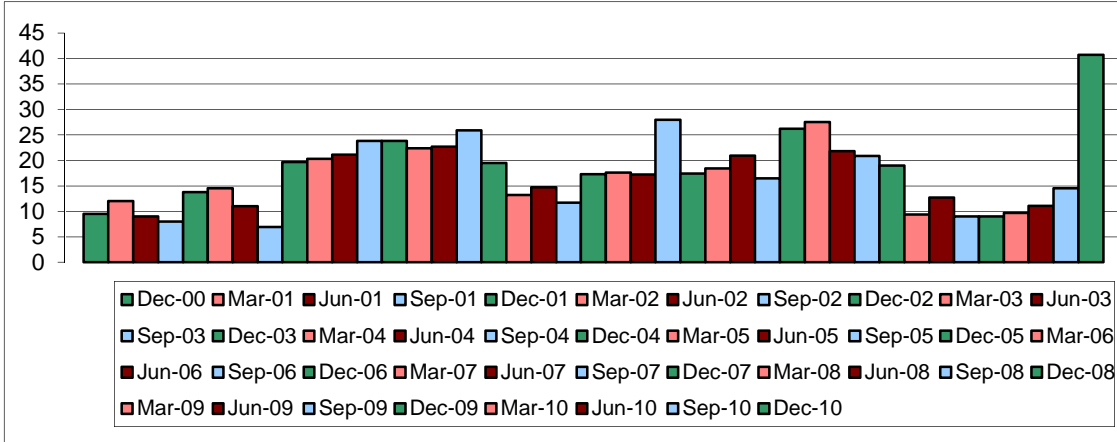
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\*\* Facilities which are no longer participating are not shown in this report.

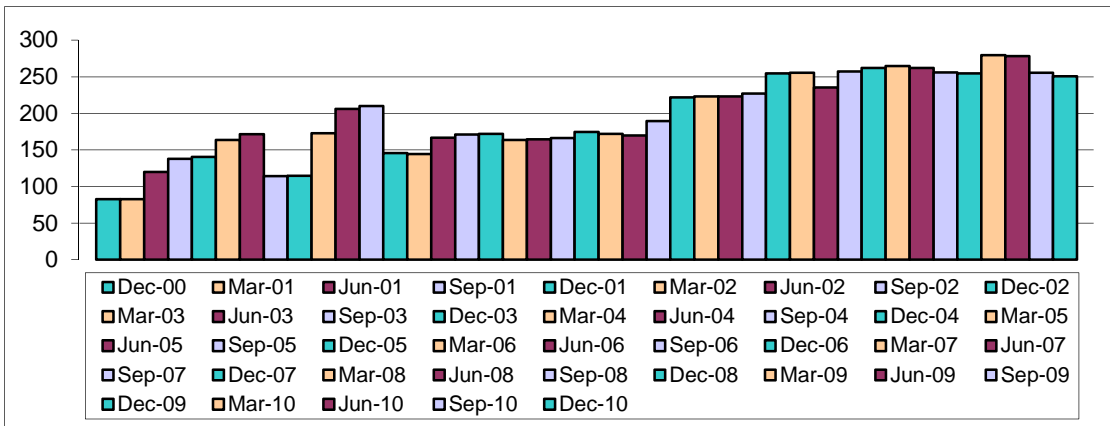
# **Advance Practice Nursing (APN) Position Trends**

**Delaware Healthcare Association  
Nursing Workforce Vacancy Trend Report  
Hospital Advanced Practice Nursing Workforce (APN)**

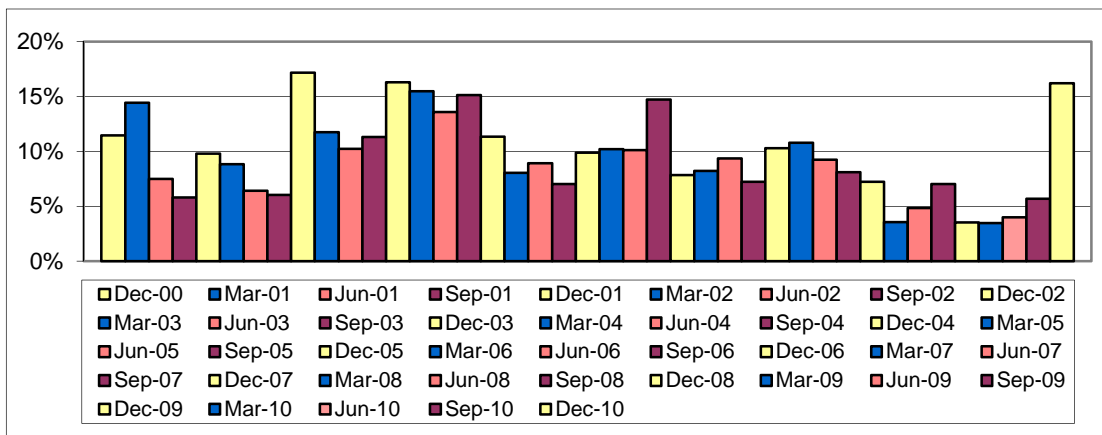
**Statewide - Hospital Nursing Workforce Vacant APN FTE Positions**



**Statewide - Hospital Nursing Workforce Total APN FTE Positions**

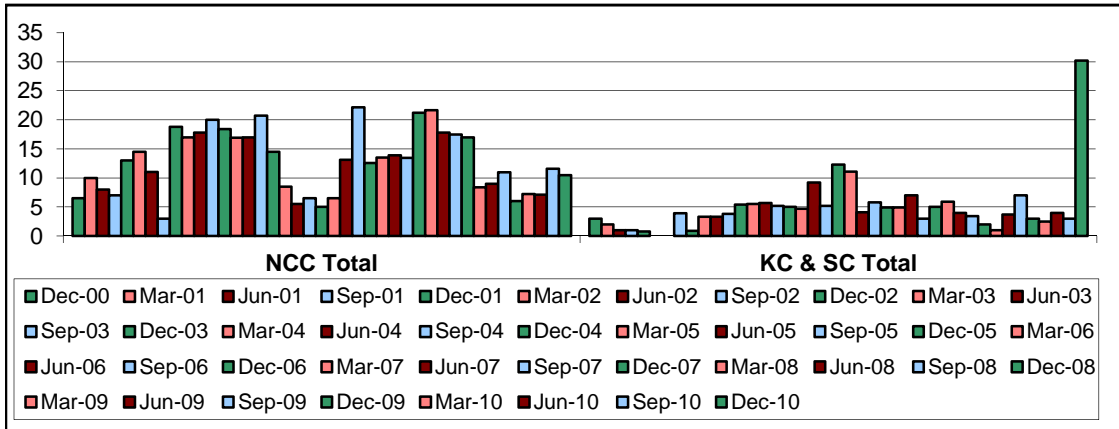


**Statewide - Hospital Nursing Workforce APN Vacancy Percentage**

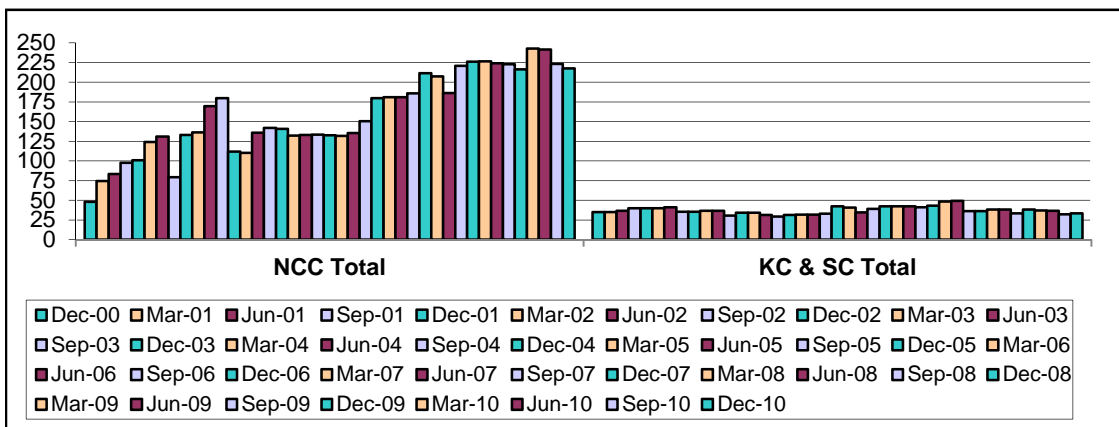


**Delaware Healthcare Association  
Nursing Workforce Vacancy Trend Report  
Hospital Advanced Practice Nursing Workforce (APN)**

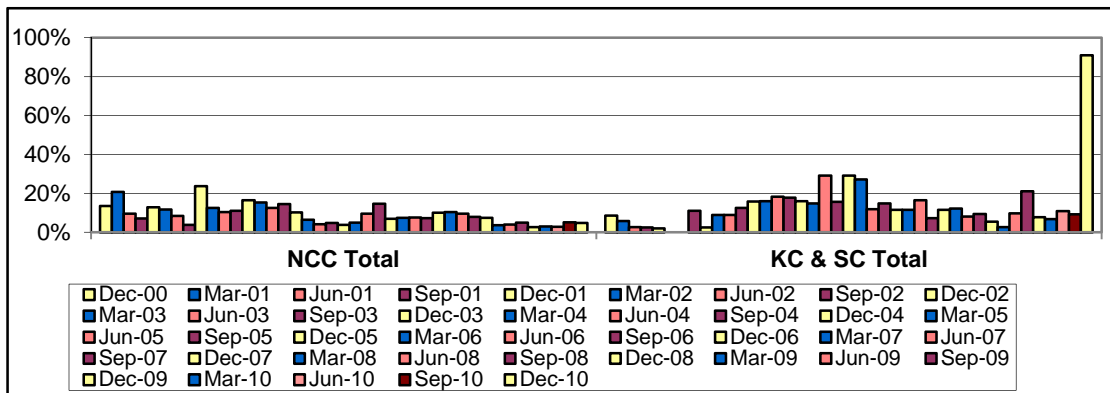
**County - Hospital Nursing Workforce Vacant APN FTE Positions**



**County - Hospital Nursing Workforce Total APN FTE Positions**



**County - Hospital Nursing Workforce APN Vacancy Percentage**



**Delaware Healthcare Association  
Nursing Workforce Vacancy Trend Report  
Advanced Practice Nurse**

Hospital	Quarter Ending Date	Vacant APN FTE Positions	Total FTE APN Positions	Vacancy Rate (%)
NCC Total	December 31, 2000	6.50	48.00	13.54%
KC & SC Total		3.00	34.80	8.62%
State Hospital Total		9.50	82.80	11.47%
NCC Total	March 31, 2001	10.00	74.60	20.83%
KC & SC Total		2.00	34.80	5.75%
State Hospital Total		12.00	83.02	14.45%
NCC Total	June 30, 2001	8.00	83.28	9.61%
KC & SC Total		1.00	36.60	2.73%
State Hospital Total		9.00	119.88	7.51%
NCC Total	September 30, 2001	7.00	97.75	7.16%
KC & SC Total		1.00	40.00	2.50%
State Hospital Total		8.00	137.75	5.81%
NCC Total	December 31, 2001	13.00	100.75	12.90%
KC & SC Total		0.80	40.00	2.00%
State Hospital Total		13.80	140.75	9.80%
NCC Total	March 31, 2002	14.50	123.82	11.71%
KC & SC Total		0.00	40.00	0.00%
State Hospital Total		14.50	163.82	8.85%
NCC Total	June 30, 2002	11.00	130.72	8.41%
KC & SC Total		0.00	41.00	0.00%
State Hospital Total		11.00	171.72	6.41%
NCC Total	September 30, 2002	3.00	79.22	3.79%
KC & SC Total		3.90	35.20	11.08%
State Hospital Total		6.90	114.42	6.03%
NCC Total	December 31, 2002	18.80	132.77	23.73%
KC & SC Total		0.90	35.20	2.56%
State Hospital Total		19.70	114.57	17.19%
NCC Total	March 31, 2003	17.00	136.17	12.48%
KC & SC Total		3.30	36.63	9.01%
State Hospital Total		20.30	172.80	11.75%
NCC Total	June 30, 2003	17.80	169.51	10.50%
KC & SC Total		3.30	36.63	9.01%
State Hospital Total		21.10	206.14	10.24%
NCC Total	September 30, 2003	20.00	179.63	11.13%
KC & SC Total		3.80	30.40	12.50%
State Hospital Total		23.80	210.03	11.33%
NCC Total	December 31, 2003	18.40	111.73	16.47%
KC & SC Total		5.40	34.10	15.84%
State Hospital Total		23.80	145.83	16.32%
NCC Total	March 31, 2004	16.90	110.33	15.32%
KC & SC Total		5.50	34.20	16.08%
State Hospital Total		22.40	144.53	15.50%
NCC Total	June 30, 2004	17.00	135.68	12.53%
KC & SC Total		5.70	31.20	18.27%
State Hospital Total		22.70	166.88	13.60%
NCC Total	September 30, 2004	20.70	141.88	14.59%
KC & SC Total		5.20	29.10	17.87%
State Hospital Total		25.90	170.98	15.15%
NCC Total	December 31, 2004	14.50	140.74	10.30%
KC & SC Total		5.00	31.30	15.97%
State Hospital Total		19.50	172.04	11.33%

Note: To date there have been no open APN positions in Association Member Long Term Care Facilities; therefore a LTC trend report for APN was not prepared.

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Advanced Practice Nurse**

Hospital	Quarter Ending Date	Vacant APN FTE Positions	Total FTE APN Positions	Vacancy Rate (%)
NCC Total	March 31, 2005	8.50	131.99	6.44%
KC & SC Total		4.70	31.70	14.83%
State Hospital Total		13.20	163.69	8.06%
NCC Total	June 30, 2005	5.50	132.97	4.14%
KC & SC Total		9.20	31.60	29.11%
State Hospital Total		14.70	164.57	8.93%
NCC Total	September 30, 2005	6.50	133.27	4.88%
KC & SC Total		5.20	33.00	15.76%
State Hospital Total		11.70	166.27	7.04%
NCC Total	December 31, 2005	5.00	132.62	3.77%
KC & SC Total		12.30	42.10	29.22%
State Hospital Total		17.30	174.72	9.90%
NCC Total	March 31, 2006	6.50	131.57	4.94%
KC & SC Total		11.10	40.70	27.27%
State Hospital Total		17.60	172.27	10.22%
NCC Total	June 30, 2006	13.10	135.32	9.68%
KC & SC Total		4.10	34.60	11.85%
State Hospital Total		17.20	169.92	10.12%
NCC Total	September 30, 2006	22.15	150.47	14.72%
KC & SC Total		5.80	39.10	14.83%
State Hospital Total		27.95	189.57	14.74%
NCC Total	December 31, 2006	12.55	179.74	6.98%
KC & SC Total		4.90	42.40	11.56%
State Hospital Total		17.45	222.14	7.86%
NCC Total	March 31, 2007	13.50	180.84	7.47%
KC & SC Total		4.90	42.40	11.56%
State Hospital Total		18.40	223.24	8.24%
NCC Total	June 30, 2007	13.91	180.95	7.69%
KC & SC Total		7.00	42.40	16.51%
State Hospital Total		20.91	223.35	9.36%
NCC Total	September 30, 2007	13.46	185.88	7.24%
KC & SC Total		3.00	41.20	7.28%
State Hospital Total		16.46	227.08	7.25%
NCC Total	December 31, 2007	21.21	211.40	10.03%
KC & SC Total		5.00	43.20	11.57%
State Hospital Total		26.21	254.60	10.29%
NCC Total	March 31, 2008	21.66	207.35	10.45%
KC & SC Total		5.90	48.20	12.24%
State Hospital Total		27.56	255.55	10.78%
NCC Total	June 30, 2008	17.80	186.20	9.56%
KC & SC Total		4.00	49.20	8.13%
State Hospital Total		21.80	235.40	9.26%
NCC Total	September 30, 2008	17.45	220.93	7.90%
KC & SC Total		3.40	36.30	9.37%
State Hospital Total		20.85	257.23	8.11%
NCC Total	December 31, 2008	17.00	226.08	7.52%
KC & SC Total		2.00	36.30	5.51%
State Hospital Total		19.00	262.38	7.24%

Note: To date there have been no open APN positions in Association Member Long Term Care Facilities; therefore a LTC trend report for APN was not prepared.

**Delaware Healthcare Association  
Nursing Workforce Vacancy Trend Report  
Advanced Practice Nurse**

Hospital	Quarter Ending Date	Vacant APN FTE Positions	Total FTE APN Positions	Vacancy Rate (%)
NCC Total	March 30, 2009	8.40	226.63	3.71%
KC & SC Total		1.00	38.10	2.62%
State Hospital Total		9.40	264.73	3.55%
NCC Total	June 30, 2009	9.00	223.90	4.02%
KC & SC Total		3.70	38.10	9.71%
State Hospital Total		12.70	262.00	4.85%
NCC Total	September 30, 2009	10.98	222.66	4.93%
KC & SC Total		7.00	33.20	21.08%
State Hospital Total		17.98	255.86	7.03%
NCC Total	December 31, 2009	6.00	216.14	2.78%
KC & SC Total		3.00	38.40	7.81%
State Hospital Total		9.00	254.54	3.54%
NCC Total	March 30, 2010	7.20	242.79	2.97%
KC & SC Total		2.50	36.90	6.78%
State Hospital Total		9.70	279.69	3.47%
NCC Total	June 30, 2010	7.10	241.59	2.94%
KC & SC Total		4.00	36.60	10.93%
State Hospital Total		11.10	278.19	3.99%
NCC Total	September 30, 2010	11.55	223.28	5.17%
KC & SC Total		3.00	32.23	9.31%
State Hospital Total		14.55	255.51	5.69%
NCC Total	December 31, 2010	10.50	217.63	4.82%
KC & SC Total		30.20	33.20	90.96%
State Hospital Total		40.70	250.83	16.23%

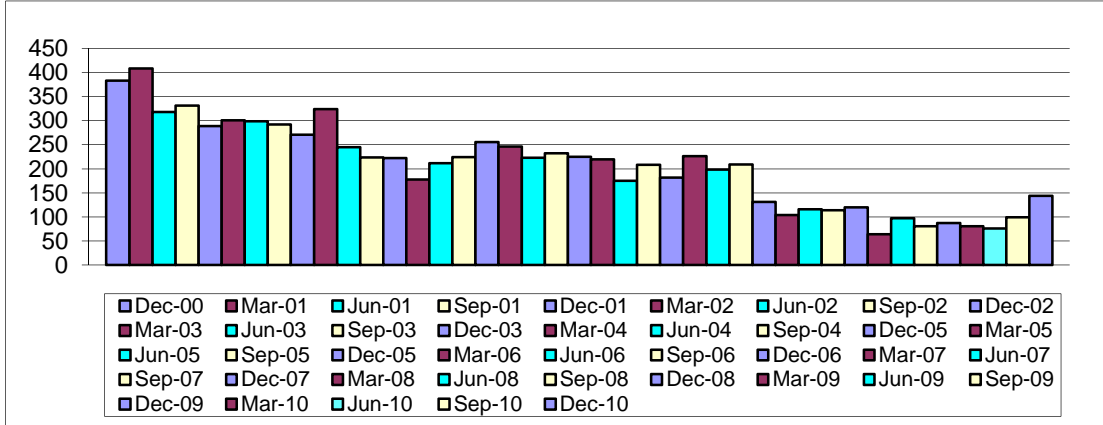
Note: To date there have been no open APN positions in Association Member Long Term Care Facilities; therefore a LTC trend report for APN was not prepared.



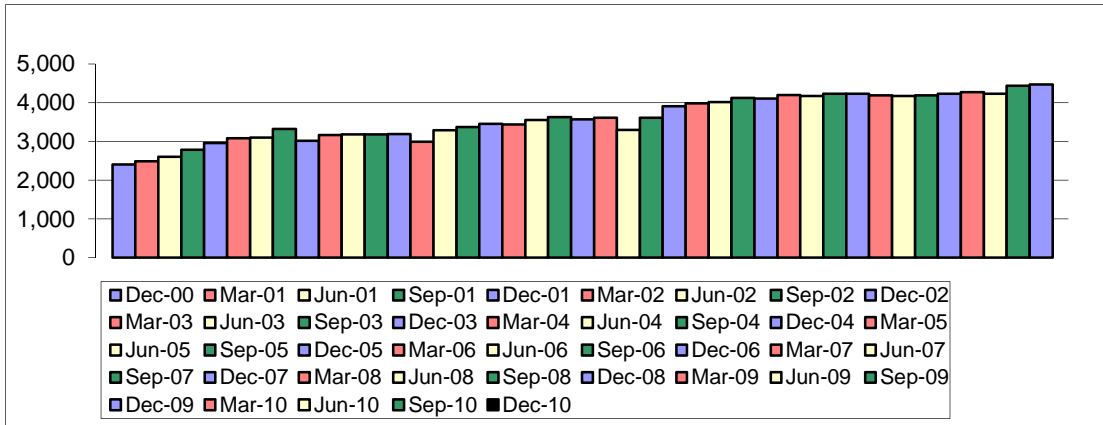
# **Hospital Nursing Workforce Position Trends**

**Delaware Healthcare Association  
Nursing Workforce Vacancy Trend Report  
Hospital Nursing Workforce**

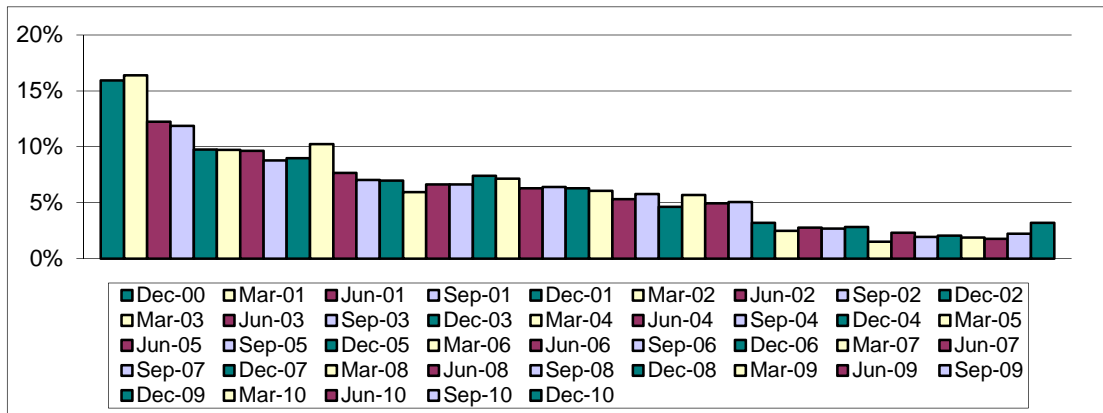
**Statewide Hospital Nursing Workforce – Vacant RN FTE Positions**



**Statewide Hospital Nursing Workforce – Total RN FTE Nursing Positions**

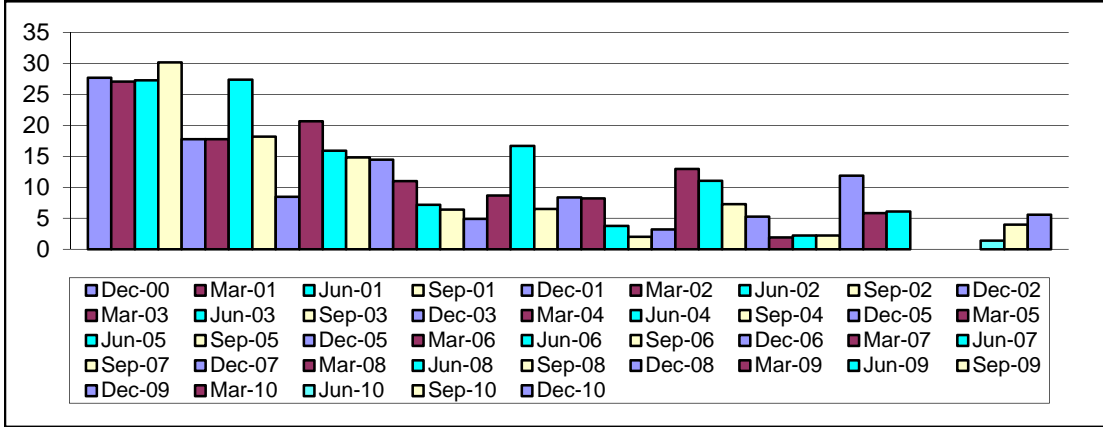


**Statewide Hospital Nursing Workforce – RN FTE Vacancy Percentage**

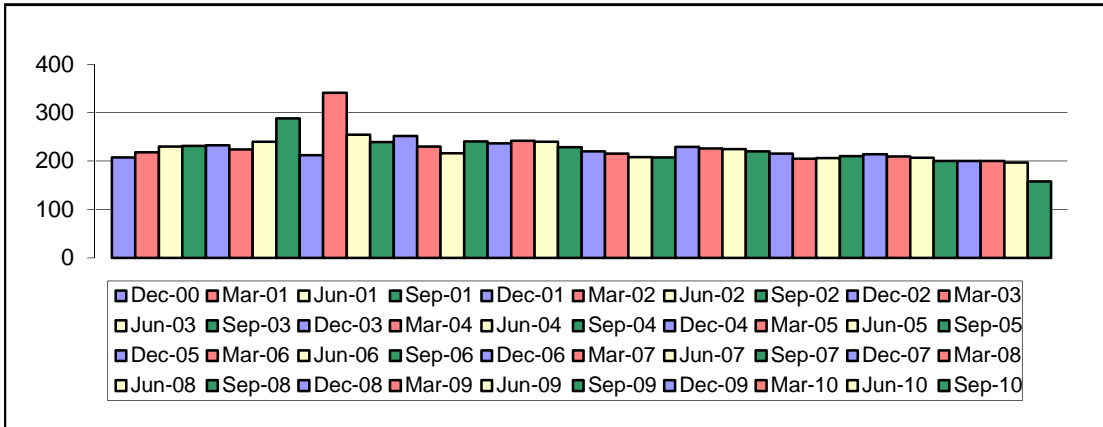


**Delaware Healthcare Association  
Nursing Workforce Vacancy Trend Report  
Hospital Nursing Workforce**

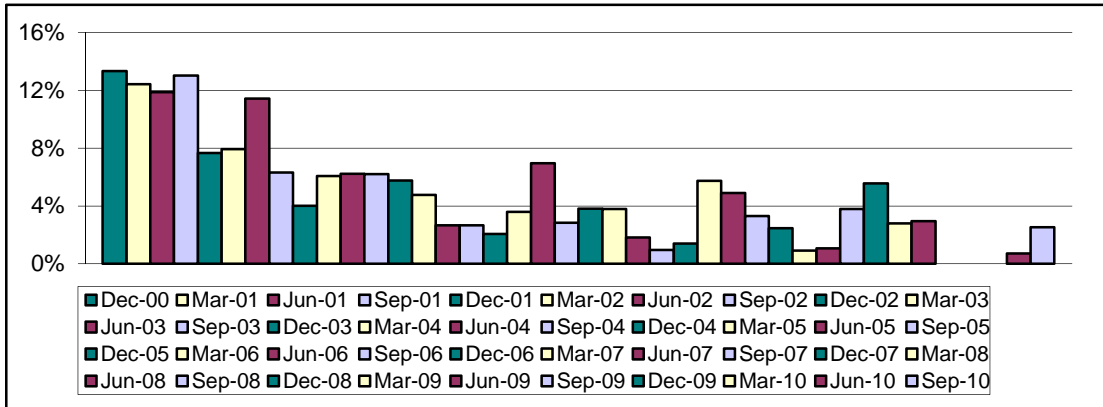
**Statewide Hospital Nursing Workforce – Vacant LPN FTE Positions**



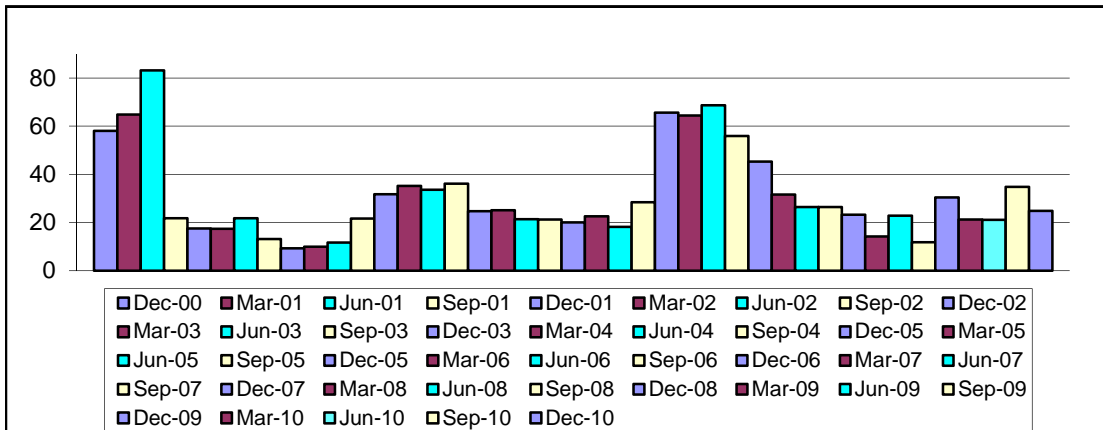
**Statewide Hospital Nursing Workforce – Total LPN FTE Nursing Positions**



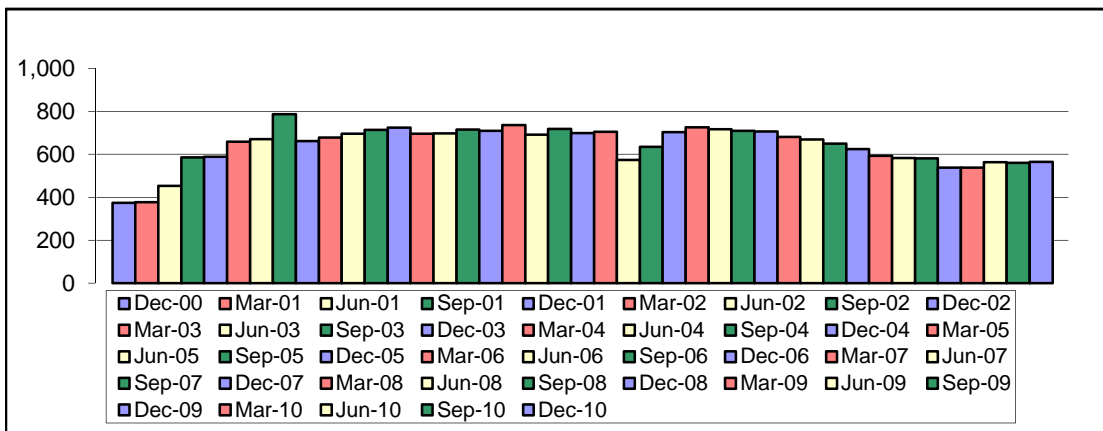
**Statewide Hospital Nursing Workforce – LPN FTE Vacancy Percentage**



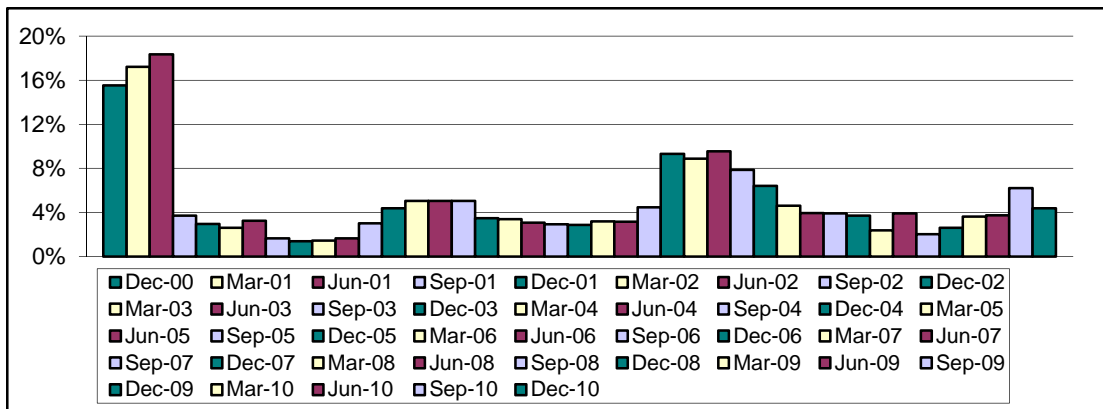
**Delaware Healthcare Association  
Nursing Workforce Vacancy Trend Report  
Statewide Hospital Nursing Workforce – Vacant CNA FTE Positions**



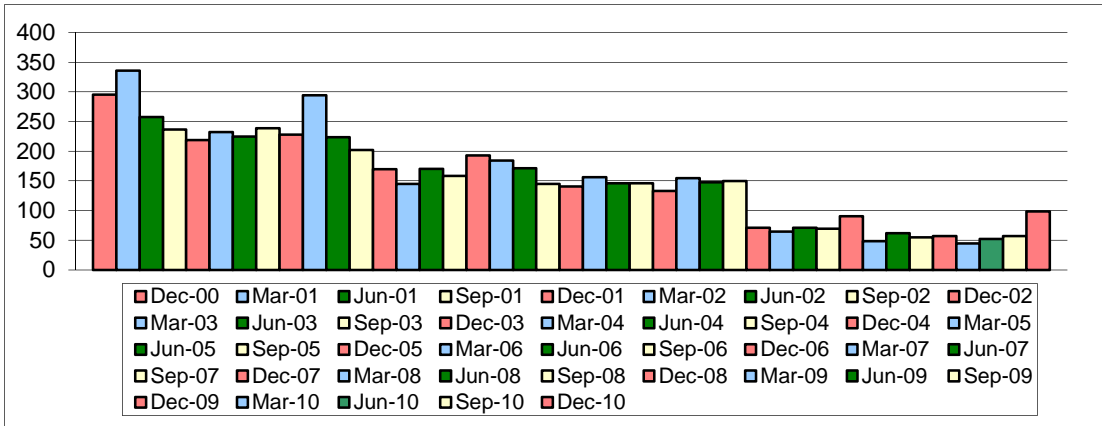
**Statewide Hospital Nursing Workforce – Total CNA FTE Nursing Positions**



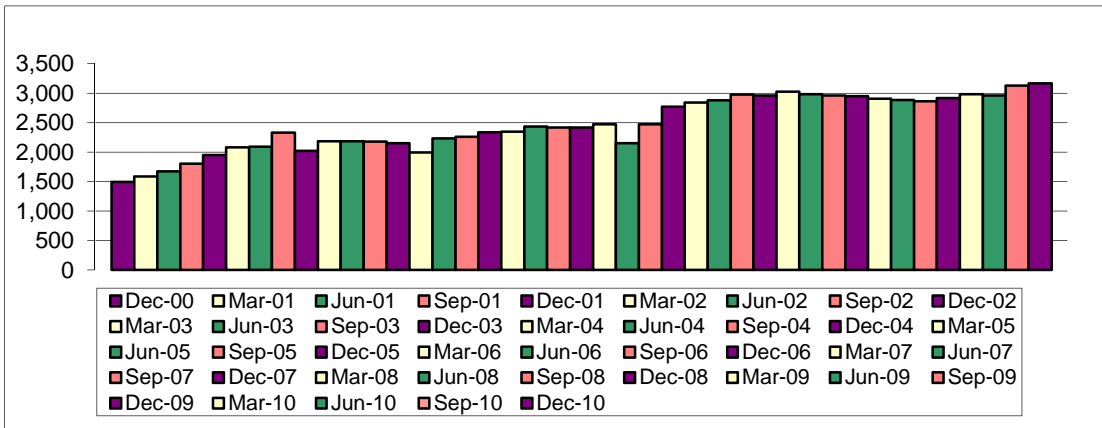
**Statewide Hospital Nursing Workforce – CNA FTE Vacancy Percentage**



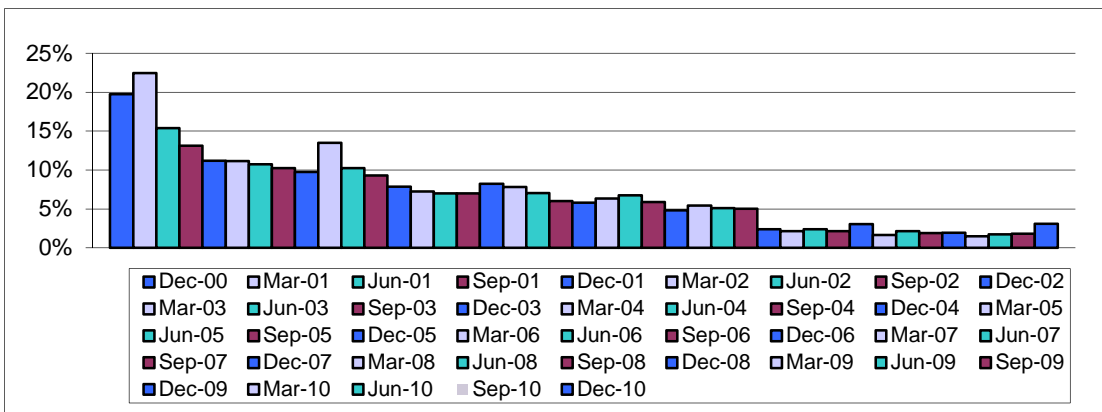
**Nursing Workforce Vacancy Trend Report**  
**Hospital Nursing Workforce**  
**New Castle County Hospital Nursing Workforce – Vacant RN FTE Positions**



**New Castle County Hospital Nursing Workforce – Total RN FTE Nursing Positions**

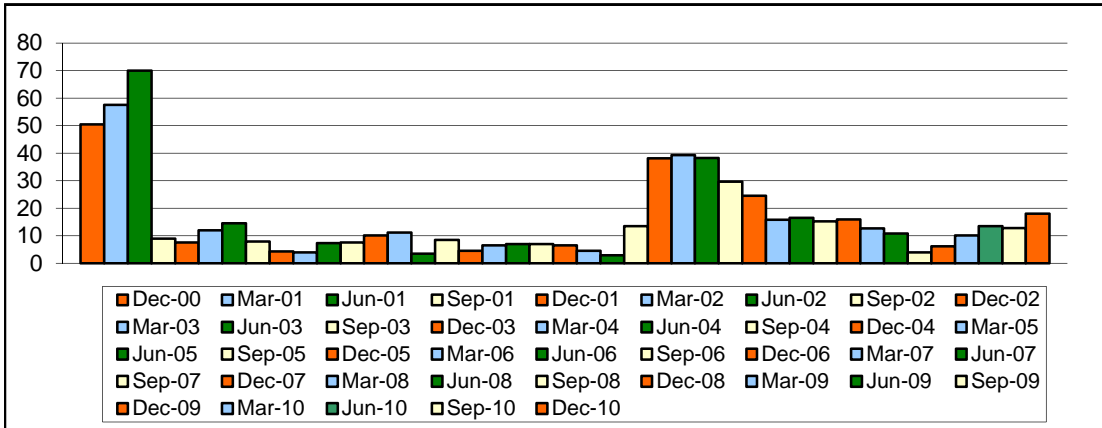


**New Castle County Hospital Nursing Workforce - RN FTE Vacancy Percentage**

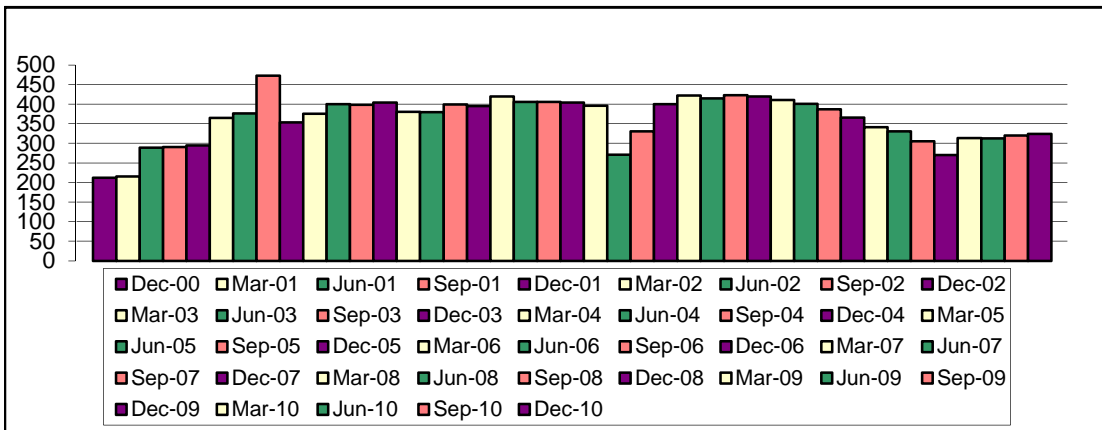




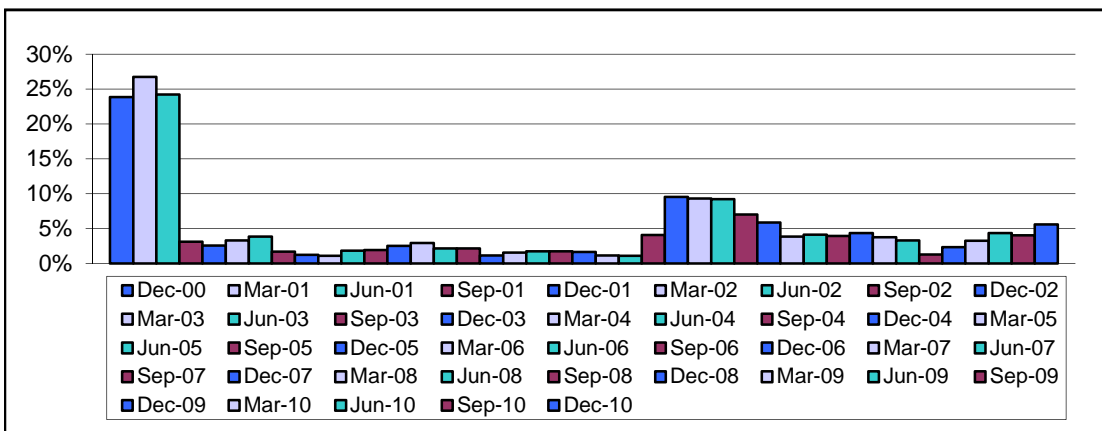
**Delaware Healthcare Association  
Nursing Workforce Vacancy Trend Report  
New Castle County Hospital Nursing Workforce – CNA Vacant FTE Positions**



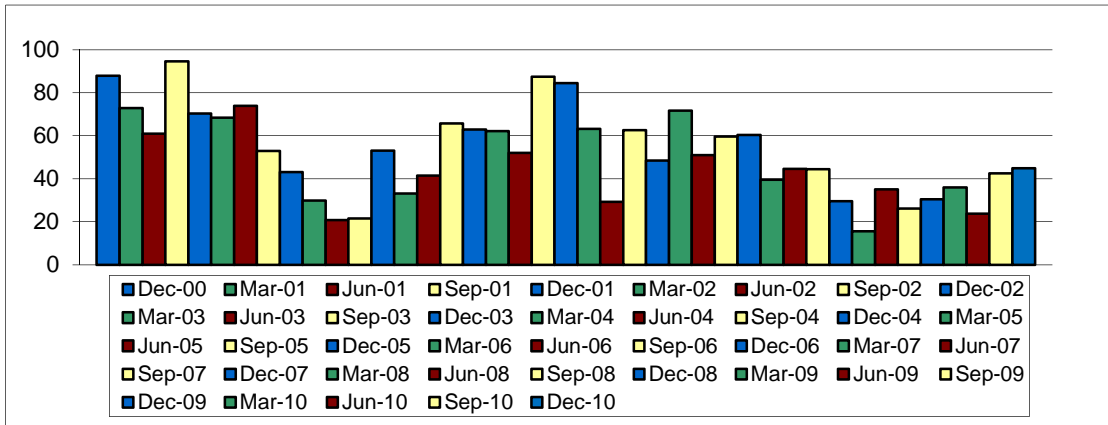
**New Castle County Hospital Nursing Workforce – CNA Total FTE Nursing Positions**



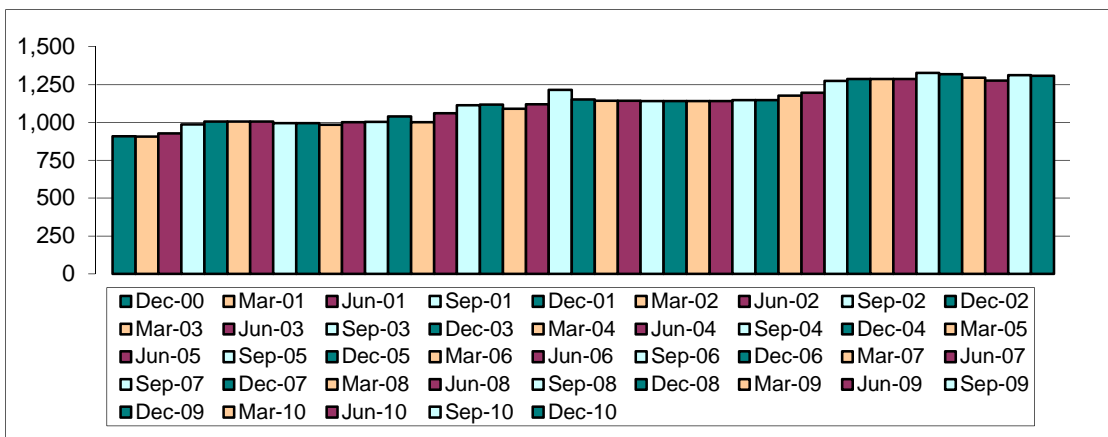
**New Castle County Hospital Nursing Workforce - CNA FTE Vacancy Percentage**



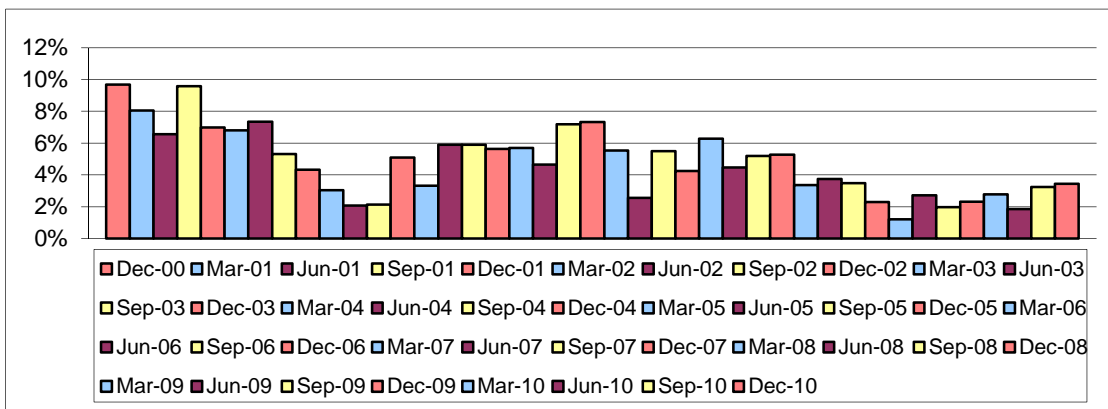
**Delaware Healthcare Association  
Nursing Workforce Vacancy Trend Report  
Kent/Sussex Counties Hospital Nursing Workforce – Vacant RN FTE Positions**



**Kent/Sussex Counties Hospital Nursing Workforce – Total RN FTE Nursing Positions**

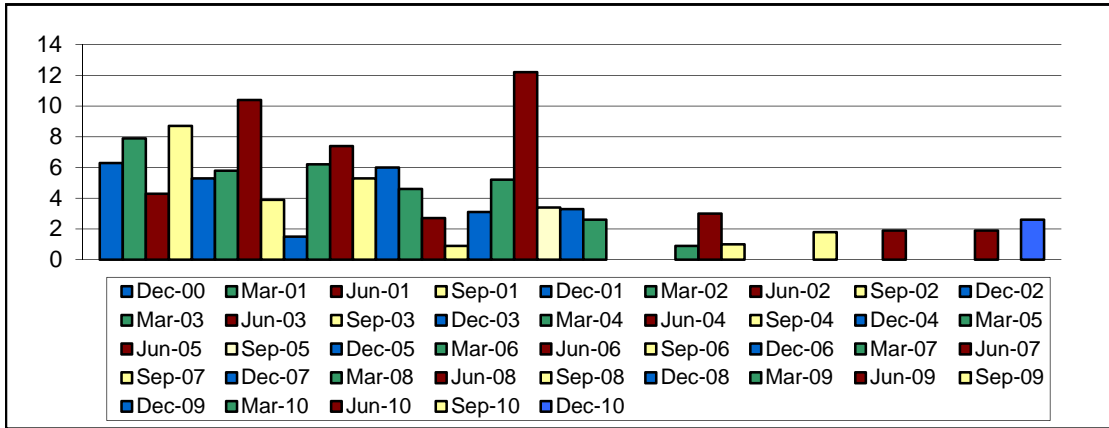


**Kent/Sussex Counties Hospital Nursing Workforce – RN FTE Vacancy Percentage**

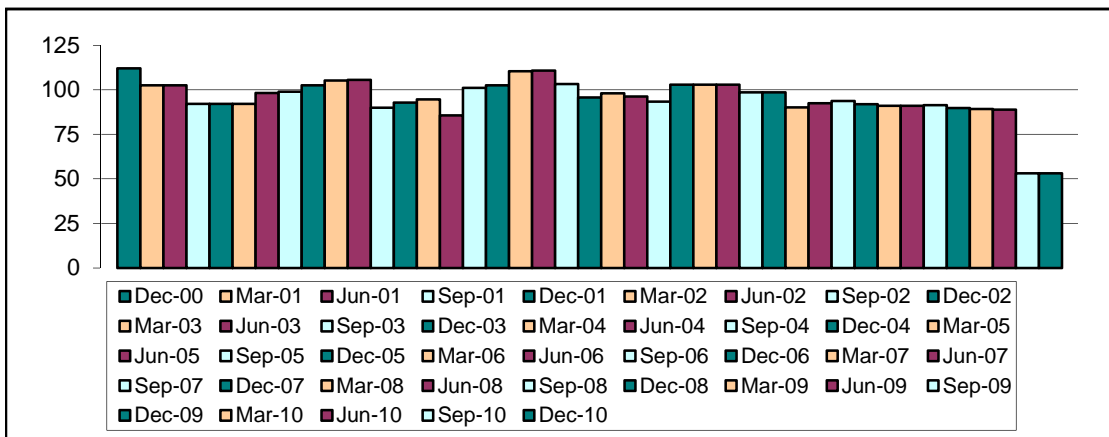




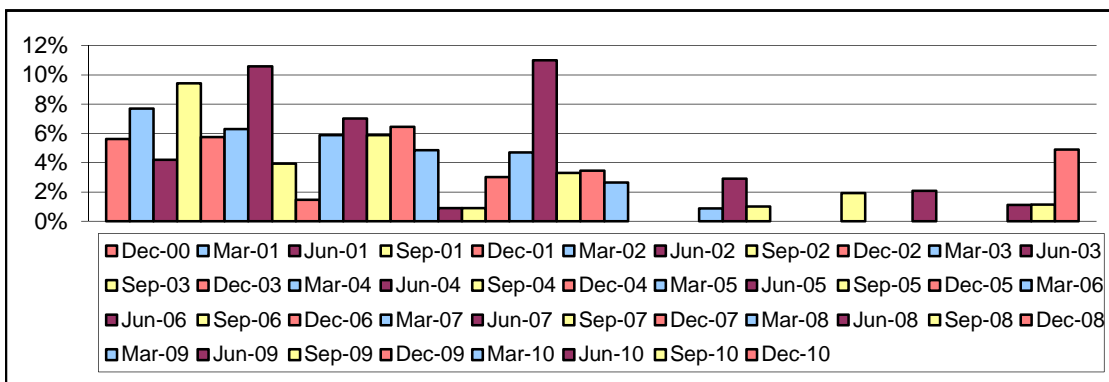
**Delaware Healthcare Association  
Nursing Workforce Vacancy Trend Report  
Hospital Nursing Workforce (LPN & CNA)  
Kent/Sussex Counties Hospital Nursing Workforce – LPN Vacant FTE Positions**



**Kent/Sussex Counties Hospital Nursing Workforce – LPN Total FTE Nursing Positions**



**Kent/Sussex Counties Hospital Nursing Workforce – LPN FTE Vacancy Percentage**





Delaware Healthcare Association  
Nursing Workforce Vacancy  
County and Statewide Trend Report

Hospital	Quarter Ending Date	Vacant RN	Vacant LPN	Vacant CNA	Total FTE RN	Total FTE LPN	Total FTE CNA	RN Vacancy Rate	LPN Vacancy Rate	CNA Vacancy Rate
		FTE Positions	FTE Positions	FTE Positions	Positions	Positions	Positions	(%)	(%)	(%)
NCC Total	December 31, 2000	295.30	21.40	50.50	1,495.21	95.50	212.00	19.75%	22.41%	23.82%
KC & SC Total		87.85	6.30	7.50	907.80	112.00	161.25	9.68%	5.63%	4.65%
State Hospital Total		383.15	27.70	58.00	2,403.01	207.50	373.25	15.94%	13.35%	15.54%
NCC Total	March 31, 2001	335.80	19.20	57.50	1,587.21	115.50	215.00	22.46%	20.10%	26.74%
KC & SC Total		72.90	7.90	7.30	906.01	102.50	161.25	8.05%	7.71%	4.53%
State Hospital Total		408.70	27.10	64.80	2,493.22	218.00	376.25	16.39%	12.43%	17.22%
NCC Total	June 30, 2001	257.40	23.00	70.00	1,674.02	127.15	289.10	15.38%	18.09%	24.21%
KC & SC Total		60.90	4.30	13.20	928.01	102.50	164.20	6.56%	4.20%	8.04%
State Hospital Total		318.30	27.30	83.20	2,602.03	229.65	453.30	12.23%	11.89%	18.35%
NCC Total	September 30, 2001	236.60	21.50	9.00	1,804.27	139.37	290.32	13.11%	15.43%	3.10%
KC & SC Total		94.50	8.70	12.80	986.89	92.19	294.99	9.58%	9.44%	4.34%
State Hospital Total		331.10	30.20	21.80	2,791.16	231.56	585.31	11.86%	13.04%	3.72%
NCC Total	December 31, 2001	218.50	12.50	7.50	1,951.21	140.08	294.25	11.20%	8.92%	2.55%
KC & SC Total		70.30	5.30	10.00	1,006.09	92.19	293.79	6.99%	5.75%	3.40%
State Hospital Total		288.80	17.80	17.50	2,957.30	232.27	588.04	9.77%	7.66%	2.98%
NCC Total	March 31, 2002	232.25	12.00	12.00	2,081.10	131.75	365.05	11.16%	9.11%	3.29%
KC & SC Total		68.40	5.80	5.30	1,006.09	92.19	293.79	6.80%	6.29%	1.80%
State Hospital Total		300.65	17.80	17.30	3,087.19	223.94	658.84	9.74%	7.95%	2.63%
NCC Total	June 30, 2002	224.90	17.00	14.50	2,092.80	141.50	376.45	10.75%	12.01%	3.85%
KC & SC Total		73.90	10.40	7.30	1,006.09	98.19	293.79	7.35%	10.59%	2.48%
State Hospital Total		298.80	27.40	21.80	3,098.89	239.69	670.24	9.64%	11.43%	3.25%
NCC Total	September 30, 2002	238.90	14.30	7.90	2,331.20	189.14	473.09	10.25%	7.56%	1.67%
KC & SC Total		52.90	3.90	5.20	995.80	98.90	313.50	5.31%	3.94%	1.66%
State Hospital Total		291.80	18.20	13.10	3,327.00	288.04	786.59	8.77%	6.32%	1.67%
NCC Total	December 31, 2002	227.80	7.00	4.25	2,018.83	109.40	353.20	9.77%	3.70%	1.20%
KC & SC Total		43.10	1.50	5.00	995.80	102.60	308.80	4.33%	1.46%	1.62%
State Hospital Total		270.90	8.50	9.25	3,014.63	212.00	662.00	8.99%	4.01%	1.40%
NCC Total	March 31, 2003	294.25	14.50	4.00	2,180.71	235.65	375.80	13.49%	6.15%	1.06%
KC & SC Total		29.90	6.20	5.90	983.85	105.30	302.90	3.04%	5.89%	1.95%
State Hospital Total		324.15	20.70	9.90	3,164.56	340.95	678.70	10.24%	6.07%	1.46%
NCC Total	June 30, 2003	223.80	8.50	7.30	2,184.83	149.15	400.00	10.24%	5.70%	1.83%
KC & SC Total		20.80	7.40	4.30	1,001.00	105.50	296.10	2.08%	7.01%	1.45%
State Hospital Total		244.60	15.90	11.60	3,185.83	254.65	696.10	7.68%	6.24%	1.67%
NCC Total	September 30, 2003	202.25	9.55	7.60	2,176.21	149.18	398.05	9.29%	6.40%	1.91%
KC & SC Total		21.50	5.30	14.00	1,004.20	90.00	315.90	2.14%	5.89%	4.43%
State Hospital Total		223.75	14.85	21.60	3,180.41	239.18	713.95	7.04%	6.21%	3.03%
NCC Total	December 31, 2003	169.60	8.50	10.15	2,151.30	158.65	404.35	7.88%	5.36%	2.51%
KC & SC Total		53.00	6.00	21.52	1,039.80	92.86	319.52	5.10%	6.46%	6.74%
State Hospital Total		222.60	14.50	31.67	3,191.10	251.51	723.87	6.98%	5.77%	4.38%

Delaware Healthcare Association  
Nursing Workforce Vacancy  
County and Statewide Trend Report

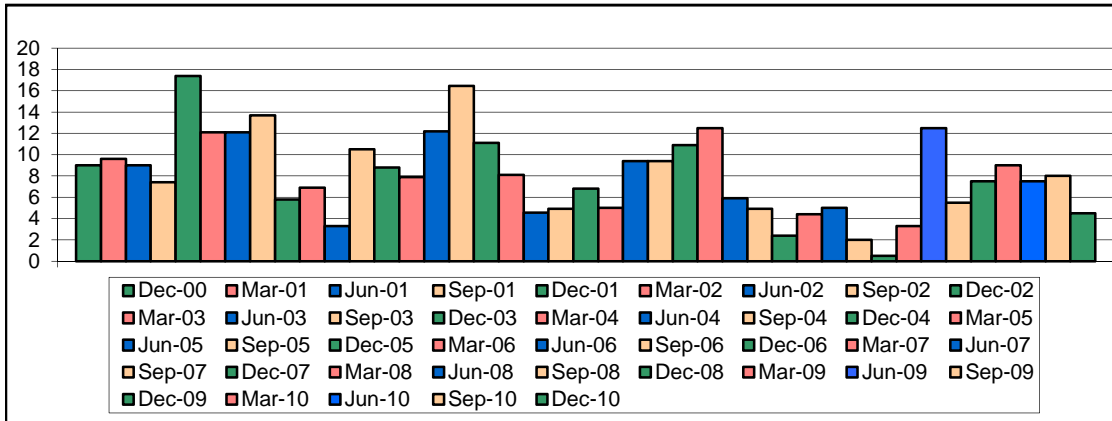
Hospital	Quarter Ending Date	Vacant RN	Vacant LPN	Vacant CNA	Total FTE RN	Total FTE LPN	Total FTE CNA	RN Vacancy Rate	LPN Vacancy Rate	CNA Vacancy Rate
		FTE Positions	FTE Positions	FTE Positions	Positions	Positions	Positions	(%)	(%)	(%)
NCC Total	March 31, 2004	144.90	6.40	11.15	1,995.02	135.40	380.25	7.26%	4.73%	2.93%
KC & SC Total		33.20	4.60	24.00	1,002.20	94.70	316.40	3.31%	4.86%	7.59%
State Hospital Total		178.10	11.00	35.15	2,997.22	230.10	696.65	5.94%	4.78%	5.05%
NCC Total	June 30, 2004	170.20	4.50	3.50	2,230.39	130.70	379.65	7.63%	3.44%	0.92%
KC & SC Total		41.50	2.70	30.10	1,060.40	85.60	317.70	3.91%	3.15%	9.47%
State Hospital Total		211.70	7.20	33.60	3,290.79	216.30	697.35	6.43%	3.33%	4.82%
NCC Total	September 30, 2004	158.60	5.50	8.50	2,260.21	139.50	399.10	7.02%	3.94%	2.13%
KC & SC Total		65.70	0.90	27.60	1,113.30	101.10	316.10	5.90%	0.89%	8.73%
State Hospital Total		224.30	6.40	36.10	3,373.51	240.60	715.20	6.65%	2.66%	5.05%
NCC Total	December 31, 2004	192.65	1.80	4.50	2,336.46	133.90	395.10	8.25%	1.34%	1.14%
KC & SC Total		62.90	3.10	20.20	1,117.70	102.50	315.10	5.63%	3.02%	6.41%
State Hospital Total		255.55	4.90	24.70	3,454.16	236.40	710.20	7.40%	2.07%	3.48%
NCC Total	March 31, 2005	184.05	3.50	6.50	2,348.25	131.60	419.80	7.84%	2.66%	1.55%
KC & SC Total		62.10	5.20	18.60	1,091.40	110.40	315.90	5.69%	4.71%	5.89%
State Hospital Total		246.15	8.70	25.10	3,439.65	242.00	735.70	7.16%	3.60%	3.41%
NCC Total	June 30, 2005	171.14	4.50	7.00	2,433.44	129.30	405.80	7.03%	3.48%	1.72%
KC & SC Total		52.10	12.20	14.40	1,120.40	110.79	286.50	4.65%	11.01%	5.03%
State Hospital Total		223.24	16.70	21.40	3,553.84	240.09	692.30	6.28%	6.96%	3.09%
NCC Total	September 30, 2005	144.95	3.10	7.00	2,413.98	125.50	406.10	6.00%	2.47%	1.72%
KC & SC Total		87.40	3.40	14.15	1,215.90	103.20	312.50	7.19%	3.29%	4.53%
State Hospital Total		232.35	6.50	21.15	3,629.88	228.70	718.60	6.40%	2.84%	2.94%
NCC Total	December 31, 2005	140.55	5.10	6.50	2,418.77	124.55	404.10	5.81%	4.09%	1.61%
KC & SC Total		84.45	3.30	13.56	1,151.90	95.70	294.90	7.33%	3.45%	4.60%
State Hospital Total		225.00	8.40	20.06	3,570.67	220.25	699.00	6.30%	3.81%	2.87%
NCC Total	March 31, 2006	156.35	5.60	4.50	2,471.88	117.65	395.55	6.33%	4.76%	1.14%
KC & SC Total		63.15	2.60	18.00	1,143.50	98.00	310.20	5.52%	2.65%	5.80%
State Hospital Total		219.50	8.20	22.50	3,615.38	215.65	705.75	6.07%	3.80%	3.19%
NCC Total	June 30, 2006	145.75	3.80	2.90	2,151.81	112.25	271.10	6.77%	3.39%	1.07%
KC & SC Total		29.30	0.00	15.30	1,143.50	96.20	302.90	2.56%	0.00%	5.05%
State Hospital Total		175.05	3.80	18.20	3,295.31	208.45	574.00	5.31%	1.82%	3.17%
NCC Total	September 30, 2006	145.86	2.00	13.50	2,469.32	114.25	330.70	5.91%	1.75%	4.08%
KC & SC Total		62.65	0.00	14.95	1,142.30	93.37	303.85	5.48%	0.00%	4.92%
State Hospital Total		208.51	2.00	28.45	3,611.62	207.62	634.55	5.77%	0.96%	4.48%
NCC Total	December 31, 2006	133.06	3.20	38.10	2,769.20	126.23	400.05	4.80%	2.54%	9.52%
KC & SC Total		48.50	0.00	27.50	1,142.30	102.90	302.90	4.25%	0.00%	9.08%
State Hospital Total		181.56	3.20	65.60	3,911.50	229.13	702.95	4.64%	1.40%	9.33%
NCC Total	March 31, 2007	154.65	12.10	39.30	2,839.64	123.08	422.35	5.45%	9.83%	9.31%
KC & SC Total		71.65	0.90	25.10	1,142.30	102.90	302.90	6.27%	0.87%	8.29%
State Hospital Total		226.30	13.00	64.40	3,981.94	225.98	725.25	5.68%	5.75%	8.88%
NCC Total	June 30, 2007	147.55	8.05	38.20	2,878.95	121.93	414.55	5.13%	6.60%	9.21%
KC & SC Total		51.05	3.00	30.43	1,142.30	102.90	302.90	4.47%	2.92%	10.05%
State Hospital Total		198.60	11.05	68.63	4,021.25	224.83	717.45	4.94%	4.91%	9.57%
NCC Total	September 30, 2007	149.69	6.30	29.60	2,977.93	121.28	422.46	5.03%	5.19%	7.01%
KC & SC Total		59.55	1.00	26.30	1,147.85	98.60	287.20	5.19%	1.01%	9.16%
State Hospital Total		209.24	7.30	55.90	4,125.78	219.88	709.66	5.07%	3.32%	7.88%
NCC Total	December 31, 2007	70.90	5.30	24.50	2,961.83	116.84	419.84	2.39%	4.54%	5.84%
KC & SC Total		60.40	0.00	20.80	1,147.85	98.60	287.20	5.26%	0.00%	7.24%
State Hospital Total		131.30	5.30	45.30	4,109.68	215.44	707.04	3.19%	2.46%	6.41%

Delaware Healthcare Association  
Nursing Workforce Vacancy  
County and Statewide Trend Report

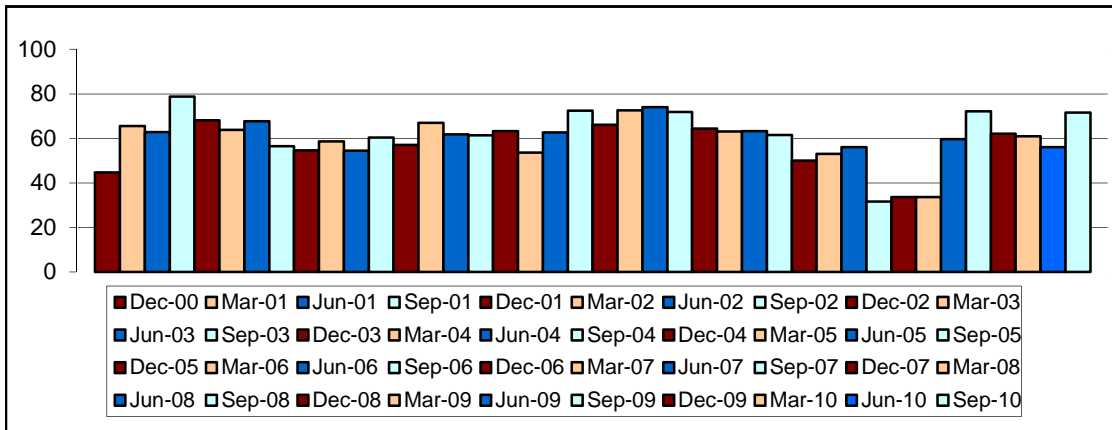
Hospital	Quarter Ending Date	Vacant RN	Vacant LPN	Vacant CNA	Total FTE RN	Total FTE LPN	Total FTE CNA	RN Vacancy Rate	LPN Vacancy Rate	CNA Vacancy Rate
		FTE Positions	FTE Positions	FTE Positions	Positions	Positions	Positions	(%)	(%)	(%)
NCC Total	March 31, 2008	64.70	1.90	15.80	3,023.04	114.87	410.45	2.14%	1.65%	3.85%
KC & SC Total		39.60	0.00	15.75	1,176.60	90.15	270.80	3.37%	0.00%	5.82%
State Hospital Total		104.30	1.90	31.55	4,199.64	205.02	681.25	2.48%	0.93%	4.63%
NCC Total	June 30, 2008	71.20	2.20	16.50	2,982.39	113.67	400.85	2.39%	1.94%	4.12%
KC & SC Total		44.65	0.00	9.85	1,196.40	92.45	267.85	3.73%	0.00%	3.68%
State Hospital Total		115.85	2.20	26.35	4,178.79	206.12	668.70	2.77%	1.07%	3.94%
NCC Total	September 30, 2008	69.55	6.20	15.20	2,960.08	116.58	386.96	2.35%	5.32%	3.93%
KC & SC Total		44.40	1.80	10.20	1,274.85	93.65	262.25	3.48%	1.92%	3.89%
State Hospital Total		113.95	8.00	25.40	4,234.93	210.23	649.21	2.69%	3.81%	3.91%
NCC Total	December 31, 2008	90.25	11.90	15.90	2,946.85	121.98	365.60	3.06%	9.76%	4.35%
KC & SC Total		29.60	0.00	7.30	1,286.30	92.00	259.40	2.30%	0.00%	2.81%
State Hospital Total		119.85	11.90	23.20	4,233.15	213.98	625.00	2.83%	5.56%	3.71%
NCC Total	March 30, 2009	48.48	5.85	12.70	2,907.68	118.43	341.30	1.67%	4.94%	3.72%
KC & SC Total		15.60	0.00	1.50	1,288.00	91.10	252.65	1.21%	0.00%	0.59%
State Hospital Total		64.08	5.85	14.20	4,195.68	209.53	593.95	1.53%	2.79%	2.39%
NCC Total	June 30, 2009	62.09	4.20	10.85	2,885.06	115.78	330.60	2.15%	3.63%	3.28%
KC & SC Total		35.00	1.90	12.00	1,287.89	91.10	252.65	2.72%	2.09%	4.75%
State Hospital Total		97.09	6.10	22.85	4,172.95	206.88	583.25	2.33%	2.95%	3.92%
NCC Total	September 30, 2009	54.74	0.00	3.90	2,860.40	108.69	304.85	1.91%	0.00%	1.28%
KC & SC Total		26.20	0.00	7.90	1,327.61	91.34	276.54	1.97%	0.00%	2.86%
State Hospital Total		80.94	0.00	11.80	4,188.01	200.03	581.39	1.93%	0.00%	2.03%
NCC Total	December 31, 2009	57.13	0.00	6.20	2,915.51	110.29	270.06	1.96%	0.00%	2.30%
KC & SC Total		30.40	0.00	7.90	1,318.80	89.75	268.20	2.31%	0.00%	2.95%
State Hospital Total		87.53	0.00	14.10	4,234.31	200.04	538.26	2.07%	0.00%	2.62%
NCC Total	March 30, 2010	44.61	0.00	10.17	2,979.29	107.49	313.01	1.50%	0.00%	3.25%
KC & SC Total		36.00	0.00	11.10	1,295.30	89.15	272.10	2.78%	0.00%	4.08%
State Hospital Total		80.61	0.00	21.27	4,274.59	196.64	585.11	1.89%	0.00%	3.64%
NCC Total	June 30, 2010	52.06	0.40	13.50	2,959.29	107.89	312.51	1.76%	0.37%	4.32%
KC & SC Total		23.70	1.00	7.60	1,277.00	88.95	250.25	1.86%	1.12%	3.04%
State Hospital Total		75.76	1.40	21.10	4,236.29	196.84	562.76	1.79%	0.71%	3.75%
NCC Total	September 30, 2010	57.11	3.40	12.80	3,126.69	104.54	319.74	1.83%	3.25%	4.00%
KC & SC Total		42.45	0.60	22.00	1,312.41	53.06	240.84	3.23%	1.13%	9.13%
State Hospital Total		99.56	4.00	34.80	4,439.10	157.60	560.58	2.24%	2.54%	6.21%
NCC Total	December 31, 2010	98.70	3.00	18.05	3,165.51	107.04	324.24	3.12%	2.80%	5.57%
KC & SC Total		44.90	2.60	6.80	1,308.85	53.05	240.56	3.43%	4.90%	2.83%
State Hospital Total		143.60	5.60	24.85	4,474.36	160.09	564.80	3.21%	3.50%	4.40%

**Hospital Affiliated Long-Term Care  
Nursing Workforce  
Position Trends**

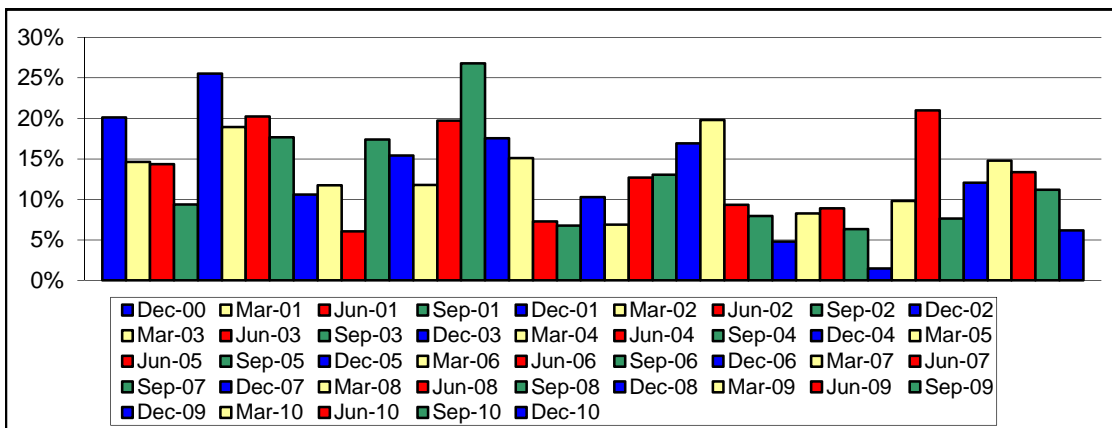
**Delaware Healthcare Association  
Nursing Workforce Vacancy Trend Report  
Statewide Hospital Affiliated LTC Nursing Workforce – RN Vacant FTE Positions**



**Statewide Hospital Affiliated LTC Nursing Workforce – RN Total FTE Nursing Positions**

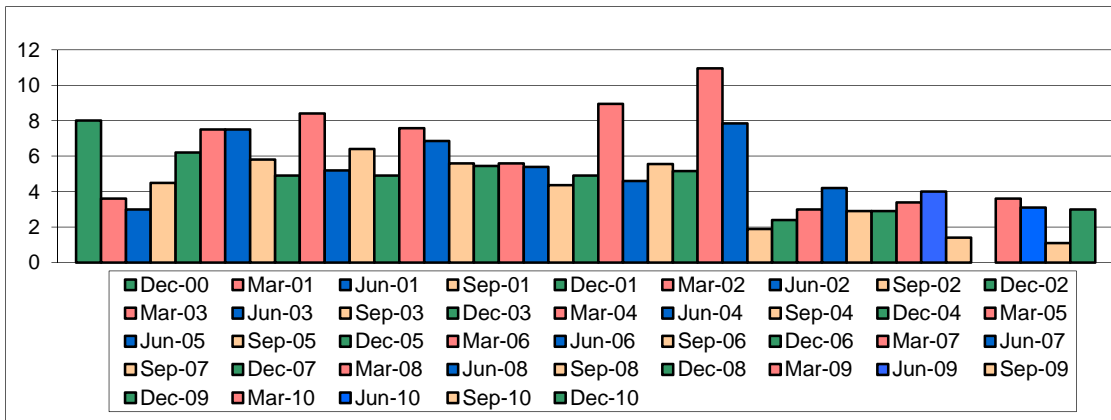


**Statewide Hospital Affiliated LTC Nursing Workforce – RN FTE Vacancy Percentage**

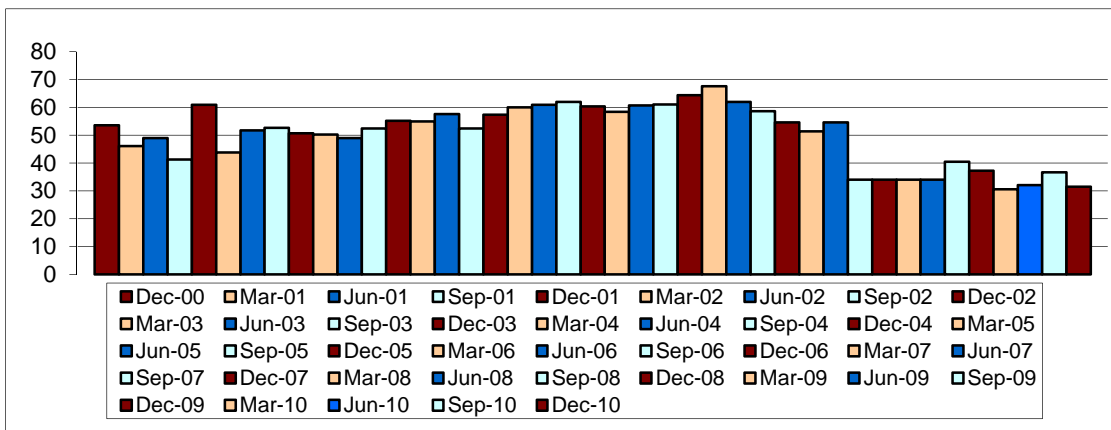


*Note: Hospital Affiliated Long Term Care data can not be broken into County data since facilities were sold after December 2000.*

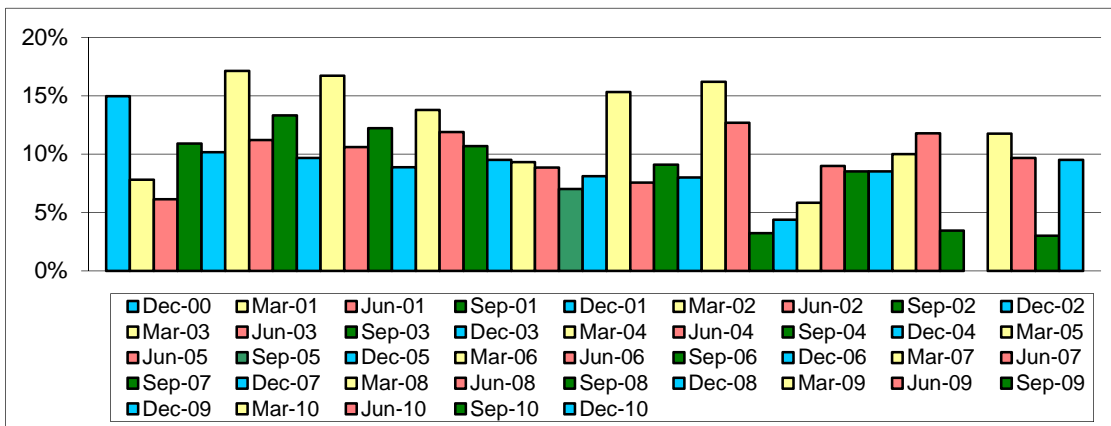
**Delaware Healthcare Association  
Nursing Workforce Vacancy Trend Report  
Statewide Hospital Affiliated LTC Nursing Workforce – LPN Vacant FTE Positions**



**Statewide Hospital Affiliated LTC Nursing Workforce – LPN Total FTE Nursing Positions**



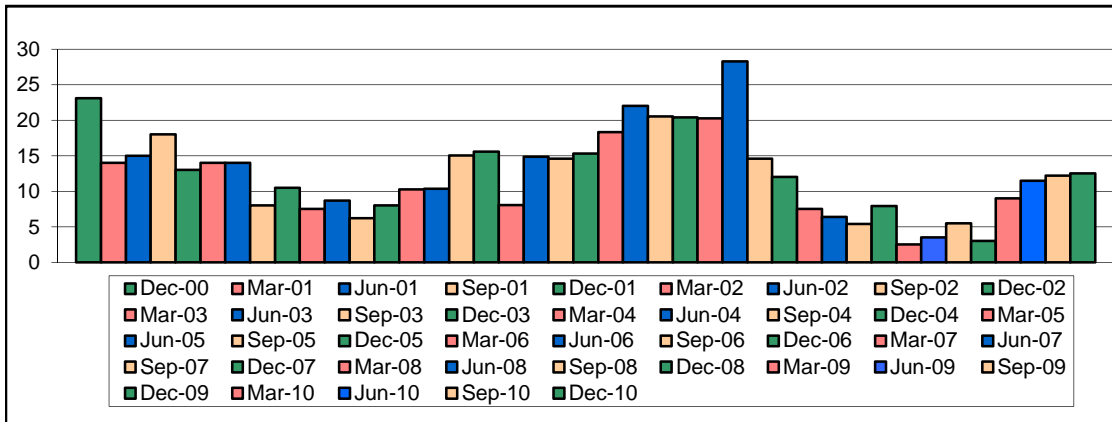
**Statewide Hospital Affiliated LTC Nursing Workforce – LPN FTE Vacancy Percentage**



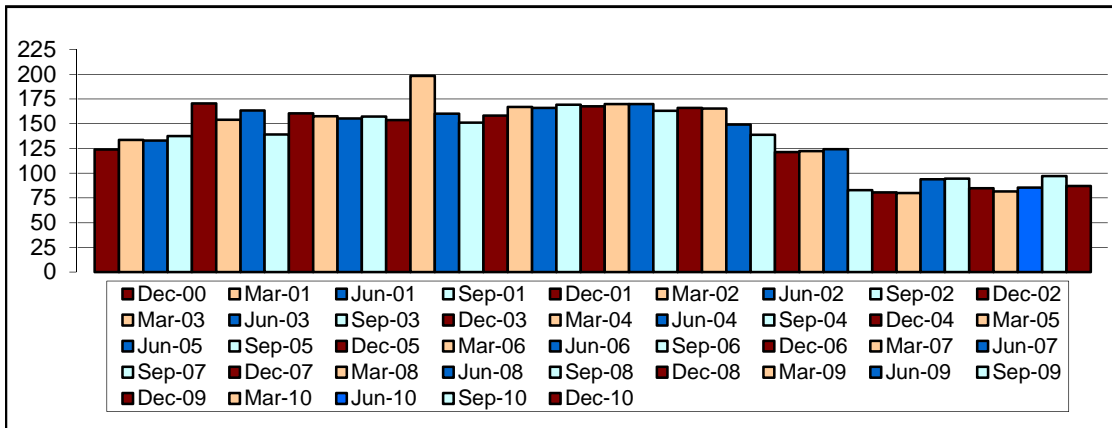
Note: Hospital Affiliated Long Term Care data can not be broken into County data since facilities were sold after December 2000.



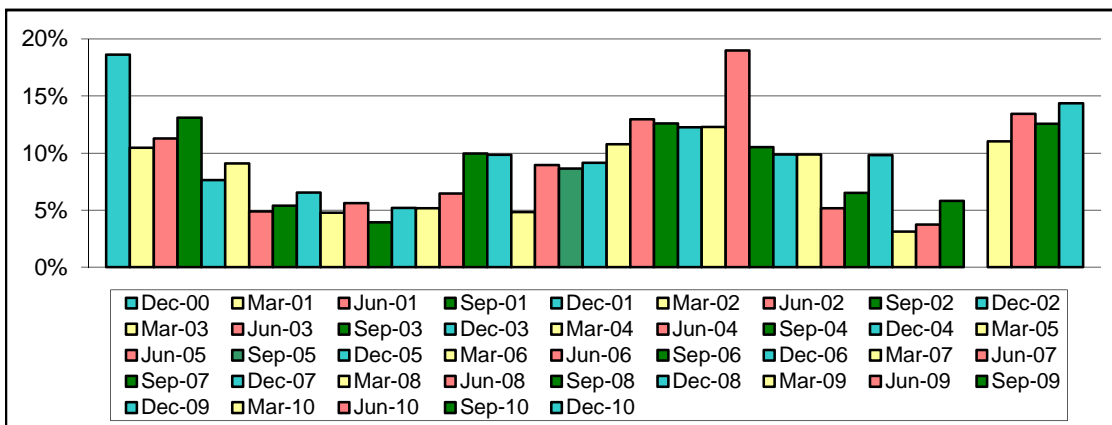
**Delaware Healthcare Association  
Nursing Workforce Vacancy Trend Report  
Statewide Hospital Affiliated LTC Nursing Workforce – CNA Vacant FTE Positions**



**Statewide Hospital Affiliated LTC Nursing Workforce – CNA Total FTE Nursing Positions**



**Statewide Hospital Affiliated LTC Nursing Workforce – CNA FTE Vacancy Percentage**



*Note: Hospital Affiliated Long Term Care data can not be broken into County data since facilities were sold after December 2000.*

Delaware Healthcare Association  
Nursing Workforce Vacancy Trend Report  
Hospital Affiliated Long-Term Care Facilities

Hospital Affiliated LTC Facilities	Quarter Ending Date Hospital Affiliated Long Term Care	Vacant RN FTE Positions	Vacant LPN FTE Positions	Vacant CNA FTE Positions	Total FTE RN Positions	Total FTE LPN Positions	Total FTE CNA Positions	RN Vacancy Rate (%)	LPN Vacancy Rate (%)	CNA Vacancy Rate (%)
NCC Total	December 31, 2000	3.50	4.50	8.10	15.90	24.00	50.00	22.01%	18.75%	16.20%
KC & SC Total		5.50	3.50	15.00	28.80	29.50	74.00	19.10%	11.86%	20.27%
State Hospital Total		9.00	8.00	23.10	44.70	53.50	124.00	20.13%	14.95%	18.63%
NCC Total	March 31, 2001	7.00	2.00	10.00	38.40	22.00	49.00	44.03%	8.33%	20.00%
KC & SC Total		2.60	1.60	4.00	27.20	24.05	84.70	9.56%	6.65%	4.72%
State Hospital Total		9.60	3.60	14.00	65.60	46.05	133.70	14.63%	7.82%	10.47%
NCC Total	June 30, 2001	5.00	1.00	8.00	39.40	19.00	51.00	12.69%	5.26%	15.69%
KC & SC Total		4.00	2.00	7.00	23.40	29.90	82.00	17.09%	6.69%	8.54%
State Hospital Total		9.00	3.00	15.00	62.80	48.90	133.00	14.33%	6.13%	11.28%
NCC Total	September 30, 2001	5.00	3.00	8.00	40.40	18.00	52.00	12.38%	16.67%	15.38%
KC & SC Total		2.40	1.50	10.00	38.40	23.20	85.50	6.25%	6.47%	11.70%
State Hospital Total		7.40	4.50	18.00	78.80	41.20	137.50	9.39%	10.92%	13.09%
NCC Total	December 31, 2001	11.00	3.00	6.50	41.30	18.00	51.00	26.63%	16.67%	12.75%
KC & SC Total		6.40	3.20	6.50	26.90	42.90	119.40	23.79%	7.46%	5.44%
State Hospital Total		17.40	6.20	13.00	68.20	60.90	170.40	25.51%	10.18%	7.63%
NCC Total	March 31, 2002	10.10	5.00	10.00	29.30	17.50	69.00	34.47%	28.57%	14.49%
KC & SC Total		2.00	2.50	4.00	34.60	26.30	85.00	5.78%	9.51%	4.71%
State Hospital Total		12.10	7.50	14.00	63.90	43.80	154.00	18.94%	17.12%	9.09%
NCC Total	June 30, 2002	10.70	2.00	5.00	35.40	21.80	71.30	30.23%	9.17%	7.01%
KC & SC Total		3.00	3.80	3.00	32.30	29.90	92.17	9.29%	12.71%	3.25%
State Hospital Total		13.70	5.80	8.00	67.70	51.70	163.47	20.24%	11.22%	4.89%
NCC Total	September 30, 2002	8.00	3.60	3.00	32.70	23.00	72.50	24.46%	15.65%	4.14%
KC & SC Total		2.00	3.40	4.50	23.87	29.57	66.59	8.38%	11.50%	6.76%
State Hospital Total		10.00	7.00	7.50	56.57	52.57	139.09	17.68%	13.32%	5.39%
NCC Total	December 31, 2002	4.80	2.40	3.50	27.80	23.00	66.40	14.68%	10.43%	4.83%
KC & SC Total		1.00	2.50	7.00	26.90	27.70	94.10	3.72%	9.03%	7.44%
State Hospital Total		5.80	4.90	10.50	54.70	50.70	160.50	10.60%	9.66%	6.54%
NCC Total	March 31, 2003	3.90	6.40	1.00	28.30	21.00	66.20	13.78%	30.48%	1.51%
KC & SC Total		3.00	2.00	6.50	30.40	29.20	91.30	9.87%	6.85%	7.12%
State Hospital Total		6.90	8.40	7.50	58.70	50.20	157.50	11.75%	16.73%	4.76%
NCC Total	June 30, 2003	2.30	5.20	4.80	30.55	21.30	72.40	7.53%	24.41%	6.63%
KC & SC Total		1.00	0.00	3.90	23.90	27.70	82.80	4.18%	0.00%	4.71%
State Hospital Total		3.30	5.20	8.70	54.45	49.00	155.20	6.06%	10.61%	5.61%
NCC Total	September 30, 2003	8.50	6.40	4.30	37.10	25.00	74.00	22.91%	25.60%	5.81%
KC & SC Total		2.00	0.00	1.90	23.30	27.40	83.40	8.58%	0.00%	2.28%
State Hospital Total		10.50	6.40	6.20	60.40	52.40	157.40	17.38%	12.21%	3.94%
NCC Total	December 31, 2003	6.30	3.50	0.50	36.80	25.80	74.50	17.12%	13.57%	0.67%
KC & SC Total		2.50	1.40	7.50	20.30	29.30	79.20	12.32%	4.78%	9.47%
State Hospital Total		8.80	4.90	8.00	57.10	55.10	153.70	15.41%	8.89%	5.20%

Delaware Healthcare Association  
Nursing Workforce Vacancy Trend Report  
Hospital Affiliated Long-Term Care Facilities

Hospital Affiliated LTC Facilities	Quarter Ending Date Hospital Affiliated Long Term Care	Vacant RN FTE Positions	Vacant LPN FTE Positions	Vacant CNA FTE Positions	Total FTE RN Positions	Total FTE LPN Positions	Total FTE CNA Positions	RN Vacancy Rate (%)	LPN Vacancy Rate (%)	CNA Vacancy Rate (%)
NCC Total	March 31, 2004	6.50	4.08	7.07	38.75	22.18	97.60	16.77%	18.39%	7.24%
KC & SC Total		1.40	3.50	3.20	28.30	32.80	100.70	4.95%	10.67%	3.18%
State Hospital Total		7.90	7.58	10.27	67.05	54.98	198.30	11.78%	13.79%	5.18%
NCC Total	June 30, 2004	10.10	2.50	5.25	38.50	28.40	72.80	26.23%	8.80%	7.21%
KC & SC Total		2.10	4.35	5.10	23.35	29.20	87.41	8.99%	14.90%	5.83%
State Hospital Total		12.20	6.85	10.35	61.85	57.60	160.21	19.73%	11.89%	6.46%
NCC Total	September 30, 2004	12.10	1.60	6.25	39.50	24.60	66.00	30.63%	6.50%	9.47%
KC & SC Total		4.35	4.00	8.80	21.90	27.80	85.10	19.86%	14.39%	10.34%
State Hospital Total		16.45	5.60	15.05	61.40	52.40	151.10	26.79%	10.69%	9.96%
NCC Total	December 30, 2004	6.75	1.00	7.25	38.10	26.00	64.55	17.72%	3.85%	11.23%
KC & SC Total		4.35	4.45	8.32	25.20	31.30	93.52	17.26%	14.22%	8.90%
State Hospital Total		11.10	5.45	15.57	63.30	57.30	158.07	17.54%	9.51%	9.85%
NCC Total	March 31, 2005	5.20	0.00	4.45	26.90	28.50	75.30	19.33%	0.00%	5.91%
KC & SC Total		2.90	5.60	3.62	26.70	31.50	91.62	10.86%	17.78%	3.95%
State Hospital Total		8.10	5.60	8.07	53.60	60.00	166.92	15.11%	9.33%	4.83%
NCC Total	June 30, 2005	2.65	0.00	5.15	36.01	28.40	73.80	7.36%	0.00%	6.98%
KC & SC Total		1.91	5.40	9.72	26.70	32.50	92.12	7.15%	16.62%	10.55%
State Hospital Total		4.56	5.40	14.87	62.71	60.90	165.92	7.27%	8.87%	8.96%
NCC Total	September 30, 2005	1.10	0.70	5.20	47.20	29.20	81.90	2.33%	2.40%	6.35%
KC & SC Total		3.80	3.66	9.41	25.30	32.80	87.22	15.02%	11.16%	10.79%
State Hospital Total		4.90	4.36	14.61	72.50	62.00	169.12	6.76%	7.03%	8.64%
NCC Total	December 31, 2005	4.10	1.20	5.90	40.30	27.00	76.40	10.17%	4.44%	7.72%
KC & SC Total		2.70	3.70	9.41	25.80	33.30	91.12	10.47%	11.11%	10.33%
State Hospital Total		6.80	4.90	15.31	66.10	60.30	167.52	10.29%	8.13%	9.14%
NCC Total	March 31, 2006	1.90	2.40	8.30	45.80	26.10	78.70	4.15%	9.20%	10.55%
KC & SC Total		3.10	6.55	10.01	26.80	32.30	91.12	11.57%	20.28%	10.99%
State Hospital Total		5.00	8.95	18.31	72.60	58.40	169.82	6.89%	15.33%	10.78%
NCC Total	June 30, 2006	5.80	1.00	15.40	45.85	29.80	78.60	12.65%	3.36%	19.59%
KC & SC Total		3.60	3.60	6.62	28.20	30.90	91.22	12.77%	11.65%	7.26%
State Hospital Total		9.40	4.60	22.02	74.05	60.70	169.82	12.69%	7.58%	12.97%
NCC Total	September 30, 2006	5.80	2.00	10.50	44.75	29.20	71.60	12.96%	6.85%	14.66%
KC & SC Total		3.60	3.55	10.02	27.20	31.80	91.42	13.24%	11.16%	10.96%
State Hospital Total		9.40	5.55	20.52	71.95	61.00	163.02	13.06%	9.10%	12.59%
NCC Total	December 31, 2006	4.20	2.20	10.80	37.60	31.60	74.10	11.17%	6.96%	14.57%
KC & SC Total		6.70	2.95	9.59	26.80	32.80	92.02	25.00%	8.99%	10.42%
State Hospital Total		10.90	5.15	20.39	64.40	64.40	166.12	16.93%	8.00%	12.27%

Delaware Healthcare Association  
Nursing Workforce Vacancy Trend Report  
Hospital Affiliated Long-Term Care Facilities

Hospital Affiliated LTC Facilities	Quarter Ending Date Hospital Affiliated Long Term Care	Vacant RN FTE Positions	Vacant LPN FTE Positions	Vacant CNA FTE Positions	Total FTE RN Positions	Total FTE LPN Positions	Total FTE CNA Positions	RN Vacancy Rate (%)	LPN Vacancy Rate (%)	CNA Vacancy Rate (%)
NCC Total	March 31, 2007	6.20	8.00	10.90	36.30	34.80	77.10	17.08%	22.99%	14.14%
KC & SC Total		6.30	2.95	9.38	26.80	32.80	88.12	23.51%	8.99%	10.64%
State Hospital Total		12.50	10.95	20.28	63.10	67.60	165.22	19.81%	16.20%	12.27%
NCC Total	June 30, 2007	4.50	2.65	9.00	37.00	31.25	68.10	12.16%	8.48%	13.22%
KC & SC Total		1.40	5.20	19.30	26.30	30.65	81.00	5.32%	16.97%	23.83%
State Hospital Total		5.90	7.85	28.30	63.30	61.90	149.10	9.32%	12.68%	18.98%
NCC Total	September 30, 2007	3.00	0.20	0.50	35.30	29.00	63.10	8.50%	0.69%	0.79%
KC & SC Total		1.90	1.70	14.10	26.30	29.65	75.67	7.22%	5.73%	18.63%
State Hospital Total		4.90	1.90	14.60	61.60	58.65	138.77	7.95%	3.24%	10.52%
State Hospital Total	December 31, 2007	2.40	2.40	12.00	50.10	54.60	121.40	4.79%	4.40%	9.88%
State Hospital Total	March 31, 2008	4.40	3.00	7.50	53.10	51.40	122.30	8.29%	5.84%	6.13%
State Hospital Total	June 30, 2008	5.00	4.20	6.40	56.10	46.70	124.10	8.91%	8.99%	5.16%
State Hospital Total	September 30, 2008	2.00	2.90	5.40	31.60	34.00	83.00	6.33%	8.53%	6.51%
State Hospital Total	December 31, 2008	0.50	2.90	7.90	33.60	34.00	80.50	1.49%	8.53%	9.81%
State Hospital Total	March 30, 2009	3.30	3.40	2.50	33.60	33.95	79.90	9.82%	10.01%	3.13%
State Hospital Total	June 30, 2009	12.50	4.00	3.50	59.60	33.95	93.90	20.97%	11.78%	3.73%
State Hospital Total	September 30, 2009	5.50	1.40	5.50	72.20	40.40	94.50	7.62%	3.47%	5.82%
State Hospital Total	December 31, 2009	7.50	0.00	3.00	62.15	37.20	84.80	12.07%	0.00%	3.54%
State Hospital Total	March 30, 2010	9.00	3.60	9.00	60.90	30.60	81.70	14.78%	11.76%	11.02%
State Hospital Total	June 30, 2010	7.50	3.10	11.50	56.10	32.00	85.50	13.37%	9.69%	13.45%
State Hospital Total	September 30, 2010	8.00	1.10	12.20	71.60	36.60	97.00	11.17%	3.01%	12.58%
State Hospital Total	December 31, 2010	4.50	3.00	12.50	73.00	31.50	87.10	6.16%	9.52%	14.35%

**About The  
Delaware Healthcare Association**

The *Delaware Healthcare Association* is a statewide trade and membership services organization that exists to represent and serve hospitals, health systems and related health care organizations in their role of providing a continuum of appropriate, cost-effective, quality care to improve the health of the people of Delaware.



The *Delaware Healthcare Association* is dedicated to providing its members the resources needed to stay current about health care issues and their impact.



The *Delaware Healthcare Association* recognizes that the provision of health care services is constantly evolving and changing to better serve patients and their communities.



The *Delaware Healthcare Association* promotes effective change in the provision of health care services through collaboration and consensus building on health care issues at the State and Federal levels.



The *Delaware Healthcare Association* provides effective advocacy, representation, timely communication and information to its members.



**Members:**

**Alfred I. duPont Hospital for Children**

Alfred I. duPont Hospital for Children  
duPont Hospital for Children Pediatric Practices  
Nemours Center for Health Prevention and Services  
duPont Hospital for Children Nemours Cardiac Center

Nemours Children's Clinics  
Nemours Health Clinic

**Bayhealth Medical Center**

Kent General Hospital  
Milford Memorial Hospital

**Beebe Medical Center**

Beebe Medical Center

**Christiana Care Health System**

Christiana Hospital  
Wilmington Hospital  
Eugene duPont Preventative Medicine and Rehabilitation Institute

**Nanticoke Health Services**

Nanticoke Memorial Hospital  
LifeCare at Lofland Park

**Select Specialty Hospital - Wilmington**

**Veterans Affairs Medical & Regional Office Center**



**Associate Members:**

**Blood Bank of Delmarva**

**Compassionate Care Hospice**

**Quality Insights of Delaware**



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