



# **State Hospital Workforce**

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**As Required by  
the 2018-19 General  
Appropriations Act, S.B. 1, 85<sup>th</sup>  
Legislature, Regular Session, 2017  
(Article II, HHSC, Rider 143)**

**Health and Human Services**

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**TEXAS**

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## Executive Summary

[The 2018-19 General Appropriations Act, S.B. 1, 85<sup>th</sup> Legislature, Regular Session, 2017 \(Article II, Health and Human Services Commission, Rider 143\)](#) requires the Health and Human Services Commission (HHSC) to evaluate compensation levels, turnover and vacancy rates, and recruiting efforts at the ten state hospitals and develop recommendations to reduce turnover and vacancy rates. HHSC is also required to submit a report to the Legislative Budget Board and the Governor's Office on the recommendations to address these workforce issues.

Within the state hospital system, HHSC has noted:

- Compensation rates are not aligned with industry salaries.
- High turnover still exists across a number of critical shortage positions. At the end of the third quarter of fiscal year 2018, the highest turnover rates were in the following positions: psychiatric nursing assistants (PNAs) at 35 percent; licensed vocational nurses (LVNs) at 30 percent; social workers at 27 percent; and registered nurses (RNs) at 26 percent. Several actions may assist in recruiting and retaining a strong workforce at the state hospitals that include: adjusting salaries to align with comparable regional market median salaries; marketing the unique employment opportunities the state hospitals provide; further exploring the use of recruitment and retention bonuses; and recruiting a workforce through various types of media.

## 1. Introduction

Texas HHSC operates nine psychiatric hospitals and one youth residential treatment center. These facilities comprise the State Hospital System and provided inpatient psychiatric treatment to over 7,800 individuals in fiscal year 2017. The state hospital system also operates a general medical, out-patient clinic in the Lower Rio Grande Valley that provides primary care services in addition to psychiatric consultations.

As required by the 2018-19 General Appropriations Act, S.B. 1, 85<sup>th</sup> Legislature, Regular Session, 2017 (Article II, Health and Human Services Commission, Rider 143), this report evaluates compensation levels, turnover and vacancy rates, recruiting efforts at the state hospitals, and outlines recommendations to reduce turnover and vacancy rates to address workforce issues.

## 2. Background

The State Hospital System facilities are located in Austin, Big Spring, El Paso, Harlingen, Kerrville, Wichita Falls, Rusk, San Antonio, Terrell, Vernon, and Waco. These hospitals have struggled to recruit and retain adequate and qualified staff to maintain the hospital system's capacity and a safe working environment. Over recent years, many state hospital beds have been taken off line due to shortages in critical positions. These bed closures have created additional strain on the state hospital system waiting list, causing longer waits by individuals for state hospital beds and delays in necessary psychiatric care and treatment. Additionally, for certain clinical positions, the state hospitals have had to use contractors, which are significantly more expensive than staff positions, and pay overtime to augment staffing.

Several strategies have been implemented to address nursing and direct care staff compensation levels, which is one of the primary reasons staff report they leave their positions at the state hospital. HHSC implemented policies that allow for nurses working in state hospitals to have an established compensation plan that functions as a career ladder to assist in retaining nursing staff. In addition, the Texas legislature has appropriated funding in previous biennia to support pay increases for some of the critical shortage occupations. Despite the ongoing investment in salaries of certain positions at the state hospitals, the initial gains in staff longevity that were seen in the early years of the compensation plan implementation have not continued due to a lack of routine adjustments based on current market analysis. On average, in fiscal year 2018, salaries for LVNs and RNs remain at 85 and 92 percent of the market salary rates, respectively.

### 3. Evaluation of State Hospital Compensation Levels

Over the past four years, the state hospitals, HHSC, and the Texas Legislature have invested resources to address challenges with compensation levels of critical shortage positions. Career ladder compensation plans for nurses provide automatic salary increases with added experience, education, and years of service, as well as targeted pay raises to low-level classifications and geographic areas.

Despite the ongoing investment in staff salaries at the state hospitals, the pay increases and strategies for addressing compensation have not kept pace with industry salaries. For most critical shortage positions, the mean annual salaries paid at the state hospitals remain 8 to 24 percent below the market rate salary (See Table 1).

**Table 1. Average Salary Comparison for Critical Shortage Positions**

Position Type	Average Annual Market Salary	State Hospital Mean Annual Salary	Amount below/above Market	Percent of Market Salary
<b>Psychiatrists</b>	\$ 209,370	\$ 226,111	\$ 16,741	108%
<b>Physicians</b>	\$ 212,839	\$ 180,087	\$ (32,752)	85%
<b>RNs</b>	\$ 64,365	\$ 59,493	\$ (4,872)	92%
<b>LVNs</b>	\$ 44,304	\$ 37,639	\$ (6,665)	85%
<b>Social Workers</b>	\$ 57,983	\$ 44,213	\$ (13,770)	76%
<b>PNAs</b>	\$ 30,939	\$ 25,847	\$ (5,092)	84%

**Note:** State hospital mean annual salaries for psychiatrists and physicians were calculated using the positions that were equal to one full-time equivalent (FTE) position. This represents the salaries paid for full-time work. Annualized salaries for positions less than one FTE decreased the annual salary amounts significantly, thus not providing a comparable salary to the market salary.

Based on state and regional salary data from the Bureau of Labor Statistics, variations exist between the state hospitals and how well each aligns with regional or local market salary rates. For example, 5 state hospitals have social worker salaries that fall 80 percent or more below the local market salary rate, whereas 3

state hospitals are at or slightly above the local market salary rate. Nursing salaries across all hospitals remain below market rate, except for Big Spring State Hospital, which is currently at the market rate for average RN salaries. Appendix A demonstrates how salaries offered at each state hospital compare to the regional market salary rates, where data were available.

## 4. Turnover and Vacancy Rates

HHSC closely monitors the fill, turnover, and vacancy rates<sup>1</sup> of each critical shortage position in the state hospitals. Lower turnover rates translate into a stable workforce with less disruption to clinical care and patient outcomes. When vacancy rates are high, HHSC may contract with third parties to hire outside providers at a significantly higher cost or pay staff overtime to ensure safe staffing levels are met. The associated contractor costs typically include the service rates; however, they may also include paid overtime, management fees, and training costs.

Despite recruitment and retention efforts, staff turnover at the state hospitals continues to be a challenge. As noted in Table 2, turnover rates for all critical shortage positions have remained fairly constant over the past couple of fiscal years. However, fiscal year 2017 saw an increase in turnover among nurses, social workers, and PNAs. As a result, approximately 200 state hospital beds were unavailable in fiscal year 2017.

**Table 2. Critical Shortage Position Annualized Turnover and Vacancy Rates**

Classifications	Turnover Rate			Vacancy Rate		
	FY 2016	FY 2017	Q3 FY 2018	FY 2016	FY 2017	Q3 FY 2018
<b>Psychiatrists</b>	21%	10%	10%	20%	23%	16%
<b>Physicians</b>	11%	15%	7%	21%	18%	4%
<b>RNs</b>	30%	29%	25%	11%	12%	11%
<b>LVNs</b>	28%	31%	30%	7%	11%	11%
<b>Social Workers</b>	27%	28%	27%	9%	14%	13%
<b>PNAs</b>	38%	38%	35%	6%	16%	9%

<sup>1</sup> The fill rate is the number of positions that have an active employee in the position in the time period monitored. The annualized turnover rate is the number of times that positions have become vacant and new employees have been hired. The annualized turnover rate is a key human resource metric that allows for analyzing trends over time.



As turnover among LVNs, RNs, and PNAs continues, existing staff are required to fill in for vacant positions to maintain hospital capacity and a safe environment for staff and patients, resulting in high overtime payments. In fiscal year 2017, the state hospitals paid out approximately \$9.7 million in overtime to these staff, most of which (\$7.4 million) went to PNAs.

Some state hospitals have experienced higher turnover and vacancy rates than others. Big Spring State Hospital, for example, has especially high turnover rates, particularly among PNAs. Fluctuations in the turnover rates at Big Spring State Hospital directly correlate with the West Texas oil industry. As the oil industry recently began to grow, the Big Spring State Hospital PNA turnover rate increased to over 68 percent in May 2018. This is the highest turnover rate Big Spring State Hospital has observed among PNAs in over two years.

Similarly, San Antonio has seen tremendous growth and opportunity in the health care industry, which has created the need for more nursing positions across the metropolitan area. While many nurses may begin their careers at San Antonio State Hospital and gain valuable experience, nurses often leave for better pay or after realizing they may not have a long-term interest in psychiatric nursing.

Appendix B provides additional details on turnover rates for each critical shortage position by facility.

## 5. Recruiting Efforts

According to the Texas Center for Nursing Workforce Studies, the demand for RNs in Texas will grow by almost 54 percent and leave a deficit of nearly 60,000 full-time RNs by 2030. Due to such demand, HHSC must be diligent in identifying various opportunities to recruit new staff. To that end, HHSC frequently reviews recruitment activities and efforts across the state hospital system to ensure there is a consistent workforce to maintain operations and that the hospitals are maximizing each opportunity to recruit highly qualified individuals.

The state hospitals engage in a variety of recruiting efforts, such as participating in local hiring fairs, meeting with schools of various health care professions, and engaging local media. The state hospital system also works to retain staff in critical shortage positions through:

- recognition programs, such as Partner in Safety Awards and staff appreciation events;
- town hall meetings or staff advisory councils, where staff have opportunities to communicate with hospitals executives; and
- individualized professional development, such as training, educational leave, and encouraging other endeavors, such as publishing or participating in speaking engagements.

In fiscal year 2018, the Associate Commissioner of State Hospitals created the Hospital Hero Award program to recognize five direct care staff from each facility that have a demonstrated pattern of professional excellence and enthusiasm over the previous twelve months that has resulted in exemplary patient care. Direct care staff are any positions that directly participate in the clinical treatment of a state hospital patient, including nursing, psychiatrists, pharmacists, social workers, PNAs, physicians, and any other like positions. The recognized employee(s) are awarded with administrative leave, a certificate, and a lapel pin recognizing his/her outstanding contribution.

Additionally, HHSC has implemented, or is planning to implement, the following recruiting strategies across the state hospital system.

## **Psychiatry**

- Contracting with UTHHealth – Houston to provide telepsychiatry services at North Texas State Hospital Vernon and Wichita Falls campuses to reduce dependency on contracted locum tenens providers, which cost much more, and to enhance the quality of the service delivery;
- Expediting the process of licensure applications for psychiatrists who meet the requirements;
- Funding stipends for psychiatric residency positions; and
- Providing an educational loan repayment program.

## **Nursing**

- Establishing nurse and PNA market salary rates, which are used as the basis for compensation plans; and
- Partnering with nurse practitioner educational programs to develop and promote specialty psychiatric nursing tracks with rotations in state hospitals.

## **Overall State Hospital Recruiting Efforts**

The state hospitals, as part of a larger effort by the Health and Specialty Care System, has developed a strategy to reframe the public image of the state hospitals through various means to dispel preconceived notions of our healthcare systems.

Strategies include:

- revising the Health and Specialty Care System website to better reach psychiatrists, nurses, and other professionals;
- creating recruitment videos, which include personal testimonies from current staff about their experience working at the state hospital, tailored to various professions and employment opportunities; and
- providing continuing education opportunities for licensed professionals on topics not often encountered outside of the state hospitals.

HHSC is also working with academic institutions to develop academic assignments and dual employment options to attract licensed professional staff. These opportunities allow for state hospital staff with specialized knowledge and training (e.g., psychiatric forensic nursing) to help expand the curriculum and experience offered to pre-service students, by building real world job experience from the state hospitals into their educational experience. Currently, HHSC is working with Midwestern State University in Wichita Falls to provide professional nursing staff from the state hospital as adjunct faculty for the nursing education program.

HHSC has employed other aggressive hiring techniques that include conducting onsite interviews at job fairs and hiring events and offering jobs during the event, contingent upon passing the required background checks and pre-employment screens. This process shortens the time in which staff are hired and able to start new employee orientation.

HHSC is also providing more oversight and coordination of employment-related advertising, job postings, and recruitment events across the facilities, including the state supported living centers, to maximize all opportunities to recruit qualified individuals.

## 6. Recommendations

As other areas of the Texas economy improve, current employees may leave the state hospitals to pursue higher wages. Without adjustments to salaries, direct care staff in particular are falling further and further behind the market rate. As a result, it becomes more difficult to recruit and maintain the staffing levels required to respond to the changing medical and psychiatric needs of patients, and any new regulatory or accreditation requirements.

By providing competitive wages, state hospital recruitment may prove more successful; however, alternative and more modern methods of outreach to recruit individuals also need to be implemented in order to meet the staffing needs for the increased capacity and ongoing operations of the hospitals. For instance, many the state hospitals compete with private psychiatric facilities in their service areas. These private psychiatric facilities (as well as general hospitals) can offer recruitment bonuses of \$10,000 or more for nursing staff. While challenges with recruiting and retaining psychiatrists and other clinical staff can be addressed through telemedicine and telepsychiatry, this requires the state hospital system to have the resources necessary to purchase and provide ongoing support for the equipment and network bandwidth necessary for implementation.

## 7. Conclusion

The state mental health hospitals continue to be challenged with recruiting and retaining a workforce that ensures patient and staff safety and maintains the state hospital system's operational capacity. While efforts to improve turnover rates and compensation for critical shortage positions are ongoing, HHSC is continuously reviewing data and exploring new and innovative strategies to recruit and retain staff at the state hospitals.

To ensure that compensation levels at the state hospitals are competitive across various industry salaries, additional financial resources will be necessary, including funds to implement recruitment and retention bonuses. In light of the findings in this report, funding to address turnover and vacancy rates in critical positions is a priority for HHSC as the agency prepares its legislative appropriations request for the 86<sup>th</sup> Legislature.

By reframing the public perception of the state hospitals, expanding academic partnerships monitoring market salary trends, and maximizing hiring practices, the state hospitals will continue to cultivate a workforce with specialized knowledge and skills and provide state-of-the-art psychiatric care.

## **List of Acronyms**

<b>Acronym</b>	<b>Full Name</b>
HHSC	Health and Human Services Commission
LVN	Licensed vocational nurse
PNA	Psychiatric nursing assistant
RN	Registered nurse

## Appendix A. Compensation Rates

**Table 3: Annual Mean Salary Comparison for PNAs by State Hospital**

<b>State Hospital</b>	<b>Average Market Annual Salary</b>	<b>State Hospital Mean Annual Salary</b>	<b>Amount below/above Market</b>	<b>Percent of Market Salary</b>
<b>Austin</b>	\$ 29,240	\$ 27,758	\$ (1,482)	95%
<b>Big Spring</b>	\$ 26,790	\$ 26,651	\$ (139)	99%
<b>El Paso</b>	\$ 24,860	\$ 20,015	\$ (4,845)	81%
<b>Kerrville</b>	\$ 26,500	\$ 25,146	\$ (1,354)	95%
<b>North Texas</b>	\$ 25,960	\$ 26,329	\$ 369	101%
<b>Rio Grande</b>	\$ 24,436	\$ 25,033	\$ 597	102%
<b>Rusk</b>	\$ 24,082	\$ 24,839	\$ 757	103%
<b>San Antonio</b>	\$ 27,880	\$ 25,565	\$ (2,315)	92%
<b>Terrell</b>	\$ 25,660	\$ 25,576	\$ (84)	100%
<b>Waco</b>	\$ 24,950	\$ 26,187	\$ 1,237	105%

**Source:** Bureau of Labor Statistics, *Occupational Employment Statistics, May 2017*. Texas Workforce Commissioner, *Texas Wages and Employment Projections, 2017*.



**Table 4: Annual Mean Salary Comparison for RNs by State Hospital**

<b>State Hospital</b>	<b>Average Market Annual Salary</b>	<b>State Hospital Mean Annual Salary</b>	<b>Amount below/above Market</b>	<b>Percent of Market Salary</b>
<b>Austin</b>	\$ 67,060	\$ 57,781	\$ (9,279)	92%
<b>Big Spring</b>	\$ 63,870	\$ 63,267	\$ (603)	99%
<b>El Paso</b>	\$ 66,210	\$ 59,484	\$ (6,726)	91%
<b>Kerrville</b>	\$ 62,460	\$ 56,093	\$ (6,367)	90%
<b>North Texas</b>	\$ 64,070	\$ 55,283	\$ (8,787)	86%
<b>Rio Grande</b>	\$ 69,100	\$ 64,577	\$ (4,523)	93%
<b>Rusk</b>	\$ 60,060	\$ 63,069	\$ 3,009	105%
<b>San Antonio</b>	\$ 66,430	\$ 60,078	\$ (6,352)	91%
<b>Terrell</b>	\$ 60,060	\$ 51,113	\$ (8,947)	85%
<b>Waco</b>	\$ 64,330	\$ 64,186	\$ (144)	100%

**Source:** Bureau of Labor Statistics, *Occupational Employment Statistics, May 2017*. Texas Workforce Commissioner, *Texas Wages and Employment Projections, 2017*.

**Table 5: Annual Mean Wage Comparison for LVNs by State Hospital**

<b>State Hospital</b>	<b>Average Market Annual Salary</b>	<b>State Hospital Mean Annual Salary</b>	<b>Amount below/above Market</b>	<b>Percent of Market Salary</b>
<b>Austin</b>	\$ 46,770	\$ 38,909	\$ (7,861)	91%
<b>Big Spring</b>	\$ 45,290	\$ 43,046	\$ (2,244)	95%
<b>El Paso</b>	\$ 45,040	\$ 33,706	\$ (11,334)	77%
<b>Kerrville</b>	\$ 45,180	\$ 36,084	\$ (9,096)	80%
<b>North Texas</b>	\$ 40,710	\$ 37,003	\$ (3,707)	91%
<b>Rio Grande</b>	\$ 44,500	\$ 41,921	\$ (2,579)	94%
<b>Rusk</b>	\$ 41,350	\$ 34,819	\$ (6,531)	84%
<b>San Antonio</b>	\$ 44,970	\$ 37,373	\$ (7,597)	84%
<b>Terrell</b>	\$ 41,780	\$ 33,928	\$ (7,852)	81%
<b>Waco</b>	\$ 47,450	\$ 39,598	\$ (7,852)	83%

**Source:** Bureau of Labor Statistics, *Occupational Employment Statistics, May 2017*. Texas Workforce Commissioner, *Texas Wages and Employment Projections, 2017*.

**Table 6: Annual Mean Salary Comparison for Social Workers by State Hospital**

<b>State Hospital</b>	<b>Average Market Annual Salary</b>	<b>State Hospital Mean Annual Salary</b>	<b>Amount below/above Market</b>	<b>Percent of Market Salary</b>
<b>Austin</b>	\$ 58,980	\$ 47,095	\$ (11,885)	80%
<b>Big Spring</b>	\$ 53,460	\$ 42,206	\$ (11,254)	79%
<b>El Paso</b>	\$ 48,030	\$ 48,058	\$ 28	100%
<b>Kerrville</b>	\$ 48,120	\$ 49,999	\$ 1,879	104%
<b>North Texas</b>	\$ 50,840	\$ 38,104	\$ (12,736)	75%
<b>Rio Grande</b>	\$ 51,030	\$ 40,935	\$ (10,095)	80%
<b>Rusk</b>	\$ 48,940	\$ 40,651	\$ (8,289)	83%
<b>San Antonio</b>	\$ 52,830	\$ 53,279	\$ 449	101%
<b>Terrell</b>	\$ 58,940	\$ 42,193	\$ (16,747)	72%
<b>Waco</b>	\$ 52,860	\$ 47,567	\$ (5,293)	90%

**Source:** Bureau of Labor Statistics, *Occupational Employment Statistics, May 2017*. Texas Workforce Commissioner, *Texas Wages and Employment Projections, 2017*.

**Table 7: Annual Mean Salary Comparison for Psychiatrists by State Hospital**

<b>State Hospital</b>	<b>Average Market Annual Salary</b>	<b>State Hospital Mean Annual Salary</b>	<b>Amount below/above Market</b>	<b>Percent of Market Salary</b>
<b>Austin</b>	\$ 209,370	\$ 210,199	\$ 829	100%
<b>Big Spring</b>	\$ 268,109	\$ 232,464	\$ (35,645)	87%
<b>El Paso</b>	\$ 209,370	\$ 224,142	\$ 14,772	107%
<b>Kerrville</b>	\$ 209,370	\$ 202,870	\$ (6,500)	97%
<b>North Texas</b>	\$ 265,234	\$ 214,108	\$ (51,126)	81%
<b>Rio Grande</b>	\$ 209,370	\$ 236,583	\$ 27,213	113%
<b>Rusk</b>	\$ 277,030	\$ 231,180	\$ (45,850)	83%
<b>San Antonio</b>	\$ 209,370	\$ 183,853	\$ 60,774	149%
<b>Terrell</b>	\$ 266,253	\$ 224,307	\$ (41,946)	84%
<b>Waco</b>	\$ 260,943	\$ 246,372	\$ (14,571)	94%

**Source:** Bureau of Labor Statistics, *Occupational Employment Statistics, May 2017*. Texas Workforce Commissioner, *Texas Wages and Employment Projections, 2017*.

**Table 8: Annual Salary Comparison for Physicians by State Hospital**

<b>State Hospital</b>	<b>Average Market Annual Salary</b>	<b>State Hospital Mean Annual Salary</b>	<b>Amount below/above Market</b>	<b>Percent of Market Salary</b>
<b>Austin</b>	\$ 185,660	\$ 167,175	\$ (18,485)	90%
<b>Big Spring</b>	\$ 279,780	\$ 231,369	\$ (48,411)	83%
<b>Kerrville</b>	\$ 238,130	\$ 176,196	\$ (61,934)	74%
<b>North Texas</b>	\$ 150,510	\$ 182,017	\$ 31,507	121%
<b>Rio Grande</b>	\$ 196,590	\$ 205,037	\$ 8,447	104%
<b>Rusk</b>	\$ 243,510	\$ 175,271	\$ (68,239)	72%
<b>San Antonio</b>	\$ 179,400	\$ 178,262	\$ (1,138)	99%
<b>Terrell</b>	\$ 175,370	\$ 161,859	\$ (13,511)	92%

**Note:** El Paso Psychiatric Center and Waco Center for Youth do not have staff physicians. El Paso contracts with Texas Tech Health Science Center for routine medical care. Waco Center for Youth primarily uses advance practice registered nurses to provide routine medical care.

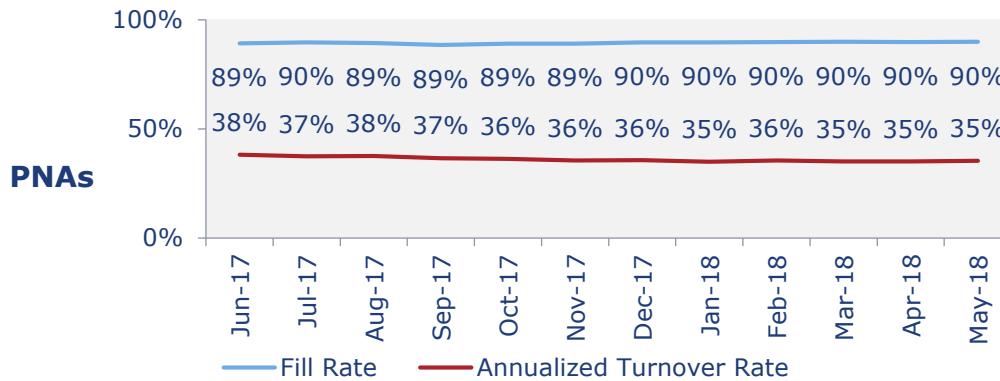
**Source:** Bureau of Labor Statistics, *Occupational Employment Statistics, May 2017*. Texas Workforce Commissioner, *Texas Wages and Employment Projections, 2017*.

## Appendix B. Turnover Rates

### Psychiatric Nursing Assistants

PNAs are the front-line of hospital staff, providing the day-to-day care of the patients.

**Figure 1. PNA Annualized Turnover and Fill Rates for Previous 12 Months**



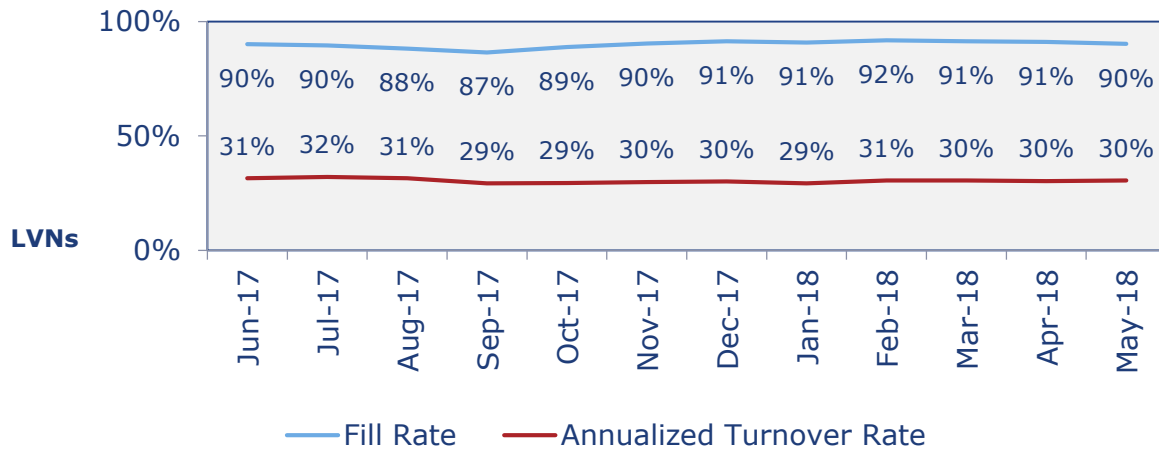
**Table 9. PNA Annualized Turnover Rates by Facility**

State Hospital	FY 2016	FY 2017	Q3 FY 2018
<b>Austin</b>	23.5%	25.9%	24.7%
<b>Big Spring</b>	58.3%	56.0%	57.6%
<b>El Paso</b>	36.7%	40.0%	40.4%
<b>Kerrville</b>	34.6%	25.6%	26.3%
<b>North Texas</b>	30.3%	35.7%	33.3%
<b>Rio Grande</b>	55.2%	34.1%	35.6%
<b>Rusk</b>	40.1%	42.4%	42.3%
<b>San Antonio</b>	51.9%	56.4%	52.6%
<b>Terrell</b>	30.2%	23.2%	24.3%
<b>Waco Center for Youth</b>	35.2%	41.4%	35.6%
<b>Total</b>	<b>37.6%</b>	<b>37.6%</b>	<b>36.6%</b>

## Licensed Vocational Nurses

LVNs assist with the daily medication needs of patients and attend to other aspects of the patients' treatment plans as needed.

**Figure 2. LVN Annualized Turnover and Fill Rates for Previous 12 Months**



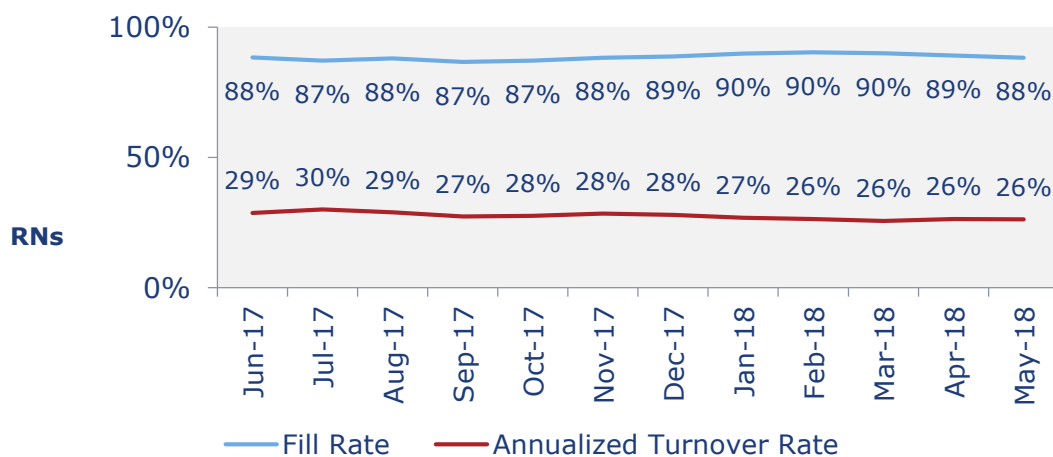
**Table 10. LVN Annualized Turnover Rate by State Hospital**

State Hospital	FY 2016	FY 2017	Q3 FY 2018
<b>Austin</b>	37.9%	43.5%	37.4%
<b>Big Spring</b>	24.4%	33.6%	34.3%
<b>El Paso</b>	58.1%	22.2%	42.2%
<b>Kerrville</b>	22.2%	15.5%	19.6%
<b>North Texas</b>	18.0%	21.6%	21.6%
<b>Rio Grande</b>	47.8%	28.5%	32.4%
<b>Rusk</b>	48.8%	41.9%	41.1%
<b>San Antonio</b>	35.4%	52.9%	46.2%
<b>Terrell</b>	20.8%	25.5%	21.8%
<b>Waco Center for Youth</b>	0.0%	58.0%	31.8%
<b>Total</b>	<b>28.4%</b>	<b>31.3%</b>	<b>30.1%</b>

## Registered Nurses

RNs provide and supervise the day-to-day direct care of the psychiatric and medical needs of the patients.

**Figure 3. RN Annualized Fill and Turnover Rates for Previous 12 Months**



**Table 11. RN Annualized Turnover Rate by State Hospital**

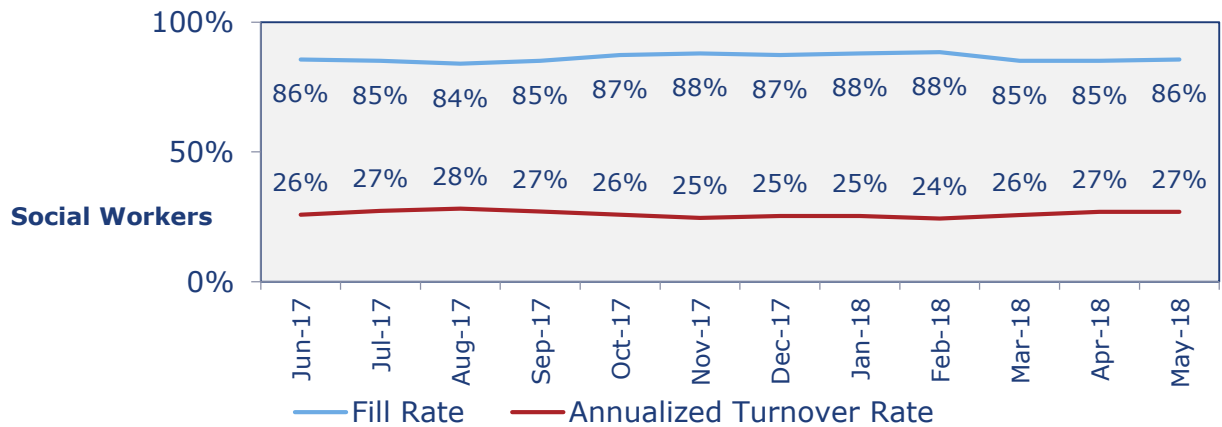
State Hospital	FY 2016	FY 2017	Q3 FY 2018
<b>Austin</b>	32.5%	24.6%	24.3%
<b>Big Spring</b>	31.8%	25.2%	26.0%
<b>El Paso</b>	23.4%	38.8%	31.6%
<b>Kerrville</b>	31.2%	22.7%	22.1%
<b>North Texas</b>	27.8%	25.9%	24.6%
<b>Rio Grande</b>	21.9%	15.1%	12.8%
<b>Rusk</b>	42.4%	35.7%	36.0%
<b>San Antonio</b>	31.2%	42.3%	43.9%
<b>Terrell</b>	25.6%	23.5%	22.0%
<b>Waco Center for Youth</b>	12.1%	24.4%	19.3%
<b>Total</b>	<b>30.2%</b>	<b>28.9%</b>	<b>27.6%</b>



## Social Workers

Social workers provide assistance with treatment planning, coordination of local community resources, and discharge planning for patients.

**Figure 4. Social Worker Annualized Fill and Turnover Rates for Previous 12 Months**



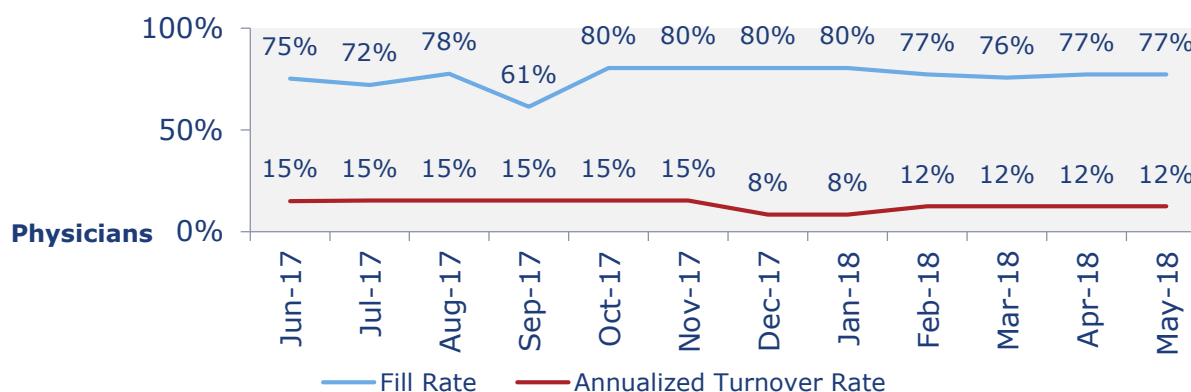
**Table 12. Social Worker Annualized Turnover Rate by State Hospital**

State Hospital	FY 2016	FY 2017	Q3 FY 2018
<b>Austin</b>	11.0%	48.9%	36.5%
<b>Big Spring</b>	27.0%	16.1%	16.9%
<b>El Paso</b>	89.4%	14.6%	32.7%
<b>Kerrville</b>	36.7%	41.1%	23.6%
<b>North Texas</b>	26.5%	17.8%	22.6%
<b>Rio Grande</b>	0.0%	0.0%	0.0%
<b>Rusk</b>	29.0%	24.8%	32.4%
<b>San Antonio</b>	34.8%	26.0%	26.8%
<b>Terrell</b>	25.7%	10.2%	11.0%
<b>Waco Center for Youth</b>	0.0%	42.4%	31.4%
<b>Total</b>	<b>26.1%</b>	<b>27.8%</b>	<b>26.3%</b>

## Physicians

Physicians are responsible for the oversight of medical care and can impact the outside medical costs of each hospital by providing some physical medical care within the state hospitals.

**Figure 5. Physician Annualized Fill and Turnover Rates for Previous 12 Months**



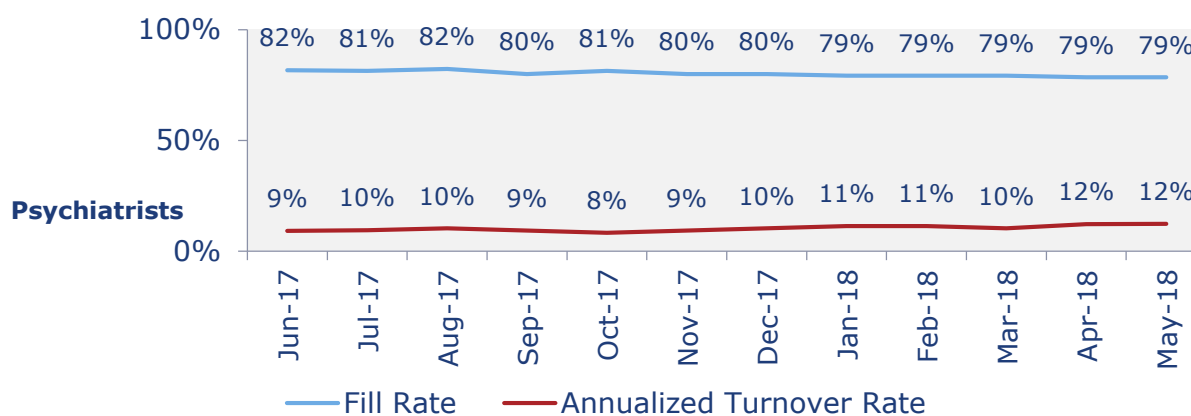
**Table 13. Physician Annualized Turnover Rate by State Hospital**

State Hospital	FY 2016	FY 2017	Q3 FY 2018
<b>Austin</b>	0.0%	0.0%	0.0%
<b>Big Spring</b>	25.0%	29.0%	0.0%
<b>Kerrville</b>	0.0%	0.0%	24.7%
<b>North Texas</b>	0.0%	0.0%	0.0%
<b>Rio Grande</b>	25.0%	9.0%	14.6%
<b>Rusk</b>	0.0%	0.0%	8.0%
<b>San Antonio</b>	0.0%	33.0%	21.1%
<b>Terrell</b>	0.0%	25.0%	18.1%
<b>Waco Center for Youth</b>	0.0%	0.0%	0.0%
<b>Total</b>	<b>12.0%</b>	<b>17.0%</b>	<b>12.44</b>

## Psychiatrists

Psychiatrists provide clinical oversight, diagnosis, and treatment direction to the team for patients in the state hospitals.

**Figure 6. Psychiatrist Annualized Fill and Turnover Rates for Previous 12 Months**



**Table 14. Psychiatrist Annualized Turnover Rate by State Hospital**

State Hospital	FY 2016	FY 2017	Q3 FY 2018
<b>Austin</b>	18.0%	11.0%	20.5%
<b>Big Spring</b>	20.0%	20.0%	20.1%
<b>El Paso</b>	20.0%	25.0%	18.3%
<b>Kerrville</b>	8.0%	0.0%	4.3%
<b>North Texas</b>	28.0%	21.0%	22.4%
<b>Rio Grande</b>	0.0%	0.0%	0.0%
<b>Rusk</b>	8.0%	0.0%	1.9%
<b>San Antonio</b>	5.0%	20.0%	5.4%
<b>Terrell</b>	21.0%	0.0%	5.2%
<b>Waco Center for Youth</b>	50.0%	0.0%	51.7%
<b>Total</b>	<b>17.0%</b>	<b>10.0%</b>	<b>11.7%</b>