

## Delaware Healthcare Association

# Delaware Hospital & Health Systems Nursing Workforce Vacancy Trend Report

**December 2000  
To  
December 2009**



Delaware Healthcare Association  
1280 S Governors Avenue  
Dover, DE 19977  
Phone: (302) 674-2853  
Website: [www.deha.org](http://www.deha.org)



**Delaware Healthcare  
Association**

---

**Nursing Workforce  
Vacancy Trend  
Report**

**December 2000**

**To**

**December 2009**

**Report Summary**

**List of Participating Facilities**

**Hospital Nursing Workforce  
Vacancy**

**Hospital Affiliated  
Long Term Care  
Nursing Workforce Vacancy**

Published by:  
Delaware Healthcare  
Association  
1280 South Governors Avenue  
Dover, DE 19904-4802  
Telephone: (302) 674-2853  
Fax: (302) 734-2731  
Website: [www.deha.org](http://www.deha.org)

**About the Delaware  
Healthcare Association**



## **Delaware Healthcare Association**

---

March 25, 2010

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 December 2009.

Delaware hospitals and their affiliated long term care facilities have made efforts to address the nursing shortage in Delaware by offering hospital sponsored scholarships as well as enhanced recruiting 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 in 2006 began to provide qualified Delaware high school graduates with a 2-year degree at a Delaware college or university.

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.

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 schools with nursing education programs informed regarding the nursing shortage and staffing needs of Delaware hospitals and their affiliated long term care facilities.

If you have any questions regarding this report, please contact the Delaware Healthcare Association at (302) 674-2853.

Thank you.  
Wayne A. Smith  
President & CEO

1280 S Governors Avenue Dover, DE 19904 (302) 674-2853

**Hospital Nursing Vacant FTE Positions:**

<b>Designation</b>	<b>Dec 2000</b>	<b>Dec 2009</b>	<b>Difference</b>	<b>Percentage Change</b>
<b>APN</b>				
Statewide	10.50	9.00	(-1.50)	(-14.29 %)
New Castle County	7.50	6.00	(-1.50)	(-20.00 %)
Kent/Sussex	3.00	3.00	0.00	0.00 %
<b>RN</b>				
Statewide	408.85	98.83	(-310.02)	(-75.83 %)
New Castle County	321.00	68.43	(-252.57)	(-78.68 %)
Kent/Sussex	87.85	30.40	(-57.45)	(-65.40 %)
<b>LPN</b>				
Statewide	27.70	0.00	(-27.70)	(-100.00 %)
New Castle County	21.40	0.00	(-21.40)	(-100.00 %)
Kent/Sussex	6.30	0.00	(-6.30)	(-100.00 %)
<b>CNA</b>				
Statewide	62.10	16.10	(-46.00)	(-74.07 %)
New Castle County	54.60	8.20	(-46.40)	(-84.98 %)
Kent/Sussex	7.50	7.90	0.40	5.33 %

**Hospital Nursing Total FTE Positions:**

<b>Designation</b>	<b>Dec 2000</b>	<b>Dec 2009</b>	<b>Difference</b>	<b>Percentage Change</b>
<b>APN</b>				
Statewide	86.80	256.44	169.64	195.44 %
New Castle County	52.00	218.04	166.04	319.31 %
Kent/Sussex	34.80	38.40	3.60	10.34 %
<b>RN</b>				
Statewide	2,586.41	4,474.11	1,887.70	72.99 %
New Castle County	1,678.61	3,155.31	1,476.70	87.97 %
Kent/Sussex	907.80	1,318.80	411.00	45.27 %
<b>LPN</b>				
Statewide	212.90	208.34	(-4.56)	(-2.14 %)
New Castle County	100.90	118.59	17.69	17.53 %
Kent/Sussex	112.00	89.75	(-22.25)	(-19.87 %)
<b>CNA</b>				
Statewide	435.15	578.16	143.01	32.86 %
New Castle County	273.90	309.96	36.06	13.17 %
Kent/Sussex	161.25	268.20	106.95	66.33 %

**Hospital Nursing Vacancy Rate:**

<b>Designation</b>	<b>Dec 2000</b>	<b>Dec 2009</b>
<b>APN</b>		
Statewide	12.10 %	3.51 %
New Castle County	14.42 %	2.75 %
Kent/Sussex	8.62 %	7.81 %
<b>RN</b>		
Statewide	15.81 %	2.21 %
New Castle County	19.12 %	2.17 %
Kent/Sussex	9.68 %	2.31 %
<b>LPN</b>		
Statewide	13.01 %	0.00 %
New Castle County	21.21 %	0.00 %
Kent/Sussex	5.63 %	0.00 %
<b>CNA</b>		
Statewide	14.27 %	2.78 %
New Castle County	19.93 %	2.65 %
Kent/Sussex	4.65 %	2.95 %

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

<b>Designation</b>	<b>Dec 2000</b>	<b>Dec 2009</b>	<b>Difference</b>	<b>Percentage Change</b>
<b>RN</b> Statewide	14.40	10.50	(-3.90)	(-27.08 %)
<b>LPN</b> Statewide	11.00	0.00	(-11.00)	(-100.00 %)
<b>CNA</b> Statewide	37.40	3.00	(-34.40)	(-91.98 %)

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

<b>Designation</b>	<b>Dec 2000</b>	<b>Dec 2009</b>	<b>Difference</b>	<b>Percentage Change</b>
<b>RN</b> Statewide	68.10	77.15	9.05	13.29 %
<b>LPN</b> Statewide	71.50	50.20	(-21.30)	(-29.79 %)
<b>CNA</b> Statewide	233.40	126.80	(-106.60)	(-45.67 %)

**Long Term Care Nursing Vacancy Rate:**

<b>Designation</b>	<b>Dec 2000</b>	<b>Dec 2009</b>
<b>RN</b> Statewide	21.15 %	13.61 %
<b>LPN</b> Statewide	15.38 %	0.00 %
<b>CNA</b> Statewide	16.02 %	2.37 %

*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.

## ***Participating Hospital Listing***

### **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

**St. Francis Hospital**  
PO Box 2500  
Wilmington, DE 19805

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

### **Hospitals – no longer participating:**

*Note: their data is included until the last quarter prior to their non-participation.*

***Delaware Psychiatric Center***  
*1901 N duPont Highway, Springer Building, New Castle, DE 19720*  
*Discontinued participation April 2002*



## ***Participating Long Term Care Hospital and Hospital Affiliated Long Term Care Facilities***

### **Member Long Term Care Facilities:**

**Franciscan Care Center at Brackenville**  
100 St. Clair Drive  
Hockessin, DE 19707

**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

### **Long Term Care Facilities – no longer participating:**

The data from these facilities are included until the last quarter prior to their non-participation.

***Accord Health Services at Brandywine Nursing & Rehab Center***  
*505 Greenbank Road, Wilmington, DE 19808*  
*Discontinued participation April 2002*

***Franciscan Care Center at Wilmington***  
*801 N. Broom Street, Wilmington, DE 19806*  
*Facility sold January 2004*

***Lewes Convalescent Center***  
*440 Market Street, Lewes, DE 19958*  
*Facility sold January 2008*

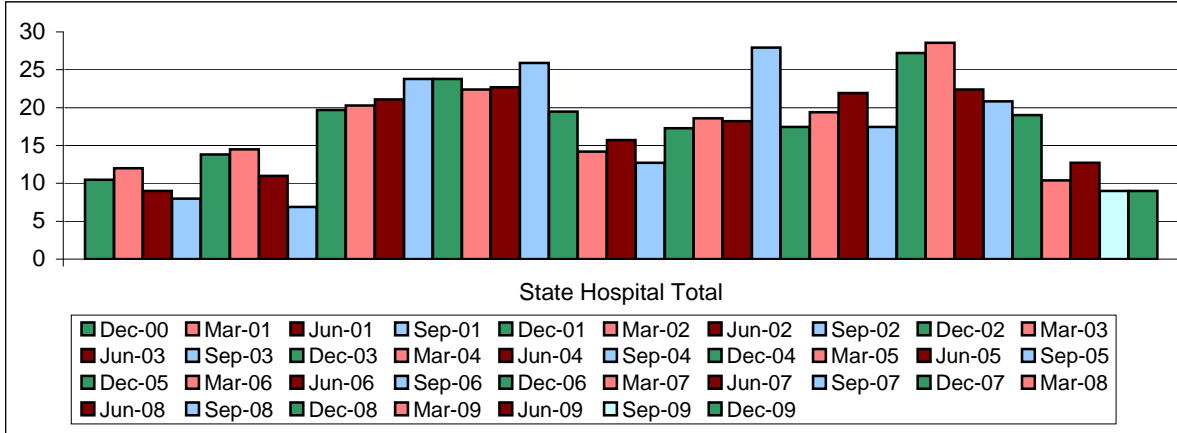
***Riverside Long Term and Transitional Care***  
*700 Lea Blvd., Wilmington, DE 19802*  
*Facility sold October 2008*

***St. Francis Skilled Nursing Facility***  
*PO Box 2500, Wilmington, DE 19805*  
*Facility sold September 2007*

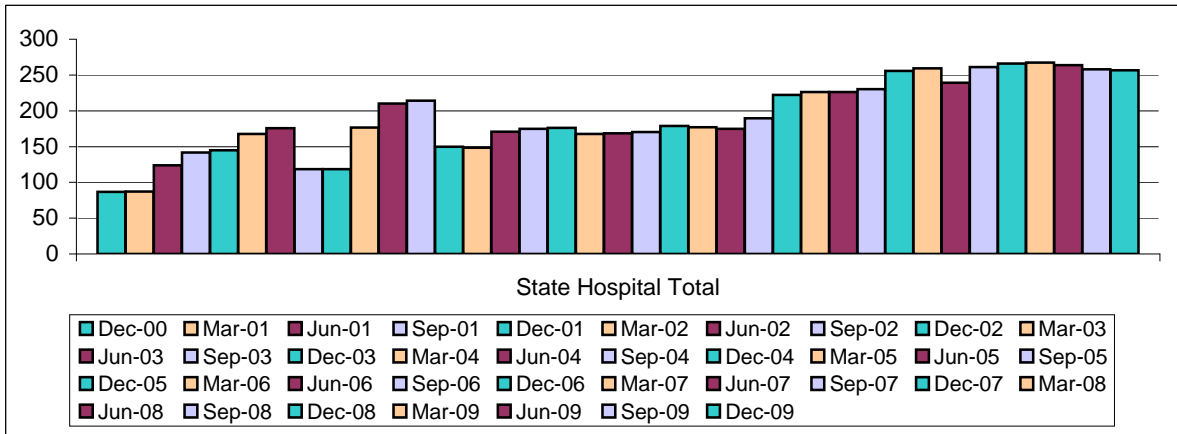
# **Hospital Nursing Workforce Position Trends**

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

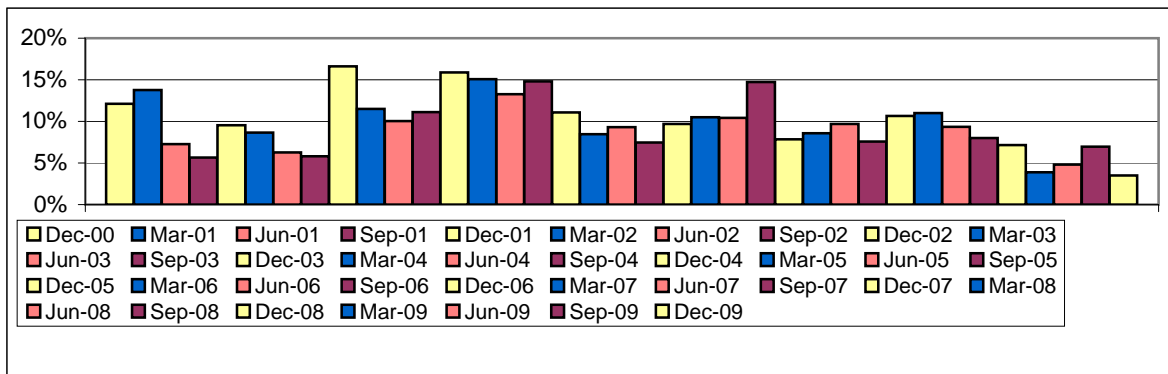
**Statewide - Hospital Nursing Workforce Vacant APN FTE Positions**



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

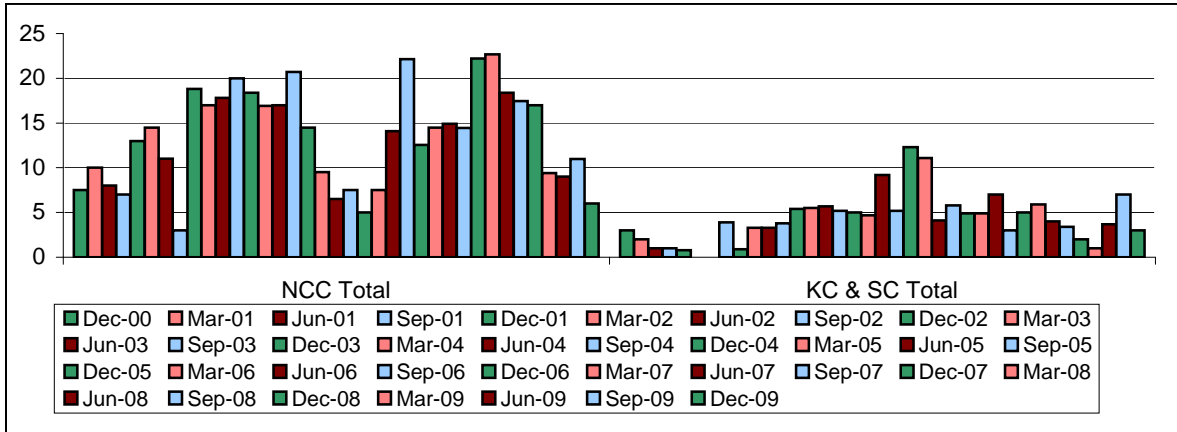


**Statewide - Hospital Nursing Workforce APN Vacancy Percentage**

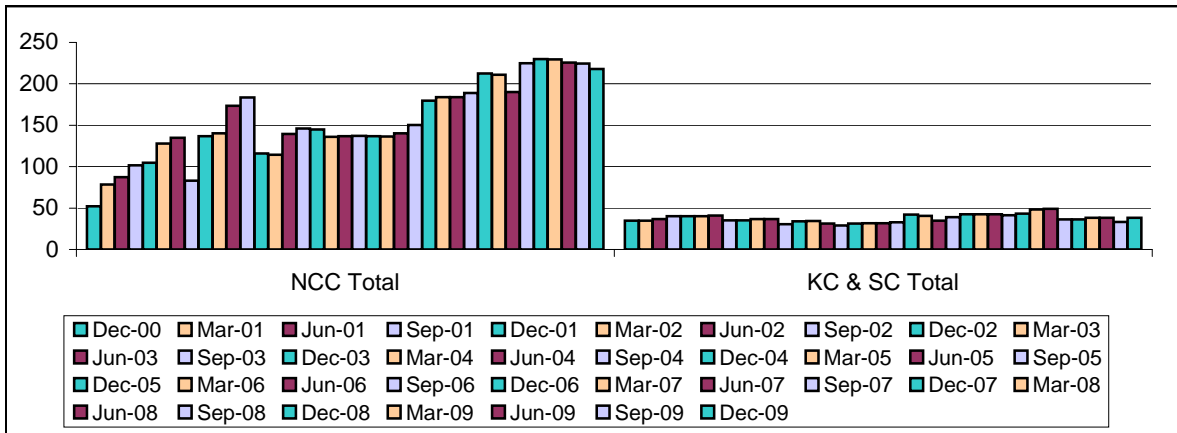


**Delaware Healthcare Association  
Nursing Workforce Vacancy Trend Report  
Hospital Advanced Practice Nursing Workforce (APN)**

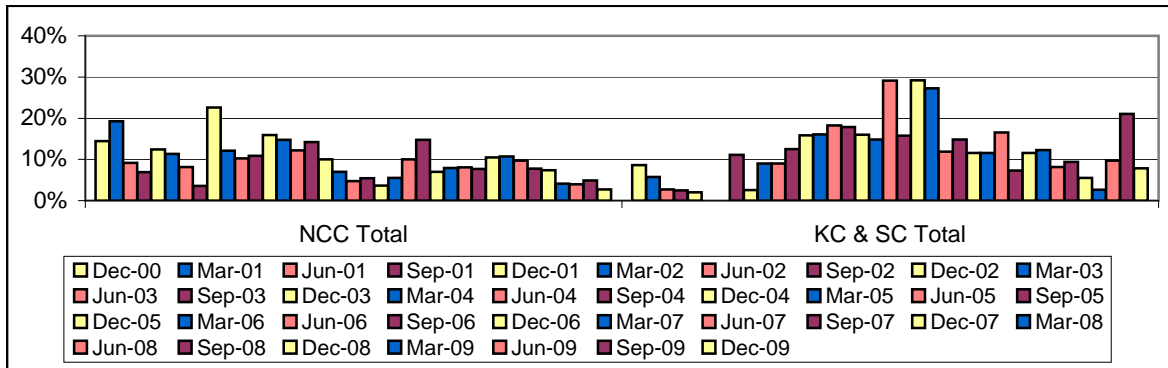
**County - Hospital Nursing Workforce Vacant APN FTE Positions**



**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	7.50	52.00	14.42%
KC & SC Total		3.00	34.80	8.62%
State Hospital Total		10.50	86.80	12.10%
NCC Total	March 31, 2001	10.00	78.60	19.23%
KC & SC Total		2.00	34.80	5.75%
State Hospital Total		12.00	87.03	13.79%
NCC Total	June 30, 2001	8.00	87.28	9.17%
KC & SC Total		1.00	36.60	2.73%
State Hospital Total		9.00	123.88	7.27%
NCC Total	September 30, 2001	7.00	101.75	6.88%
KC & SC Total		1.00	40.00	2.50%
State Hospital Total		8.00	141.75	5.64%
NCC Total	December 31, 2001	13.00	104.75	12.41%
KC & SC Total		0.80	40.00	2.00%
State Hospital Total		13.80	144.75	9.53%
NCC Total	March 31, 2002	14.50	127.82	11.34%
KC & SC Total		0.00	40.00	0.00%
State Hospital Total		14.50	167.82	8.64%
NCC Total	June 30, 2002	11.00	134.72	8.17%
KC & SC Total		0.00	41.00	0.00%
State Hospital Total		11.00	175.72	6.26%
NCC Total	September 30, 2002	3.00	83.22	3.60%
KC & SC Total		3.90	35.20	11.08%
State Hospital Total		6.90	118.42	5.83%
NCC Total	December 31, 2002	18.80	136.77	22.59%
KC & SC Total		0.90	35.20	2.56%
State Hospital Total		19.70	118.57	16.62%
NCC Total	March 31, 2003	17.00	140.17	12.13%
KC & SC Total		3.30	36.63	9.01%
State Hospital Total		20.30	176.80	11.48%
NCC Total	June 30, 2003	17.80	173.51	10.26%
KC & SC Total		3.30	36.63	9.01%
State Hospital Total		21.10	210.14	10.04%

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	September 30, 2003	20.00	183.63	10.89%
KC & SC Total		3.80	30.40	12.50%
State Hospital Total		23.80	214.03	11.12%
NCC Total	December 31, 2003	18.40	115.73	15.90%
KC & SC Total		5.40	34.10	15.84%
State Hospital Total		23.80	149.83	15.88%
NCC Total	March 31, 2004	16.90	114.33	14.78%
KC & SC Total		5.50	34.20	16.08%
State Hospital Total		22.40	148.53	15.08%
NCC Total	June 30, 2004	17.00	139.68	12.17%
KC & SC Total		5.70	31.20	18.27%
State Hospital Total		22.70	170.88	13.28%
NCC Total	September 30, 2004	20.70	145.88	14.19%
KC & SC Total		5.20	29.10	17.87%
State Hospital Total		25.90	174.98	14.80%
NCC Total	December 31, 2004	14.50	144.74	10.02%
KC & SC Total		5.00	31.30	15.97%
State Hospital Total		19.50	176.04	11.08%
NCC Total	March 31, 2005	9.50	135.99	6.99%
KC & SC Total		4.70	31.70	14.83%
State Hospital Total		14.20	167.69	8.47%
NCC Total	June 30, 2005	6.50	136.97	4.75%
KC & SC Total		9.20	31.60	29.11%
State Hospital Total		15.70	168.57	9.31%
NCC Total	September 30, 2005	7.50	137.27	5.46%
KC & SC Total		5.20	33.00	15.76%
State Hospital Total		12.70	170.27	7.46%
NCC Total	December 31, 2005	5.00	136.62	3.66%
KC & SC Total		12.30	42.10	29.22%
State Hospital Total		17.30	178.72	9.68%
NCC Total	March 31, 2006	7.50	136.57	5.49%
KC & SC Total		11.10	40.70	27.27%
State Hospital Total		18.60	177.27	10.49%

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	June 30, 2006	14.10	140.32	10.05%
KC & SC Total		4.10	34.60	11.85%
State Hospital Total		18.20	174.92	10.40%
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	14.50	183.84	7.89%
KC & SC Total		4.90	42.40	11.56%
State Hospital Total		19.40	226.24	8.57%
NCC Total	June 30, 2007	14.91	183.95	8.11%
KC & SC Total		7.00	42.40	16.51%
State Hospital Total		21.91	226.35	9.68%
NCC Total	September 30, 2007	14.46	188.88	7.66%
KC & SC Total		3.00	41.20	7.28%
State Hospital Total		17.46	230.08	7.59%
NCC Total	December 31, 2007	22.21	212.40	10.46%
KC & SC Total		5.00	43.20	11.57%
State Hospital Total		27.21	255.60	10.65%
NCC Total	March 31, 2008	22.66	211.15	10.73%
KC & SC Total		5.90	48.20	12.24%
State Hospital Total		28.56	259.35	11.01%
NCC Total	June 30, 2008	18.40	190.00	9.68%
KC & SC Total		4.00	49.20	8.13%
State Hospital Total		22.40	239.20	9.36%
NCC Total	September 30, 2008	17.45	224.73	7.76%
KC & SC Total		3.40	36.30	9.37%
State Hospital Total		20.85	261.03	7.99%
NCC Total	December 31, 2008	17.00	229.88	7.40%
KC & SC Total		2.00	36.30	5.51%
State Hospital Total		19.00	266.18	7.14%

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**

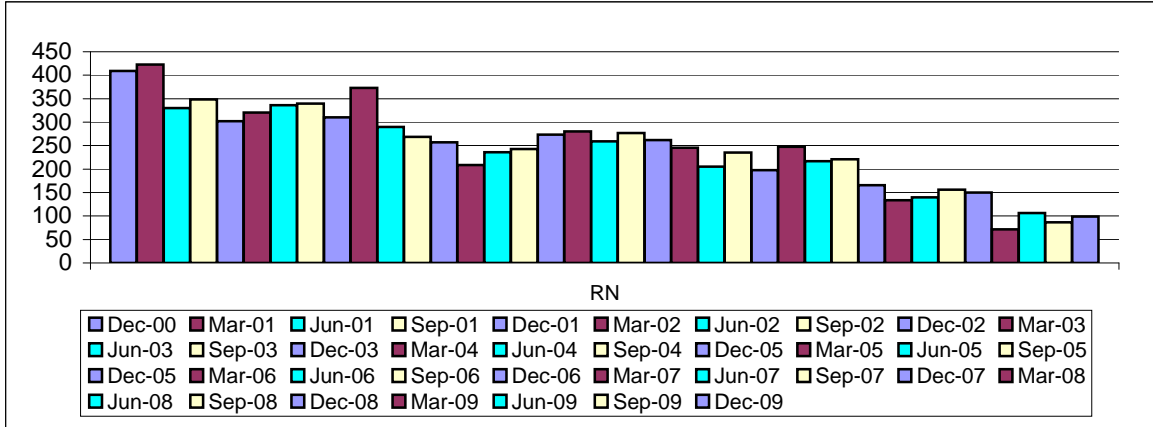
Hospital	Quarter Ending Date	Vacant APN FTE Positions	Total FTE APN Positions	Vacancy Rate (%)
NCC Total	March 30, 2009	9.40	229.43	4.10%
KC & SC Total		1.00	38.10	2.62%
State Hospital Total		10.40	267.53	3.89%
NCC Total	June 30, 2009	9.00	225.80	3.99%
KC & SC Total		3.70	38.10	9.71%
State Hospital Total		12.70	263.90	4.81%
NCC Total	September 30, 2009	10.98	224.56	4.89%
KC & SC Total		7.00	33.20	21.08%
State Hospital Total		17.98	257.76	6.98%
NCC Total	December 31, 2009	6.00	218.04	2.75%
KC & SC Total		3.00	38.40	7.81%
State Hospital Total		9.00	256.44	3.51%

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.

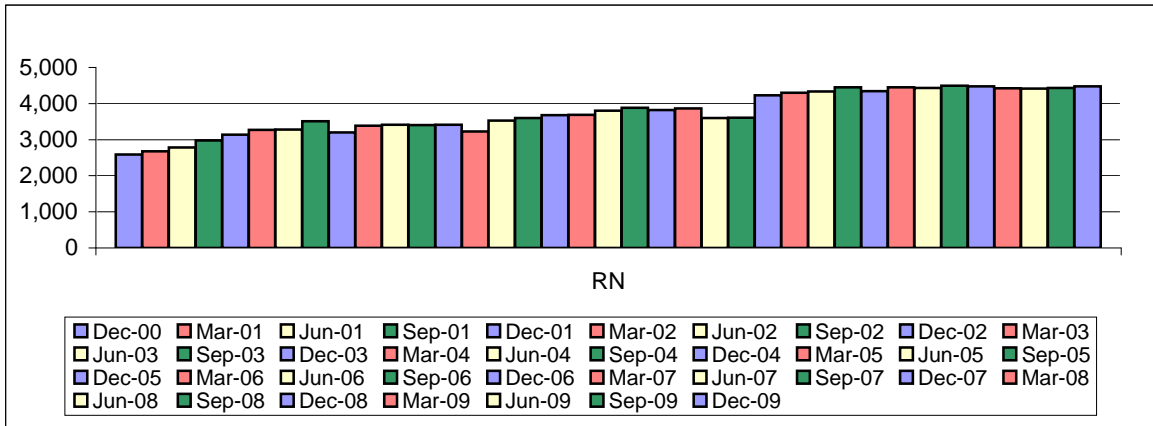


**Delaware Healthcare Association  
Nursing Workforce Vacancy Trend Report  
Hospital Nursing Workforce**

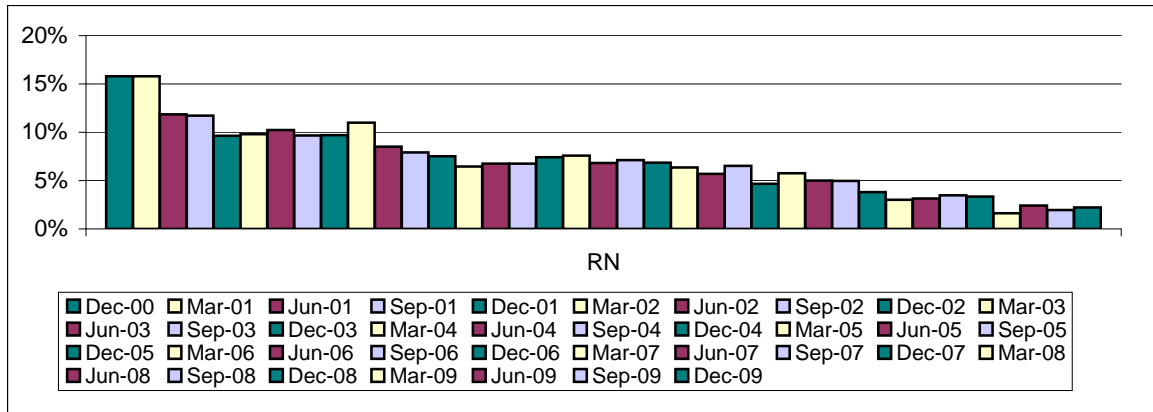
**Statewide Hospital Nursing Workforce – Vacant RN FTE Positions**



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

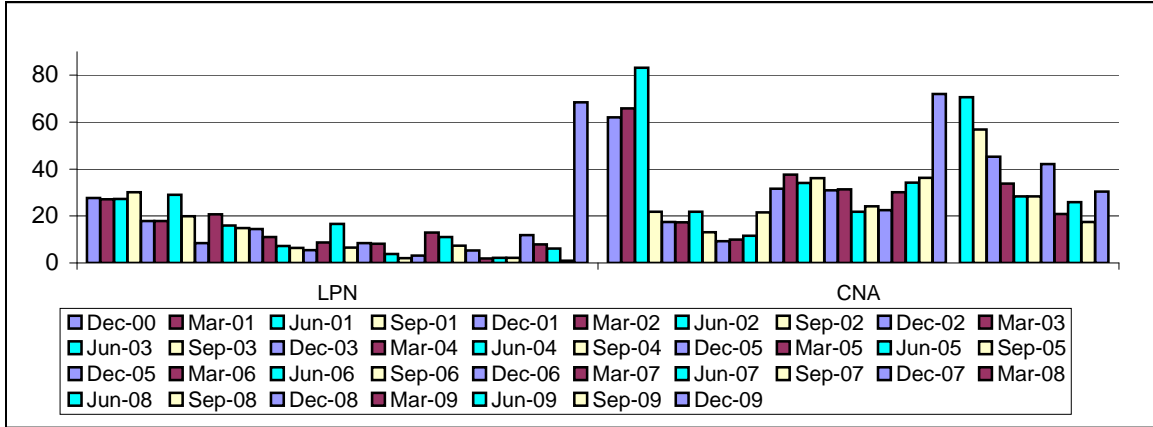


**Statewide Hospital Nursing Workforce – RN FTE Vacancy Percentage**

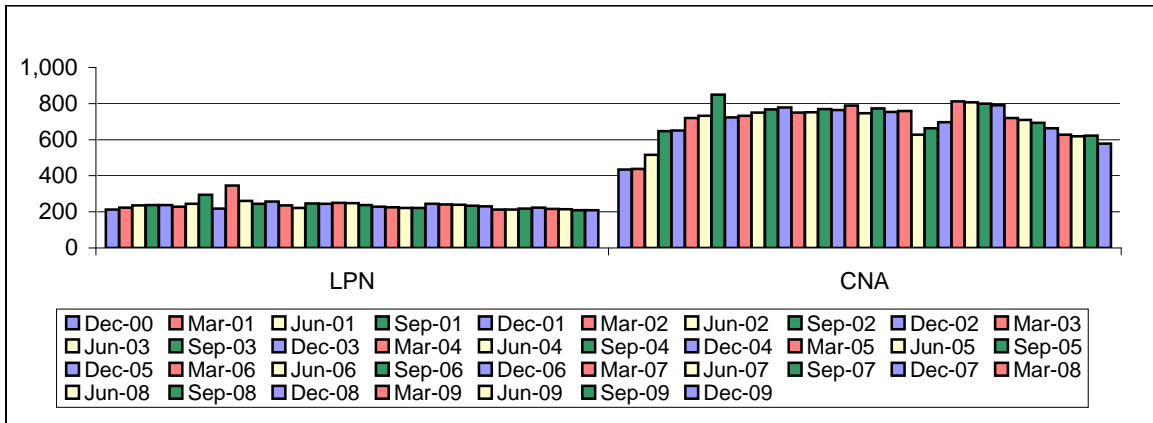


**Delaware Healthcare Association  
Nursing Workforce Vacancy Trend Report  
Hospital Nursing Workforce (RN, LPN, CNA)**

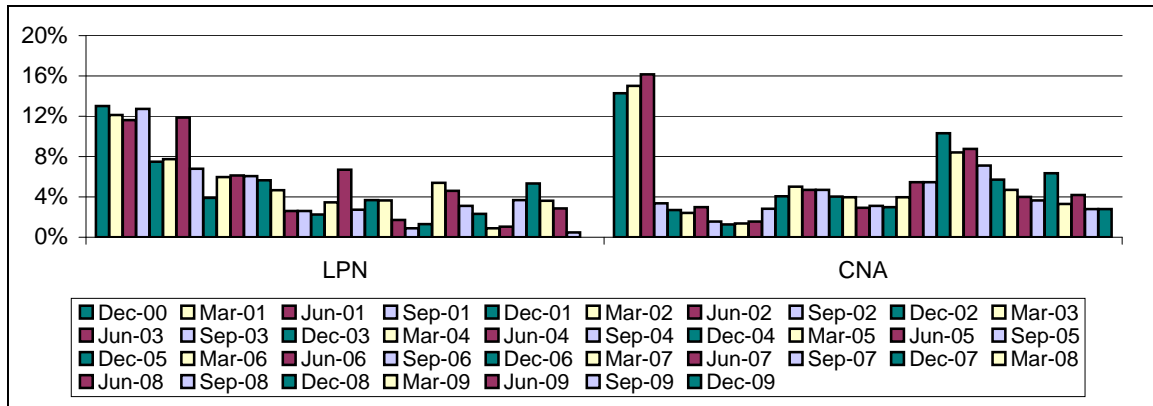
**Statewide Hospital Nursing Workforce – Vacant LPN & CNA FTE Positions**



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



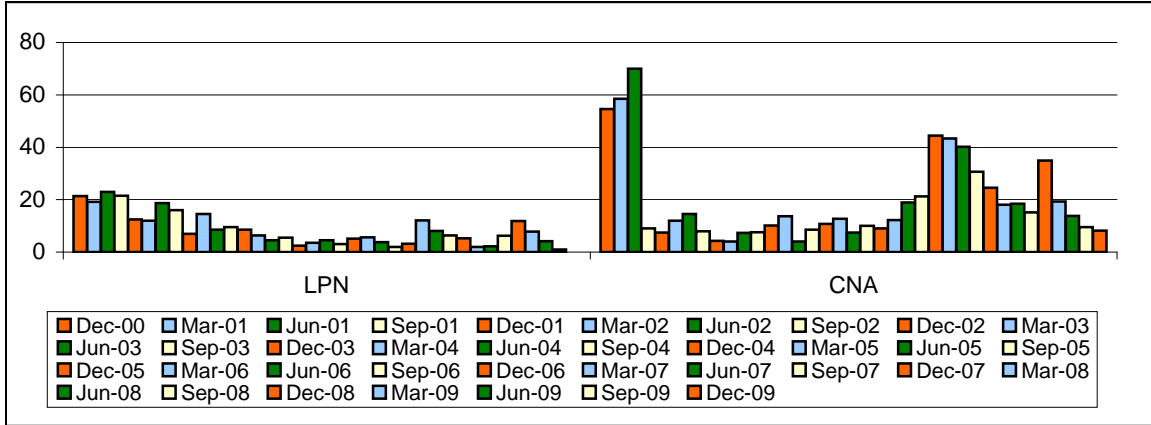
**Statewide Hospital Nursing Workforce – LPN & CNA FTE Vacancy Percentage**



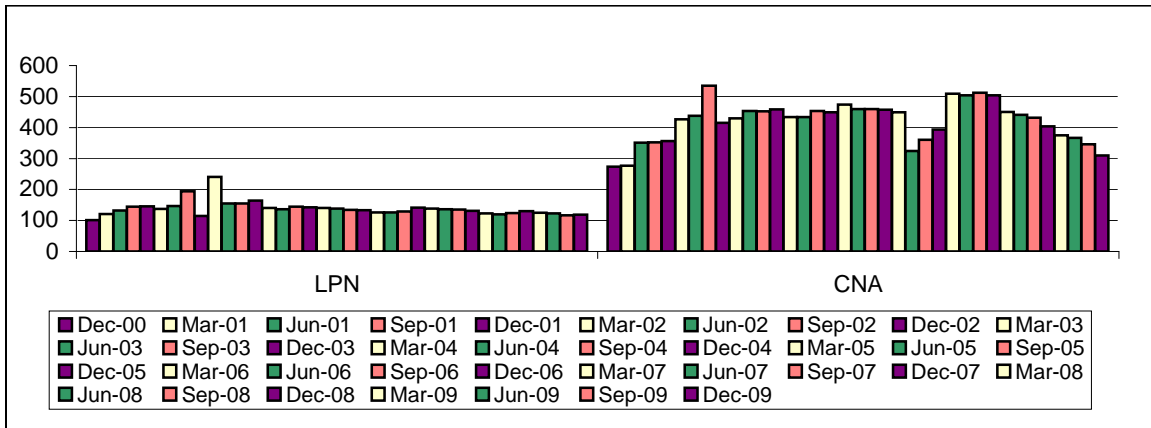


## Nursing Workforce Vacancy Trend Report Hospital Nursing Workforce (LPN & CNA)

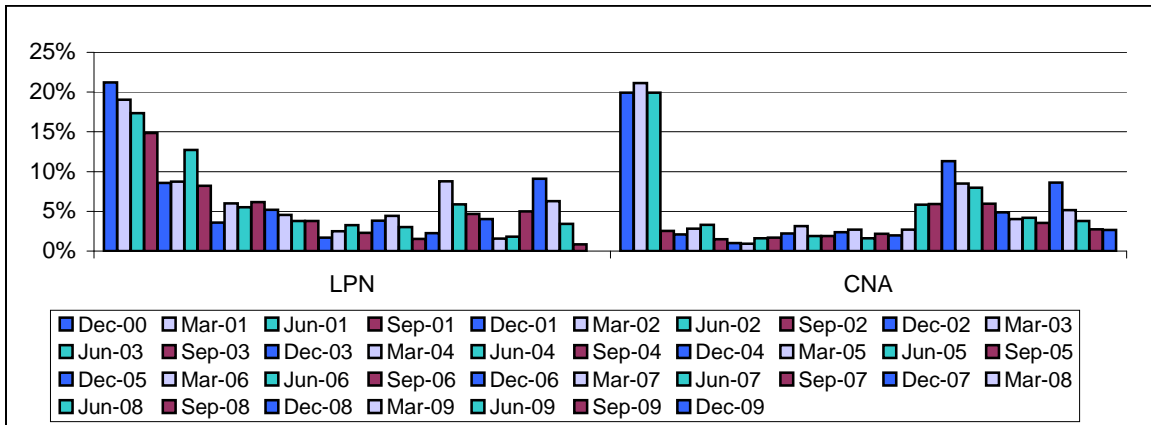
### New Castle County Hospital Nursing Workforce – Vacant FTE Positions



### New Castle County Hospital Nursing Workforce – Total FTE Nursing Positions

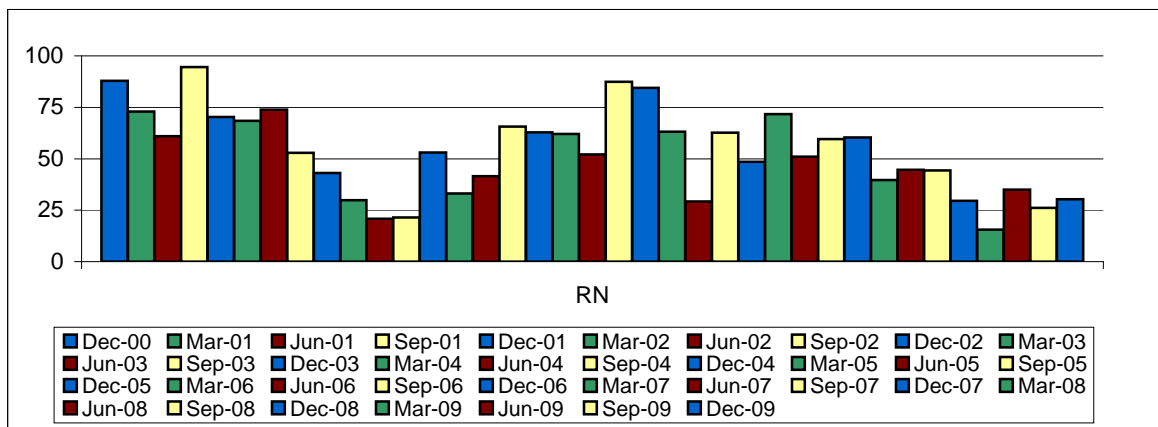


### New Castle County Hospital Nursing Workforce - FTE Vacancy Percentage

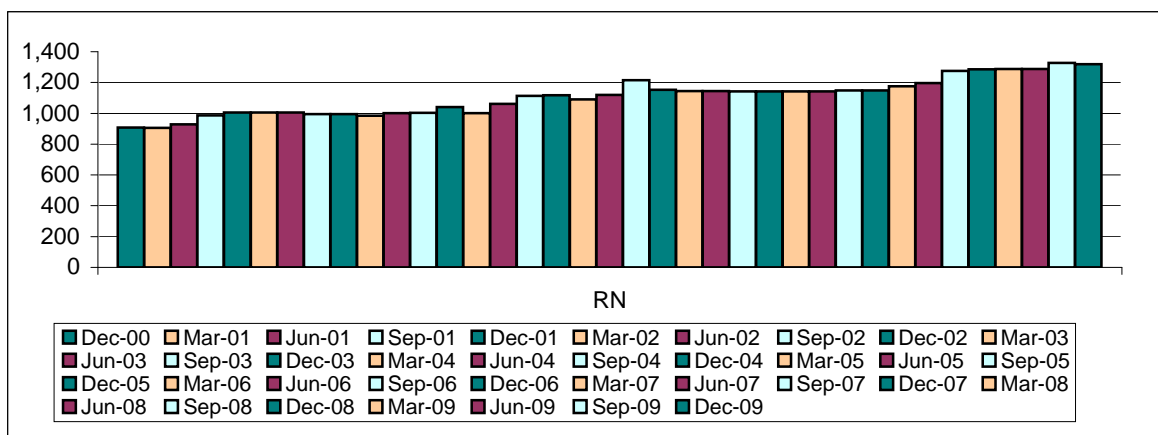


**Delaware Healthcare Association  
Nursing Workforce Vacancy Trend Report  
Hospital Nursing Workforce**

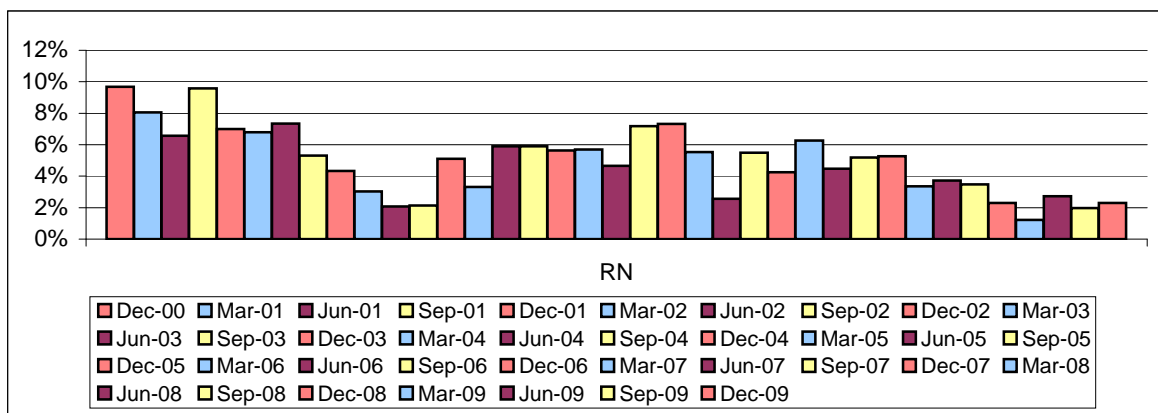
**Kent/Sussex Counties Hospital Nursing Workforce – Vacant RN FTE Positions**



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

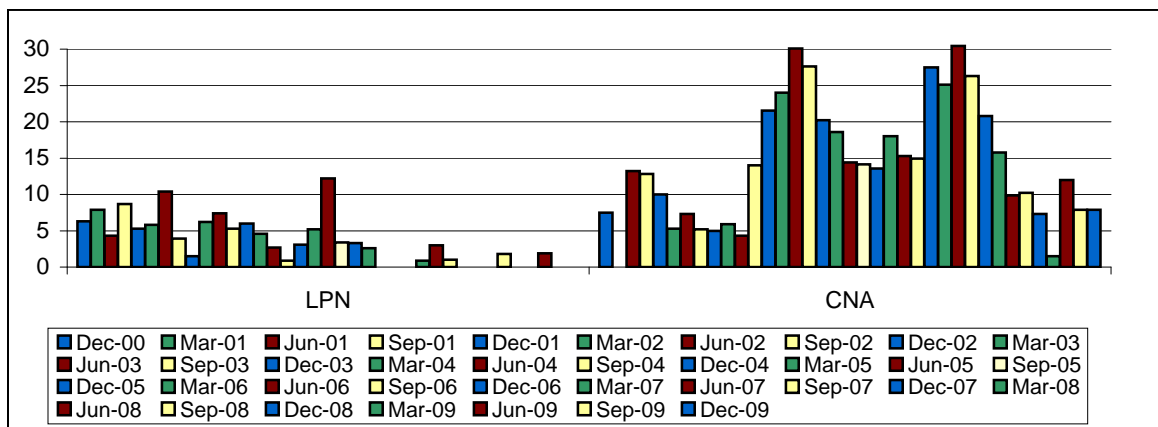


**Kent/Sussex Counties Hospital Nursing Workforce – RN FTE Vacancy Percentage**

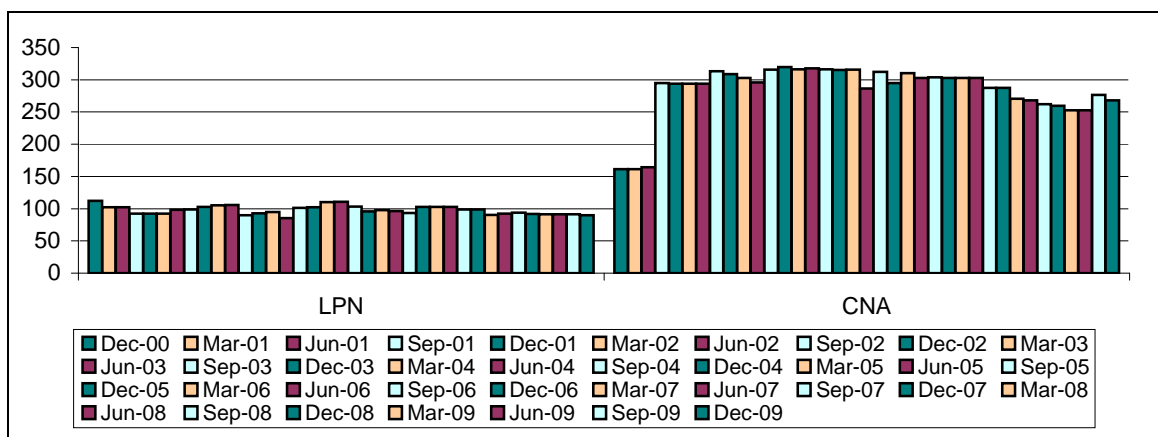


**Delaware Healthcare Association  
Nursing Workforce Vacancy Trend Report  
Hospital Nursing Workforce (LPN & CNA)**

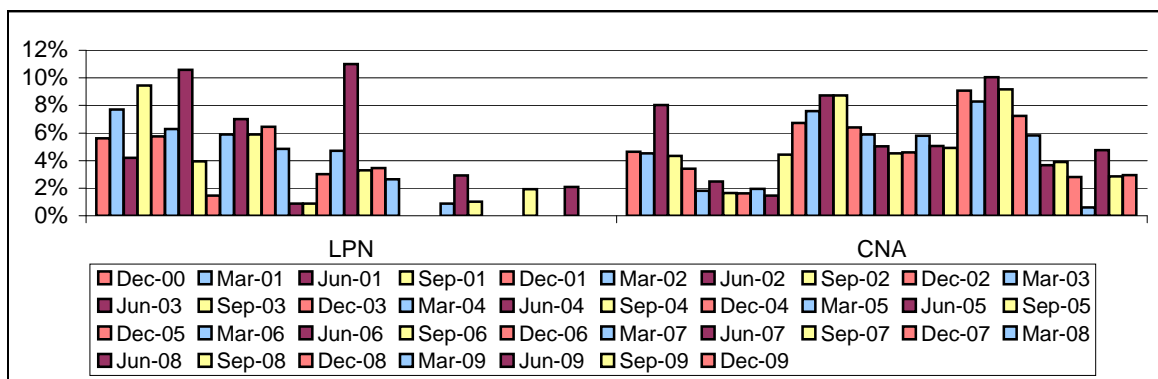
**Kent/Sussex Counties Hospital Nursing Workforce – Vacant FTE Positions**



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



**Kent/Sussex Counties Hospital Nursing Workforce – 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	321.00	21.40	54.60	1,678.61	100.90	273.90	19.12%	21.21%	19.93%
KC & SC Total		87.85	6.30	7.50	907.80	112.00	161.25	9.68%	5.63%	4.65%
State Hospital Total		408.85	27.70	62.10	2,586.41	212.90	435.15	15.81%	13.01%	14.27%
NCC Total	March 31, 2001	349.70	19.20	58.50	1,770.61	120.90	276.90	20.83%	19.03%	21.13%
KC & SC Total		72.90	7.90	7.30	906.01	102.50	161.25	8.05%	7.71%	4.53%
State Hospital Total		422.60	27.10	65.80	2,676.62	223.40	438.15	15.79%	12.13%	15.02%
NCC Total	June 30, 2001	269.30	23.00	70.00	1,857.42	132.55	351.00	14.50%	17.35%	19.94%
KC & SC Total		60.90	4.30	13.20	928.01	102.50	164.20	6.56%	4.20%	8.04%
State Hospital Total		330.20	27.30	83.20	2,785.43	235.05	515.20	11.85%	11.61%	16.15%
NCC Total	September 30, 2001	254.10	21.50	9.00	1,987.67	144.77	352.22	12.78%	14.85%	2.56%
KC & SC Total		94.50	8.70	12.80	986.89	92.19	294.99	9.58%	9.44%	4.34%
State Hospital Total		348.60	30.20	21.80	2,974.56	236.96	647.21	11.72%	12.74%	3.37%
NCC Total	December 31, 2001	232.05	12.50	7.50	2,134.61	145.48	356.15	10.87%	8.59%	2.11%
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		302.35	17.80	17.50	3,140.70	237.67	649.94	9.63%	7.49%	2.69%
NCC Total	March 31, 2002	252.25	12.00	12.00	2,264.50	137.15	426.95	11.14%	8.75%	2.81%
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		320.65	17.80	17.30	3,270.59	229.34	720.74	9.80%	7.76%	2.40%
NCC Total	June 30, 2002	261.90	18.70	14.50	2,276.20	146.90	438.35	11.51%	12.73%	3.31%
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		335.80	29.10	21.80	3,282.29	245.09	732.14	10.23%	11.87%	2.98%
NCC Total	September 30, 2002	286.70	16.00	7.90	2,514.60	194.54	534.99	11.40%	8.22%	1.48%
KC & SC Total		52.90	3.90	5.20	995.80	98.90	313.50	5.31%	3.94%	1.66%
State Hospital Total		339.60	19.90	13.10	3,510.40	293.44	848.49	9.67%	6.78%	1.54%
NCC Total	December 31, 2002	267.00	7.00	4.25	2,202.23	114.80	415.10	10.62%	3.60%	1.02%
KC & SC Total		43.10	1.50	5.00	995.80	102.60	308.80	4.33%	1.46%	1.62%
State Hospital Total		310.10	8.50	9.25	3,198.03	217.40	723.90	9.70%	3.91%	1.28%
NCC Total	March 31, 2003	343.15	14.50	4.00	2,406.71	241.05	429.60	14.26%	6.02%	0.93%
KC & SC Total		29.90	6.20	5.90	983.85	105.30	302.90	3.04%	5.89%	1.95%
State Hospital Total		373.05	20.70	9.90	3,390.56	346.35	732.50	11.00%	5.98%	1.35%
NCC Total	June 30, 2003	269.30	8.50	7.30	2,410.83	154.55	453.80	11.17%	5.50%	1.61%
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		290.10	15.90	11.60	3,411.83	260.05	749.90	8.50%	6.11%	1.55%
NCC Total	September 30, 2003	247.25	9.55	7.60	2,397.31	154.58	451.85	10.31%	6.18%	1.68%
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		268.75	14.85	21.60	3,401.51	244.58	767.75	7.90%	6.07%	2.81%
NCC Total	December 31, 2003	204.10	8.50	10.15	2,377.30	164.05	458.15	8.59%	5.18%	2.22%
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		257.10	14.50	31.67	3,417.10	256.91	777.67	7.52%	5.64%	4.07%

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	175.10	6.40	13.65	2,221.02	140.80	434.05	7.88%	4.55%	3.14%
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		208.30	11.00	37.65	3,223.22	235.50	750.45	6.46%	4.67%	5.02%
NCC Total	June 30, 2004	194.60	4.50	4.00	2,471.49	136.10	433.45	7.87%	3.31%	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		236.10	7.20	34.10	3,531.89	221.70	751.15	6.68%	3.25%	4.54%
NCC Total	September 30, 2004	177.10	5.50	8.50	2,486.21	144.90	452.90	7.12%	3.80%	1.88%
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		242.80	6.40	36.10	3,599.51	246.00	769.00	6.75%	2.60%	4.69%
NCC Total	December 31, 2004	210.55	2.40	10.70	2,562.46	142.00	448.90	8.22%	1.69%	2.38%
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		273.45	5.50	30.90	3,680.16	244.50	764.00	7.43%	2.25%	4.04%
NCC Total	March 31, 2005	217.85	3.50	12.70	2,598.25	140.30	473.60	8.38%	2.49%	2.68%
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		279.95	8.70	31.30	3,689.65	250.70	789.50	7.59%	3.47%	3.96%
NCC Total	June 30, 2005	207.24	4.50	7.40	2,683.44	138.00	459.60	7.72%	3.26%	1.61%
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		259.34	16.70	21.80	3,803.84	248.79	746.10	6.82%	6.71%	2.92%
NCC Total	September 30, 2005	189.15	3.10	10.00	2,663.98	134.20	459.90	7.10%	2.31%	2.17%
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		276.55	6.50	24.15	3,879.88	237.40	772.40	7.13%	2.74%	3.13%
NCC Total	December 31, 2005	177.05	5.10	9.00	2,668.77	133.25	457.90	6.63%	3.83%	1.97%
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		261.50	8.40	22.56	3,820.67	228.95	752.80	6.84%	3.67%	3.00%
NCC Total	March 31, 2006	182.35	5.60	12.20	2,721.88	126.35	449.35	6.70%	4.43%	2.72%
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		245.50	8.20	30.20	3,865.38	224.35	759.55	6.35%	3.66%	3.98%
NCC Total	June 30, 2006	176.25	3.80	18.90	2,456.61	126.05	324.30	7.17%	3.01%	5.83%
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		205.55	3.80	34.20	3,600.11	222.25	627.20	5.71%	1.71%	5.45%
NCC Total	September 30, 2006	172.76	2.00	21.30	2,462.32	129.05	360.10	7.02%	1.55%	5.92%
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		235.41	2.00	36.25	3,604.62	222.42	663.95	6.53%	0.90%	5.46%
NCC Total	December 31, 2006	149.26	3.20	44.50	3,087.90	141.03	393.90	4.83%	2.27%	11.30%
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		197.76	3.20	72.00	4,230.20	243.93	696.80	4.67%	1.31%	10.33%
NCC Total	March 31, 2007	175.55	12.10	43.30	3,153.64	137.88	509.55	5.57%	8.78%	8.50%
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		247.20	13.00	68.40	4,295.94	240.78	812.45	5.75%	5.40%	8.42%
NCC Total	June 30, 2007	165.75	8.05	40.20	3,195.65	136.73	503.75	5.19%	5.89%	7.98%
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		216.80	11.05	70.63	4,337.95	239.63	806.65	5.00%	4.61%	8.76%



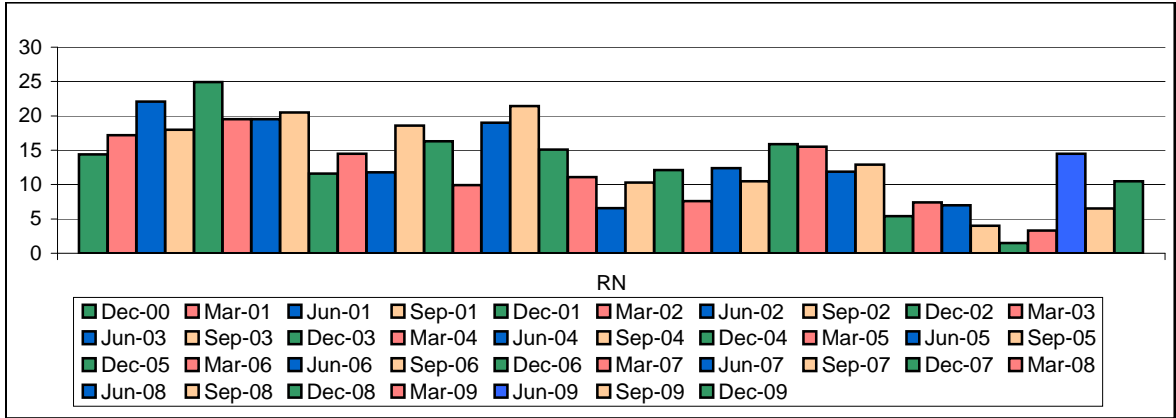
Delaware Healthcare Association  
Nursing Workforce Vacancy  
County and Statewide Trend Report

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	September 30, 2007	161.69	6.30	30.60	3,300.83	135.48	512.66	4.90%	4.65%	5.97%
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		221.24	7.30	56.90	4,448.68	234.08	799.86	4.97%	3.12%	7.11%
NCC Total	December 31, 2007	105.40	5.30	24.50	3,191.93	131.64	504.24	3.30%	4.03%	4.86%
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		165.80	5.30	45.30	4,339.78	230.24	791.44	3.82%	2.30%	5.72%
NCC Total	March 31, 2008	94.20	1.90	18.10	3,271.03	122.47	449.85	2.88%	1.55%	4.02%
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		133.80	1.90	33.85	4,447.63	212.62	720.65	3.01%	0.89%	4.70%
NCC Total	June 30, 2008	95.20	2.20	18.50	3,236.18	120.27	441.25	2.94%	1.83%	4.19%
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		139.85	2.20	28.35	4,432.58	212.72	709.10	3.16%	1.03%	4.00%
NCC Total	September 30, 2008	111.55	6.20	15.20	3,223.67	124.18	431.26	3.46%	4.99%	3.52%
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		155.95	8.00	25.40	4,498.52	217.83	693.51	3.47%	3.67%	3.66%
NCC Total	December 31, 2008	120.25	11.90	34.90	3,186.77	130.58	404.20	3.77%	9.11%	8.63%
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		149.85	11.90	42.20	4,473.07	222.58	663.60	3.35%	5.35%	6.36%
NCC Total	March 30, 2009	55.88	7.85	19.30	3,138.25	125.03	374.80	1.78%	6.28%	5.15%
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		71.48	7.85	20.80	4,426.25	216.13	627.45	1.61%	3.63%	3.32%
NCC Total	June 30, 2009	71.09	4.20	13.85	3,123.13	123.38	366.30	2.28%	3.40%	3.78%
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		106.09	6.10	25.85	4,411.02	214.48	618.95	2.41%	2.84%	4.18%
NCC Total	September 30, 2009	60.24	1.00	9.50	3,102.00	117.19	346.35	1.94%	0.85%	2.74%
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		86.44	1.00	17.40	4,429.61	208.53	622.89	1.95%	0.48%	2.79%
NCC Total	December 31, 2009	68.43	0.00	8.20	3,155.31	118.59	309.96	2.17%	0.00%	2.65%
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		98.83	0.00	16.10	4,474.11	208.34	578.16	2.21%	0.00%	2.78%

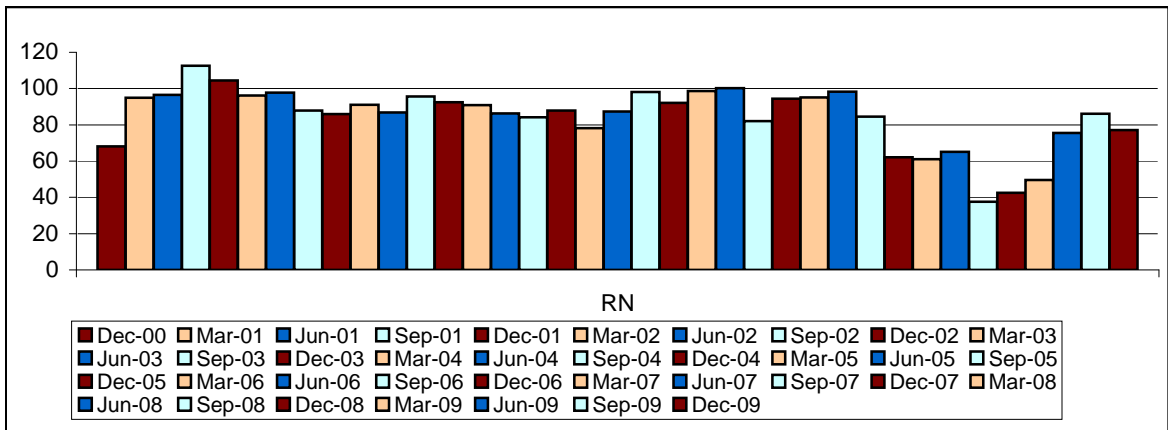
**Hospital Affiliated Long-Term Care  
Nursing Workforce  
Position Trends**

**Delaware Healthcare Association  
Nursing Workforce Vacancy Trend Report  
Hospital Affiliated Long Term Care (LTC) Nursing Workforce (RN, LPN, CNA)**

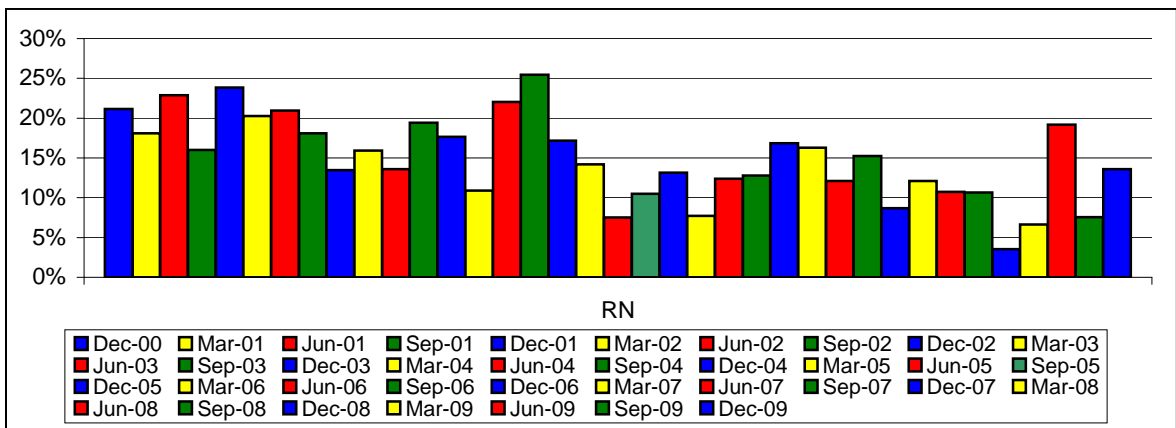
**Statewide Hospital Affiliated LTC Nursing Workforce – RN Vacant FTE Positions**



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



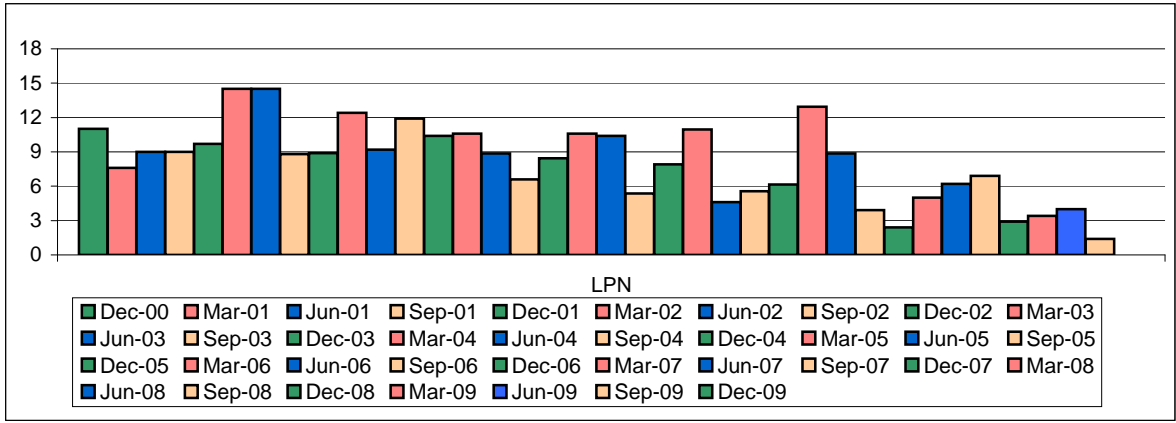
**Statewide Hospital Affiliated LTC Nursing Workforce – RN FTE Vacancy Percentage**



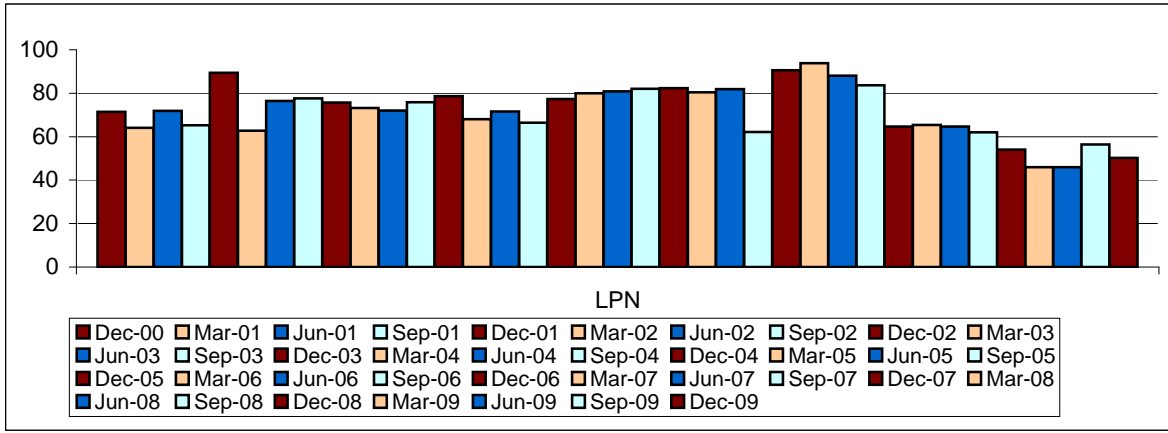
*Note: Hospital Affiliated Long Term Care data can not be broken into County data since facilities were sold after December 2000.*

**Delaware Healthcare Association  
Nursing Workforce Vacancy Trend Report  
Hospital Affiliated Long Term Care (LTC) Nursing Workforce (RN, LPN, CNA)**

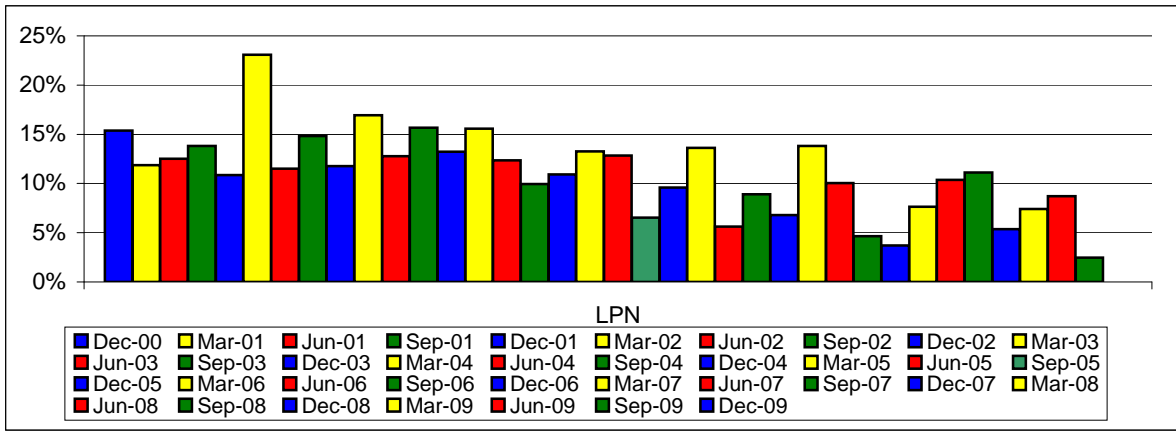
**Statewide Hospital Affiliated LTC Nursing Workforce – LPN Vacant FTE Positions**



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



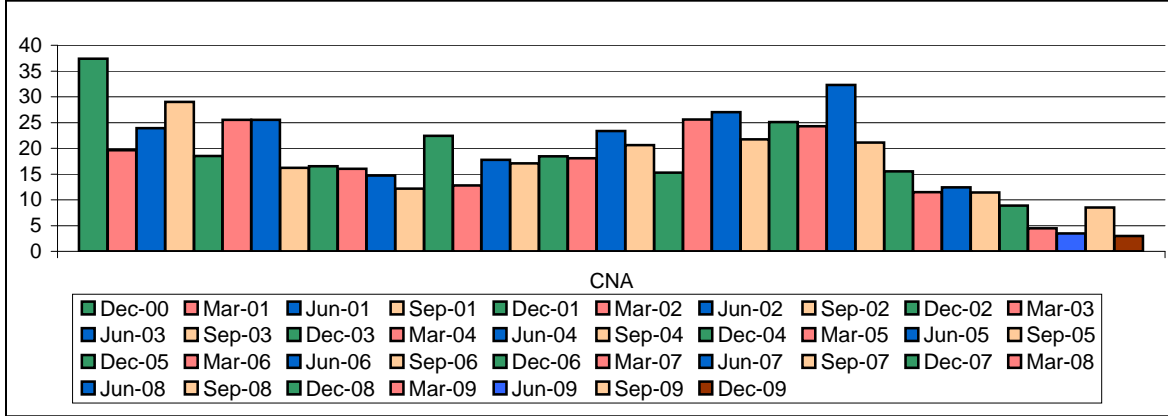
**Statewide Hospital Affiliated LTC Nursing Workforce – LPN FTE Vacancy Percentage**



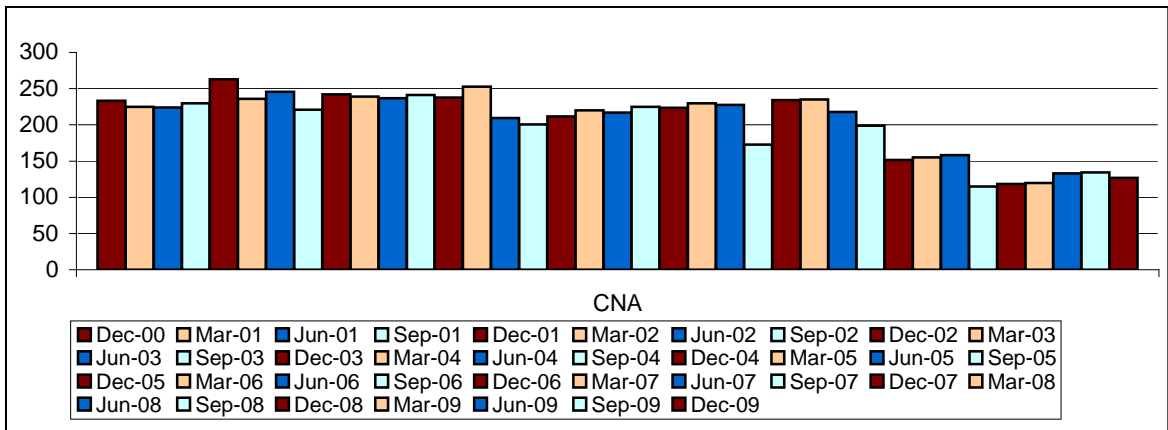
Note: Hospital Affiliated Long Term Care data can not be broken into County data since facilities were sold after December 2000.

**Delaware Healthcare Association  
Nursing Workforce Vacancy Trend Report  
Hospital Affiliated Long Term Care (LTC) Nursing Workforce (RN, LPN, CNA)**

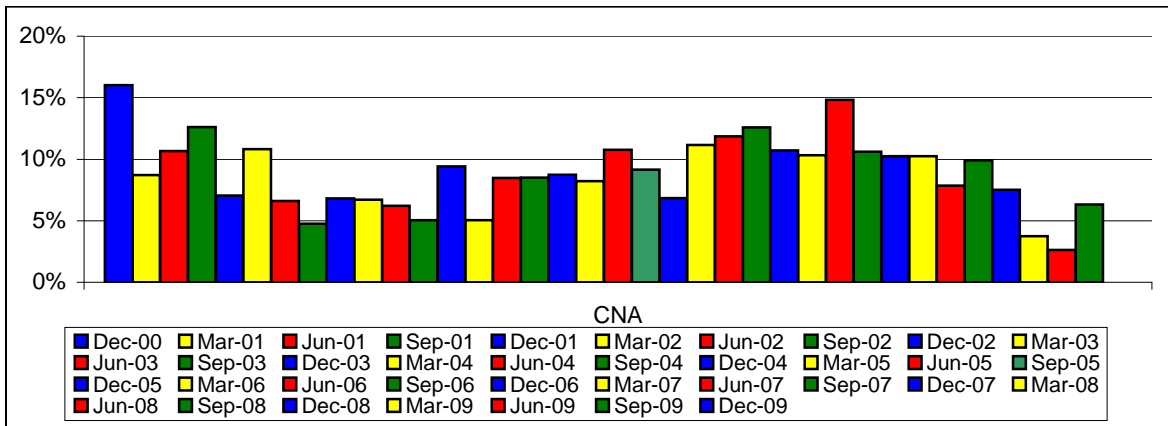
**Statewide Hospital Affiliated LTC Nursing Workforce – CNA Vacant FTE Positions**



**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  
County and Statewide Trend Report

Hospital Affiliated LTC Facilities	Quarter Ending Date Hospital Affiliated Long Term Care	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	8.90	7.50	22.40	39.30	42.00	159.40	22.65%	17.86%	14.05%
KC & SC Total		5.50	3.50	15.00	28.80	29.50	74.00	19.10%	11.86%	20.27%
State Hospital Total		14.40	11.00	37.40	68.10	71.50	233.40	21.15%	15.38%	16.02%
NCC Total	March 31, 2001	14.60	6.00	15.60	67.80	40.00	140.40	37.15%	14.29%	9.79%
KC & SC Total		2.60	1.60	4.00	27.20	24.05	84.70	9.56%	6.65%	4.72%
State Hospital Total		17.20	7.60	19.60	95.00	64.05	225.10	18.11%	11.87%	8.71%
NCC Total	June 30, 2001	18.10	7.00	16.90	73.20	42.00	141.90	24.73%	16.67%	11.91%
KC & SC Total		4.00	2.00	7.00	23.40	29.90	82.00	17.09%	6.69%	8.54%
State Hospital Total		22.10	9.00	23.90	96.60	71.90	223.90	22.88%	12.52%	10.67%
NCC Total	September 30, 2001	15.60	7.50	19.00	74.20	42.00	144.30	21.02%	17.86%	13.17%
KC & SC Total		2.40	1.50	10.00	38.40	23.20	85.50	6.25%	6.47%	11.70%
State Hospital Total		18.00	9.00	29.00	112.60	65.20	229.80	15.99%	13.80%	12.62%
NCC Total	December 31, 2001	18.50	6.50	12.00	77.60	46.50	143.30	23.84%	13.98%	8.37%
KC & SC Total		6.40	3.20	6.50	26.90	42.90	119.40	23.79%	7.46%	5.44%
State Hospital Total		24.90	9.70	18.50	104.50	89.40	262.70	23.83%	10.85%	7.04%
NCC Total	March 31, 2002	17.50	12.00	21.50	61.60	36.50	150.80	28.41%	32.88%	14.26%
KC & SC Total		2.00	2.50	4.00	34.60	26.30	85.00	5.78%	9.51%	4.71%
State Hospital Total		19.50	14.50	25.50	96.20	62.80	235.80	20.27%	23.09%	10.81%
NCC Total	June 30, 2002	17.50	5.00	13.20	65.50	46.50	153.50	26.72%	10.75%	8.60%
KC & SC Total		3.00	3.80	3.00	32.30	29.90	92.17	9.29%	12.71%	3.25%
State Hospital Total		20.50	8.80	16.20	97.80	76.40	245.67	20.96%	11.52%	6.59%
NCC Total	September 30, 2002	13.90	8.10	6.00	64.00	48.00	154.30	21.72%	16.88%	3.89%
KC & SC Total		2.00	3.40	4.50	23.87	29.57	66.59	8.38%	11.50%	6.76%
State Hospital Total		15.90	11.50	10.50	87.87	77.57	220.89	18.09%	14.83%	4.75%
NCC Total	December 31, 2002	10.60	6.40	9.50	59.10	48.00	148.20	16.56%	13.33%	6.16%
KC & SC Total		1.00	2.50	7.00	26.90	27.70	94.10	3.72%	9.03%	7.44%
State Hospital Total		11.60	8.90	16.50	86.00	75.70	242.30	13.49%	11.76%	6.81%
NCC Total	March 31, 2003	11.50	10.40	9.50	60.60	44.00	147.60	18.98%	23.64%	6.44%
KC & SC Total		3.00	2.00	6.50	30.40	29.20	91.30	9.87%	6.85%	7.12%
State Hospital Total		14.50	12.40	16.00	91.00	73.20	238.90	15.93%	16.94%	6.70%
NCC Total	June 30, 2003	10.80	9.20	10.80	62.85	44.30	153.80	17.18%	20.77%	7.02%
KC & SC Total		1.00	0.00	3.90	23.90	27.70	82.80	4.18%	0.00%	4.71%
State Hospital Total		11.80	9.20	14.70	86.75	72.00	236.60	13.60%	12.78%	6.21%
NCC Total	September 30, 2003	16.60	11.90	10.30	72.40	48.50	157.90	22.93%	24.54%	6.52%
KC & SC Total		2.00	0.00	1.90	23.30	27.40	83.40	8.58%	0.00%	2.28%
State Hospital Total		18.60	11.90	12.20	95.70	75.90	241.30	19.44%	15.68%	5.06%
NCC Total	December 31, 2003	13.80	9.00	14.90	72.10	49.30	158.40	19.14%	18.26%	9.41%
KC & SC Total		2.50	1.40	7.50	20.30	29.30	79.20	12.32%	4.78%	9.47%
State Hospital Total		16.30	10.40	22.40	92.40	78.60	237.60	17.64%	13.23%	9.43%

Delaware Healthcare Association  
Nursing Workforce Vacancy  
County and Statewide Trend Report

Hospital Affiliated LTC Facilities	Quarter Ending Date Hospital Affiliated Long Term Care	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	8.50	7.08	9.57	62.55	35.18	152.00	13.59%	20.13%	6.30%
KC & SC Total		1.40	3.50	3.20	28.30	32.80	100.70	4.95%	10.67%	3.18%
State Hospital Total		9.90	10.58	12.77	90.85	67.98	252.70	10.90%	15.56%	5.05%
NCC Total	June 30, 2004	16.90	4.50	12.65	62.90	42.40	122.20	26.87%	10.61%	10.35%
KC & SC Total		2.10	4.35	5.10	23.35	29.20	87.41	8.99%	14.90%	5.83%
State Hospital Total		19.00	8.85	17.75	86.25	71.60	209.61	22.03%	12.36%	8.47%
NCC Total	September 30, 2004	17.10	2.60	8.25	62.30	38.60	115.40	27.45%	6.74%	7.15%
KC & SC Total		4.35	4.00	8.80	21.90	27.80	85.10	19.86%	14.39%	10.34%
State Hospital Total		21.45	6.60	17.05	84.20	66.40	200.50	25.48%	9.94%	8.50%
NCC Total	December 30, 2004	10.75	4.00	10.15	62.70	46.00	117.95	17.15%	8.70%	8.61%
KC & SC Total		4.35	4.45	8.32	25.20	31.30	93.52	17.26%	14.22%	8.90%
State Hospital Total		15.10	8.45	18.47	87.90	77.30	211.47	17.18%	10.93%	8.73%
NCC Total	March 31, 2005	8.20	5.00	14.45	51.50	48.50	128.30	15.92%	10.31%	11.26%
KC & SC Total		2.90	5.60	3.62	26.70	31.50	91.62	10.86%	17.78%	3.95%
State Hospital Total		11.10	10.60	18.07	78.20	80.00	219.92	14.19%	13.25%	8.22%
NCC Total	June 30, 2005	4.65	5.00	13.65	60.61	48.40	124.70	7.67%	10.33%	10.95%
KC & SC Total		1.91	5.40	9.72	26.70	32.50	92.12	7.15%	16.62%	10.55%
State Hospital Total		6.56	10.40	23.37	87.31	80.90	216.82	7.51%	12.86%	10.78%
NCC Total	September 30, 2005	6.50	1.70	11.20	72.80	49.20	137.80	8.93%	3.46%	8.13%
KC & SC Total		3.80	3.66	9.41	25.30	32.80	87.22	15.02%	11.16%	10.79%
State Hospital Total		10.30	5.36	20.61	98.10	82.00	225.02	10.50%	6.54%	9.16%
NCC Total	December 31, 2005	9.40	4.20	5.90	66.30	49.00	132.30	14.18%	8.57%	4.46%
KC & SC Total		2.70	3.70	9.41	25.80	33.30	91.12	10.47%	11.11%	10.33%
State Hospital Total		12.10	7.90	15.31	92.10	82.30	223.42	13.14%	9.60%	6.85%
NCC Total	March 31, 2006	4.50	4.40	15.60	71.80	48.10	138.60	6.27%	9.15%	11.26%
KC & SC Total		3.10	6.55	10.01	26.80	32.30	91.12	11.57%	20.28%	10.99%
State Hospital Total		7.60	10.95	25.61	98.60	80.40	229.72	7.71%	13.62%	11.15%
NCC Total	June 30, 2006	8.80	1.00	20.40	72.05	51.00	136.40	12.21%	1.96%	14.96%
KC & SC Total		3.60	3.60	6.62	28.20	30.90	91.22	12.77%	11.65%	7.26%
State Hospital Total		12.40	4.60	27.02	100.25	81.90	227.62	12.37%	5.62%	11.87%
NCC Total	September 30, 2006	6.90	2.00	11.70	54.85	30.40	81.20	12.58%	6.58%	14.41%
KC & SC Total		3.60	3.55	10.02	27.20	31.80	91.42	13.24%	11.16%	10.96%
State Hospital Total		10.50	5.55	21.72	82.05	62.20	172.62	12.80%	8.92%	12.58%
NCC Total	December 31, 2006	9.20	3.20	15.50	67.60	57.80	142.30	13.61%	5.54%	10.89%
KC & SC Total		6.70	2.95	9.59	26.80	32.80	92.02	25.00%	8.99%	10.42%
State Hospital Total		15.90	6.15	25.09	94.40	90.60	234.32	16.84%	6.79%	10.71%
NCC Total	March 31, 2007	9.20	10.00	14.90	68.30	61.00	147.00	13.47%	16.39%	10.14%
KC & SC Total		6.30	2.95	9.38	26.80	32.80	88.12	23.51%	8.99%	10.64%
State Hospital Total		15.50	12.95	24.28	95.10	93.80	235.12	16.30%	13.81%	10.33%
NCC Total	June 30, 2007	10.50	3.65	13.00	72.00	57.45	137.00	14.58%	6.35%	9.49%
KC & SC Total		1.40	5.20	19.30	26.30	30.65	81.00	5.32%	16.97%	23.83%
State Hospital Total		11.90	8.85	32.30	98.30	88.10	218.00	12.11%	10.05%	14.82%

Delaware Healthcare Association  
Nursing Workforce Vacancy  
County and Statewide Trend Report

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	September 30, 2007	11.00	2.20	7.00	58.30	54.00	123.10	18.87%	4.07%	5.69%
KC & SC Total		1.90	1.70	14.10	26.30	29.65	75.67	7.22%	5.73%	18.63%
State Hospital Total		12.90	3.90	21.10	84.60	83.65	198.77	15.25%	4.66%	10.62%
	December 31, 2007									
State Hospital Total		5.40	2.40	15.50	62.10	64.60	151.40	8.70%	3.72%	10.24%
	March 31, 2008									
State Hospital Total		7.40	5.00	11.50	61.10	65.40	155.30	12.11%	7.65%	7.41%
	June 30, 2008									
State Hospital Total		7.00	6.20	12.40	65.10	59.70	158.10	10.75%	10.39%	7.84%
	September 30, 2008									
State Hospital Total		4.00	6.90	11.40	37.60	62.00	115.00	10.64%	11.13%	9.91%
	December 31, 2008									
State Hospital Total		1.50	2.90	8.90	42.60	54.00	118.50	3.52%	5.37%	7.51%
	March 30, 2009									
State Hospital Total		3.30	3.40	4.50	49.60	45.95	119.90	6.65%	7.40%	3.75%
	June 30, 2009									
State Hospital Total		14.50	4.00	3.50	75.60	45.95	132.90	19.18%	8.71%	2.63%
	September 30, 2009									
State Hospital Total		6.50	1.40	8.50	86.20	56.40	134.50	7.54%	2.48%	6.32%
	December 31, 2009									
State Hospital Total		10.50	0.00	3.00	77.15	50.20	126.80	13.61%	0.00%	2.37%



**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

**St. Francis Health Services**

St. Francis Hospital  
Franciscan Care Center at Brackenville

**Select Specialty Hospital - Wilmington**

**Veterans Affairs Medical & Regional Office Center**



**Associate Members:**

**Blood Bank of Delmarva**

**Compassionate Care Hospice**

**Quality Insights of Delaware**



**Staff:**

**Wayne A. Smith**  
President & CEO

**Suzanne E. Raab-Long**  
Executive Vice President

**Lisa A. Schieffert**  
Director, Health Policy

**Christine R. Pauley, CAP**  
Executive Assistant

1280 S. Governors Avenue, Dover, DE 19901  
Phone: (302) 674-2853/Fax: (302) 734-2731  
Web Site: [www.deha.org](http://www.deha.org)