

## Appendix A

### LTCNSS Task Force Membership

#### Chair

- Linda Rounds, PhD, RN, FNP, FAANP, FAAN – Program Director, Doctor of Nursing Practice Program, University of Texas Medical Branch School of Nursing

#### Members

- Barbara Cherry, DNSc, MSN, MBA, RN – Professor, Associate Dean, and Department Chair, Texas Tech University Health Science Center School of Nursing
- Karolina Dimitrova, MSN, NP-C, DNP
- Michelle Dionne-Vahalik – Director, Quality Monitoring Program, Texas Health and Human Services Commission
- April Ernst, MSN, RN, CNE – Consultant, April Ernst Consulting
- Debbie Kane, MSN, RN – Nurse Program Manager, Quality Monitoring Program, Texas Health and Human Services Commission
- Cheryl Waters, RN, MSN, CDP, CADDCT - Director of Education Services, Buckner Villas Retirement Community



**Long Term Care Nurse Staffing Survey  
(LTCNSS)  
Survey Instrument**



**Texas Center for Nursing Workforce Studies  
Department of State Health Services**



P.O. Box 149347 • Austin, TX 78714-9347 • Phone: 512-776-6723 • [www.dshs.texas.gov/chs/cnws](http://www.dshs.texas.gov/chs/cnws)

**Welcome to the 2017 Long Term Care Nurse Staffing Survey (LTCNSS)**

**Purpose:** The primary purpose of this survey is to assess nurse staffing and related issues in Texas long term care facilities. The information in this survey will serve as a guide for the development of policy recommendations by the Texas Center for Nursing Workforce Studies Advisory Committee. The data you provide will also be instrumental in developing projections for the number of nurses needed in Texas. Your participation in this study is completely voluntary but highly encouraged.

**Due Date:** Your completed survey is due by **Friday, July 21st, 2017**.

**Confidentiality Agreement:** Your responses are completely confidential. We will report aggregate findings (statewide and regional results) only.

If you have questions at any time about the survey or the procedures, you may contact Frank Gonzalez by phone at 512-776-2806 or by email at [TCNWS@dshs.texas.gov](mailto:TCNWS@dshs.texas.gov).

**1. Please provide the following information about your nursing facility.**

Facility Name:

TX DADS facility license # (for tracking purposes only):

Name of facility administrator:

Email address of administrator:

Phone # of administrator (xxx-xxx-xxxx):

Name of person submitting survey (if different from administrator):

Title of person submitting survey:

Email address of person submitting survey:

Phone # of person submitting survey (xxx-xxx-xxxx):

**2. Please provide your facility's physical address.**

Address:	
City:	
State:	
Zip:	

**3. What is the maximum number of hours per week that is considered part-time in your organization?**

**4. Does your facility's board have any RN members?**

- No
- Yes, and they have voting privileges
- Yes, but they do not have voting privileges
- Not applicable or unknown

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For assistance, contact the TCNWS at 512-776-2806 or by email at [TCNWS@dshs.texas.gov](mailto:TCNWS@dshs.texas.gov).



### Director of Nursing Information

**5. Does your nursing facility have a Director of Nursing position?**

- Yes (Continue to question 6)
- No (Skip to question 15)

**6. What is the highest degree that the Director of Nursing holds?**

- Diploma in nursing
- Associate's in nursing
- Bachelor's in nursing
- Bachelor's in a field other than nursing
- Master's in nursing
- Master's in a field other than nursing
- Other (Please specify):

**7. About how long has the Director of Nursing held this position at this facility?**

- Less than 1 year
- 1 to 2 years
- 3 to 4 years
- 5 to 6 years
- Longer than 6 years

**8. About how long has the Director of Nursing worked in long term care in any capacity at any nursing facility?**

- Less than 1 year
- 1 to 2 years
- 3 to 4 years
- 5 to 6 years
- Longer than 6 years

**9. In your opinion, what issues contribute to any turnover of Directors of Nursing in your long term care facility? Select all that apply.**

- DON turnover is not an issue in my facility
- Staffing issues
- Expectations of residents and/or residents' family
- Exhaustion and burnout
- Fear of litigation
- Burden of regulatory requirements
- Lack of administrative and/or corporate support
- Pay and/or benefits not commensurate with job duties and responsibilities
- Excessive paperwork
- Lack of nursing knowledge
- Lack of management and/or leadership skills
- Lack of experience in long term care setting
- Other (Please specify):

**The following four questions ask about orientation to the Director of Nursing position.**

**10. Are you the Director of Nursing?**

- Yes (Continue to question 11)
- No (Skip to question 14)

**11. Did you receive orientation to the Director of Nursing position?**

- Yes
- No

**12. How well did the orientation prepare you for the Director of Nursing role?**

- Very poorly
- Poorly
- Adequately
- Well
- Very well

**13. If the orientation was inadequate, please specify the reasons why.**

**14. What is the annual salary of the Director of Nursing at this facility?**

- <\$40,000
- \$40,000 - \$49,999
- \$50,000 - \$59,999
- \$60,000 - \$69,999
- \$70,000 - \$79,999
- \$80,000 - \$89,999
- \$90,000 - \$99,999
- \$100,000+

### Nurse Background

**15. How many of the RNs currently on staff have a certification in the following specialties? If none, enter "0" in the box.**

Gerontological	
Rehabilitation	
Certified Dementia Practitioner	
Nursing Administration	
Other (Please specify):	

**16. Do the following disciplines provide services in your facility? Select all that apply.**

- Nurse Practitioners
- Clinical Nurse Specialists
- Geriatricians (MD/DO)
- Physician's Assistants
- Other Primary Care Physicians (excluding Medical Director)
- Other Specialist Physicians (such as podiatrists)



**17. How many of the facility’s staff have been employed at this facility for 1 year or longer? You may need to contact your corporate office or Human Resources Department for assistance with this information. Please enter the number in this box. If none, enter “N/A” in the box.**

	Number of staff employed at this facility 1 year or longer
Registered Nurses (RNs) - Direct Resident Care	
Registered Nurses (RNs) - Administrative	
Licensed Vocational Nurses (LVNs) - Direct Resident Care	
Licensed Vocational Nurses (LVNs) - Administrative	
Advanced Practice Registered Nurses (APRNs) - Direct Resident Care	
Advanced Practice Registered Nurses (APRNs) - Administrative	
Nurse Aides (NAs)	
Medication Aides (CMAs)	

**18. Over the next 2 years, will your facility need fewer, more, or about the same number of the following types of direct resident care staff?**

	Fewer	Same	More
RNs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
LVNs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
APRNs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nurse Aides (NAs)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Medication Aides (CMAs)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**19. Please specify why your facility will need fewer, more, or about the same number of each type of direct resident care staff over the next 2 years. Select all that apply.**

	Patient Census	Patient Acuity	Budget Concerns	Other (Please specify):
RNs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
LVNs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
APRNs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
NAs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
CMAs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

## Staffing

The following four questions help us understand the current and future need for personnel in long term care facilities in Texas. The data collected in this section will be used to calculate vacancy and turnover rates that indicate the severity of a regional and statewide shortage of nurses and other personnel. Please provide staffing numbers for RNs, LVNs, APRNs, NAs, and CMAs. Only include nurses that are employed directly by your facility.

**20. ONLY include staff directly employed by your facility. Please enter “N/A” if your facility does not employ a particular type of staff. Please note that you are to report FTEs (full-time equivalents) in this question.**

	Total number of FTE positions occupied on 01/27/2017	Total number of vacant FTEs being recruited on 01/27/2017	Total number of vacant FTEs on hold/frozen on 01/27/2017	Additional number of FTEs your organization expects to budget next fiscal year
RNs - Direct Resident Care				
RNs - Administrative				
LVNs - Direct Resident Care				
LVNs - Administrative				
APRNs - Direct Resident Care				
APRNs - Administrative				
Nurse Aides (NAs)				
Medication Aides (CMAs)				



**21. ONLY include staff directly employed by your facility. Do not include temporary staff (agency, contract, or traveling nurses) in this section. Please enter "N/A" if your facility does not employ a particular type of staff. Please note that you are to report a head count in this question. Also note that full and part time are as defined by your organization.**

	Number of full-time workers employed 01/01/16	Number of full-time workers employed 12/31/16	Number of part-time workers employed 01/01/16	Number of part-time workers employed 12/31/16	Number of per diem workers employed 01/01/16	Number of per diem workers employed 12/31/16
RNs - Direct Resident Care						
RNs - Administrative						
LVNs - Direct Resident Care						
LVNs - Administrative						
APRNs - Direct Resident Care						
APRNs - Administrative						
Nurse Aides (NAs)						
Medication Aides (CMAs)						

**22. ONLY include staff directly employed by your facility. Do not include temporary staff (agency, contract, or traveling nurses) in this section. Please note that you are to report a head count in this question.**

	Total number of separations during 01/01/2016 - 12/31/2016
RNs - Direct Resident Care	
RNs - Administrative	
LVNs - Direct Resident Care	
LVNs - Administrative	
APRNs - Direct Resident Care	
APRNs - Administrative	
Nurse Aides (NAs)	
Medication Aides (CMAs)	

**23. This question relates only to temporary staff not directly employed by your facility. DO NOT include per diem nurses in this question. Please note that you are to report FTEs (full-time equivalents) in this question.**

	Contract, agency, and traveling staff FTEs employed on 01/27/2017
RNs - Direct Resident Care	
RNs - Administrative	
LVNs - Direct Resident Care	
LVNs - Administrative	
APRNs - Direct Resident Care	
APRNs - Administrative	
Nurse Aides (NAs)	
Medication Aides (CMAs)	

## Methods and Costs of Interim Staffing

**24. Please indicate the methods of interim staffing used and the hours and costs of interim staffing methods used in your facility from 1/1/2016 through 12/31/2016 for all direct resident care licensed nursing staff. This information can be obtained from your organization's Chief Financial Officer.**

	Method Used	Hours	Cost
Voluntary overtime	<input type="checkbox"/>		
In-house staffing pool	<input type="checkbox"/>		
Contract/traveling nurses	<input type="checkbox"/>		
Per diem nurses	<input type="checkbox"/>		
Temporary staffing agencies	<input type="checkbox"/>		
Use of managerial or administrative staff to cover duties of absent RNs or vacant positions	<input type="checkbox"/>		
Other interim staffing methods (Please specify):	<input type="checkbox"/>		



## Recruitment and Retention

25. Please rate your experience in the past year with recruiting each type of direct resident care staff. Please select "N/A" if your facility does not recruit a particular type of staff.

	Very easy to recruit	Easy to recruit	Neither easy nor difficult to recruit	Difficult to recruit	Very difficult to recruit	N/A
RNs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
LVNs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
APRNs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
NAs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CMAs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

26. Please describe your experience in the past year with recruiting each type of direct resident care staff.

	Describe your experience
RNs	
LVNs	
APRNs	
NAs	
CMAs	

27. Please indicate the average number of days it currently takes your organization to fill direct resident care positions (from when the job requisition is posted until the job offer is accepted):

	1-30 days	31-60 days	61-90 days	91 days or more	N/A
RNs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
LVNs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
APRNs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
NAs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CMAs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

28. Which of these nursing staff recruitment and retention strategies are used by your facility? Select all that apply.

Strategy	Full-time employees	Part-time employees
NONE	<input type="checkbox"/>	<input type="checkbox"/>
Health insurance	<input type="checkbox"/>	<input type="checkbox"/>
Retirement plan	<input type="checkbox"/>	<input type="checkbox"/>
Paid vacation days	<input type="checkbox"/>	<input type="checkbox"/>
Employee recognition programs (employee of the month, staff dinners/luncheons, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
Reimbursement for workshops/conferences	<input type="checkbox"/>	<input type="checkbox"/>
Sign-on bonus	<input type="checkbox"/>	<input type="checkbox"/>
Bonus for recruiting nursing staff to the organization	<input type="checkbox"/>	<input type="checkbox"/>
Career ladder positions for RNs/LVNs/APRNs	<input type="checkbox"/>	<input type="checkbox"/>
Career ladder positions for NAs/CMAs	<input type="checkbox"/>	<input type="checkbox"/>
Flexible scheduling or job sharing	<input type="checkbox"/>	<input type="checkbox"/>
Shift differential	<input type="checkbox"/>	<input type="checkbox"/>
Merit bonus	<input type="checkbox"/>	<input type="checkbox"/>
Sabbatical	<input type="checkbox"/>	<input type="checkbox"/>
Tuition (reimbursement or direct payment for employees/new hires)	<input type="checkbox"/>	<input type="checkbox"/>
Financial assistance in receiving certifications or further education	<input type="checkbox"/>	<input type="checkbox"/>
Payback for unused sick/vacation time	<input type="checkbox"/>	<input type="checkbox"/>
Safety incentives (bonus or awards given for being accident free)	<input type="checkbox"/>	<input type="checkbox"/>
Childcare assistance	<input type="checkbox"/>	<input type="checkbox"/>
Other, please specify:	<input type="checkbox"/>	<input type="checkbox"/>

29. In your opinion, what interventions would have the greatest impact on retention of nurses and other direct resident care staff at your nursing facility? Select all that apply.

- Pay increase
- Employee recognition
- Adequate staffing
- Other (Please specify):

**30. On a scale from 1 to 4, where 1=most important and 4=least important, please rank in order of importance when hiring RNs, the weight you assign the following attributes. Use each number only once.**

- Past relevant (long term care) nursing experience
- Past nursing experience in a non-long-term-care setting
- Bilingual
- Bachelor's in nursing or higher education

**31. Please state any other key attributes you look for when hiring RN staff.**

**32. What consequences has your facility experienced in the past year as a result of an inadequate supply of nursing personnel? Select all that apply.**

- NONE - We had an adequate supply of nursing personnel.
- Increased workloads
- Low nursing staff morale
- Declined referrals
- Inability to expand services
- Increase in voluntary overtime
- Delayed admissions
- Wage increases
- Increased nursing staff turnover
- Increased use of temporary/agency nurses
- Delays in providing care
- Increased resident/family complaints
- Increased absenteeism
- Increased number of incident reports
- Difficulty completing required documentation on time
- Use of administrative staff to cover nursing duties
- Use of medication aide staff to cover nursing duties
- Other (Please specify):

**33. Please indicate the number of newly licensed RNs, by degree, that were hired by your facility during your facility's last fiscal year, and the total number of RNs, by degree, employed by your facility during the last fiscal year.**

	Number of newly licensed RN applicants hired	Number of all RNs employed
Diploma		
ADN		
BSN		
MSN Alternate Entry		

**34. If hired today, what would be the hourly wage for each type of staff at this facility? Enter "N/A" if your facility does not employ a particular type of staff.**

	Entry-level hourly wages	Maximum experienced-level hourly wages
RNs - Direct Resident Care		
RNs - Administrative		
LVNs - Direct Resident Care		
LVNs - Administrative		
APRNs - Direct Resident Care		
APRNs - Administrative		
NAs		
CMAs		

## Transition to Practice

The Institute of Medicine's Future of Nursing: Leading Change, Advancing Health report made 8 recommendations for the field of nursing. Recommendation 3 from this report is "Implement nurse residency programs." In response to this recommendation, the Texas Center for Nursing Workforce Studies and its Advisory Committee are gathering information on transition to practice programs in nurse employment settings. For the purpose of this survey, transition to practice programs are defined as formal programs of active learning for:

- newly licensed registered nurses (RNs) and licensed vocational nurses (VNs) designed to support their progression from education to practice
- experienced nurses who transition to a new practice setting or specialty
- newly licensed advanced practice registered nurses (APRNs) transitioning to a new practice setting, specialty, or role.

**Nurse residency** – a series of learning sessions and work experiences that occurs continuously over a predetermined period of time and is designed to assist new employees as they transition to their first professional nursing role. For the purpose of this survey, nurse residency programs are geared toward newly licensed nurses, or nurses licensed for less than one year.





**Nurse fellowship** – a series of learning sessions and work experiences that occurs continuously over a predetermined period of time and is designed to assist experienced nurses to master new clinical settings or newly certified or licensed advanced practice nurses to master new settings, specialties, or roles.

**Student Nurse internship/externship** – a training program designed for upper-level nursing students to further develop nursing skills and assist in the successful transfer from educational to clinical settings.

**Preceptorship/Mentorship** – A formal, one-on-one teaching-learning relationship of predetermined length between a competent preceptor or mentor and newly licensed nurse that facilitates transition to practice.

Please tell us about your transition to practice program by answering the following questions.

**35. Please provide the following information on the transition to nursing practice programs your organization uses.**

Does your facility offer the following program type?	Please identify the nurses who are eligible for the transition to practice program offered by your facility.	Please indicate whether your transition to practice program is an employment or non-employment model.		Length of program in <u>weeks</u>	Number of participants in program during last fiscal year
		Employment Model	Non-employment Model		
<input type="checkbox"/> Nurse Residency	<input type="checkbox"/> Newly licensed VN <input type="checkbox"/> Newly licensed RN	<input type="radio"/>	<input type="radio"/>		
<input type="checkbox"/> Nurse Fellowship	<input type="checkbox"/> Experienced VNs transitioning to new setting or specialty <input type="checkbox"/> Experienced RNs transitioning to new setting or specialty <input type="checkbox"/> Newly licensed/certified APRNs <input type="checkbox"/> Experienced APRNs transitioning to new setting or specialty	<input type="radio"/>	<input type="radio"/>		
<input type="checkbox"/> Student Nurse Internship/ Externship	<input type="checkbox"/> VN Students <input type="checkbox"/> RN Students	<input type="radio"/>	<input type="radio"/>		
<input type="checkbox"/> Preceptorship/ Mentorship (independent of a residency, fellowship, or internship/ externship)	<input type="checkbox"/> Newly licensed VNs <input type="checkbox"/> Newly licensed RNs <input type="checkbox"/> Newly licensed/certified APRNs <input type="checkbox"/> Experienced VNs transitioning to new setting or specialty <input type="checkbox"/> Experienced RNs transitioning to new setting or specialty <input type="checkbox"/> Experienced APRNs transitioning to new setting or specialty	<input type="radio"/>	<input type="radio"/>		
<input type="checkbox"/> Other program (Please describe in question 36)	<input type="checkbox"/> Newly licensed VNs <input type="checkbox"/> Newly licensed RNs <input type="checkbox"/> Newly licensed/certified APRNs <input type="checkbox"/> Experienced VNs transitioning to new setting or specialty <input type="checkbox"/> Experienced RNs transitioning to new setting or specialty <input type="checkbox"/> Experienced APRNs transitioning to new setting or specialty <input type="checkbox"/> VN Students <input type="checkbox"/> RN Students	<input type="radio"/>	<input type="radio"/>		



**36. If “Other” transition to practice models are offered, please describe them below.**

**37. Please identify how the transition to practice program is coordinated in your facility.**

- There is dedicated transition to practice program coordinator position.
- Coordination of the transition to practice program is done by the Chief Nursing Officer or Director of Nursing.
- Coordination of the transition to practice program is done by a nurse manager.
- Other (Please specify):

- I am unsure.

**38. Please select up to 3 main outcomes that have resulted in your organization as a result of your transition into practice program.**

- Increased number of new graduates applying for RN positions in your organization.
- Decreased turnover of newly licensed RNs in the first year of employment.
- Improved clinical decision making abilities among first year nurses.
- Improved clinical competence in patient care among first year nurses.
- Improved communication skills among first year nurses with physicians, other health professionals, staff, patients, and families.
- Improved organization and prioritizing skills in clinical practice among first year nurses.
- Improved ability to incorporate research-based evidence in clinical practice among first year nurses.
- Other (Please specify):

## Additional Comments and Suggestions

**Please use this space to make any comments or suggestions regarding any section of this survey.**

**You have reached the end of the 2017 Long Term Care Nurse Staffing Survey! Thank you for your participation. If you have any questions or concerns, contact Frank Gonzalez by phone at [512-776-2806](tel:512-776-2806) or by email at [TCNWS@dshs.texas.gov](mailto:TCNWS@dshs.texas.gov).**



**Long Term Care Nurse Staffing Survey  
(LTCNSS)  
Operational Definitions**



## 2017 Long Term Care Nurse Staffing Study Operational Definitions

**Administrative (LVN/RN)** – those who work in supervisory or administrative roles and are responsible for the day-to-day operations of a facility.

**Advanced Practice Registered Nurse (APRN)** - A registered nurse approved by the Board of Nursing to practice as an advanced practice nurse based on completing an advanced educational program acceptable to the Board. The term includes a nurse practitioner, nurse-midwife, nurse anesthetist, and a clinical nurse specialist.

**Agency** – Inpatient facilities offering long-term skilled nursing services.

**Certified Medication Aide (CMA)** – a person permitted by the Texas Department of Aging and Disability Services (DADS) to administer medications to residents in nursing facilities, intermediate care facilities for individuals with an intellectual disability or related conditions, correctional institutions, and assisted living (personal care) facilities.

**Director of Nursing (DON)** – The individual who has ultimate primary responsibility for assuring the delivery of nursing and resident care services.

**Direct Resident Care (LVN/RN)** – those who work directly with residents; does not include nurses in supervisory or administrative roles.

**Employment model** – Under this model, transition to practice programs hire nurses as permanent employees of the health care organization prior to entry into the program.

**Experienced RN** - an RN who has one or more years of nursing experience involving direct resident care.

**Full-time** - a nurse who works a full work week and full work year, as defined by the employer.

**Full-time Equivalent (FTEs)** - the equivalent of one (1) full-time employee working for one year or a staff position budgeted for 2,080 hours per year. This is generally calculated as 40 hours per week for 52 weeks (or other variations such as 80 hours in a 14 day time frame), for a total of 2,080 paid hours per year. This includes both productive and non-productive (vacation, sick, holiday, education, etc.) time. Two employees each working 20 hours per week for one year would be the same as one FTE.

**Licensed Vocational Nurse (LVN)** - an individual who holds a current license to practice as a practical or vocational nurse in Texas or a compact state.

**Long Term Care (LTC)** – services that help meet both the medical and non-medical needs of people with a chronic illness or disability who cannot care for themselves.

**Non-employment model** – Under this model, organizations engage nurses for the duration of the transition to practice program without a commitment for continued employment.

## 2017 Long Term Care Nurse Staffing Study Operational Definitions

**Nurse Aide (NA)** - individuals who assist nursing staff in the provision of basic care to clients and who work under the supervision of licensed nursing personnel. Included in, but not limited to, this category are certified nurse aides, nurse aides, nursing assistants, orderlies, attendants, and personal care aides.

**Nurse Residency** – a series of learning sessions and work experiences that occurs continuously over a predetermined period of time and is designed to assist new employees as they transition to their first professional nursing role. For the purpose of this survey, nurse residency programs are geared toward newly licensed nurses, or nurses licensed for less than one year.

**Nurse Fellowship** – a series of learning sessions and work experiences that occurs continuously over a predetermined period of time and is designed to assist experienced nurses to master new clinical settings or newly certified or licensed advanced practice nurses to master new settings, specialties, or roles.

**Part-time** – a nurse who works less than full-time, as defined by the employer.

**Per diem** – an arrangement wherein a nurse is employed directly on an as needed basis and usually has no benefits

**Preceptorship/Mentorship** – A formal, one-on-one teaching-learning relationship of predetermined length between a competent preceptor or mentor and a newly licensed nurse that facilitates transition to practice.

**Registered Nurse (RN)** - an individual who holds a current license to practice within the scope of professional nursing in Texas or a compact state.

**Separations** - the number of people (head count) who left your organization in the specified time frame. Include voluntary and involuntary terminations or separations. Do NOT count contract/temporary labor, students in training, travelers or separations due to illness or death in the termination or separation numbers. Do not include within-organization transfers.

**Student Nurse Internship/Externship** – a training program designed for upper-level nursing students to further develop nursing skills and assist in the successful transfer from educational to clinical settings.

**Temporary Staff**– those nurses that contract their services to an organization, rather than being employed by the organization itself. This designation includes contract, agency, and traveling staff.

**Transition to Practice Program** – formal programs of active learning for:

- newly licensed registered nurses (RNs) and licensed vocational nurses (VNs) designed to support their progression from education to practice
- experienced nurses who transition to a new practice setting or specialty
- newly licensed advanced practice registered nurses (APRNs) transitioning to a new practice setting, specialty, or role.

## Texas County and HHCNSS Designations

### Texas County Designation – Metropolitan

This study designates each of the 254 Texas counties as “Metropolitan” or “Non-metropolitan.”

Metropolitan statistical areas are defined by the United States Office of Management and Budget (OMB) according to published standards applied to 2000 Census Bureau data. Conceptually, a metropolitan statistical area is a core area containing a substantial population nucleus, together with adjacent communities having a high degree of economic and social integration with that core.

Each metropolitan statistical area must have at least one urbanized area of 50,000 or more inhabitants.

The Metropolitan and Non-metropolitan Statistical Area Standards do not equate to an urban-rural classification; all counties included in Metropolitan and Non-metropolitan Statistical Areas and many other counties contain both urban and rural territory and populations.

Texas has 82 Metropolitan and 172 Non-Metropolitan counties based on this designation.

### Texas County Designation – Border

This study uses the Border/Non-border designation for Texas counties defined by the “La Paz Agreement,” which states that the border region is 100 kilometers north and south of the U.S. – Mexico border.

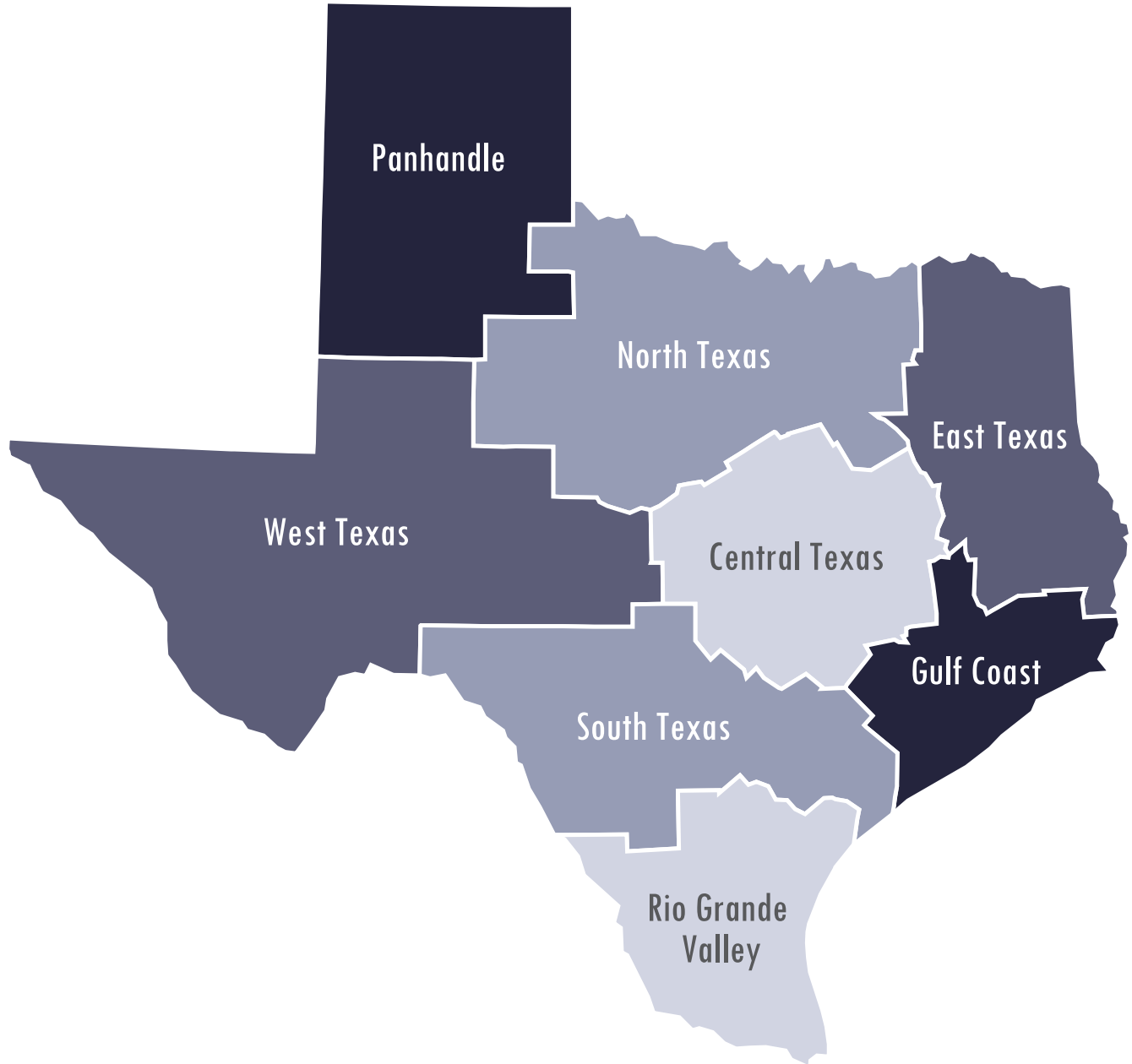
This border designation includes 32 Texas counties:

Brewster, Brooks, Cameron, Crockett, Culberson, Dimmit, Duval, Edwards, El Paso, Frio, Hidalgo, Hudspeth, Jeff Davis, Jim Hogg, Kenedy, Kinney, La Salle, Maverick, McMullen, Pecos, Presidio, Real, Reeves, Starr, Sutton, Terrell, Uvalde, Val Verde, Webb, Willacy, Zapata, and Zavala.

The remaining 222 counties are Non-Border.

Five of the 32 border counties are designated as Metropolitan.

# HHHCNSS Region Map



# Texas Counties, Alphabetical Order

County Name	HHHCNSS Region	Metropolitan Status	Border Status
Anderson	East Texas	Non-Metro	Non-Border
Andrews	West Texas	Non-Metro	Non-Border
Angelina	East Texas	Non-Metro	Non-Border
Aransas	Rio Grande Valley	Metro	Non-Border
Archer	North Texas	Metro	Non-Border
Armstrong	Panhandle	Metro	Non-Border
Atascosa	South Texas	Metro	Non-Border
Austin	Gulf Coast	Metro	Non-Border
Bailey	Panhandle	Non-Metro	Non-Border
Bandera	South Texas	Metro	Non-Border
Bastrop	Central Texas	Metro	Non-Border
Baylor	North Texas	Non-Metro	Non-Border
Bee	Rio Grande Valley	Non-Metro	Non-Border
Bell	Central Texas	Metro	Non-Border
Bexar	South Texas	Metro	Non-Border
Blanco	Central Texas	Non-Metro	Non-Border
Borden	West Texas	Non-Metro	Non-Border
Bosque	Central Texas	Non-Metro	Non-Border
Bowie	East Texas	Metro	Non-Border
Brazoria	Gulf Coast	Metro	Non-Border
Brazos	Central Texas	Metro	Non-Border
Brewster	West Texas	Non-Metro	Border
Briscoe	Panhandle	Non-Metro	Non-Border
Brooks	Rio Grande Valley	Non-Metro	Border
Brown	North Texas	Non-Metro	Non-Border
Burleson	Central Texas	Metro	Non-Border
Burnet	Central Texas	Non-Metro	Non-Border
Caldwell	Central Texas	Metro	Non-Border
Calhoun	South Texas	Non-Metro	Non-Border
Callahan	North Texas	Metro	Non-Border
Cameron	Rio Grande Valley	Metro	Border
Camp	East Texas	Non-Metro	Non-Border
Carson	Panhandle	Metro	Non-Border
Cass	East Texas	Non-Metro	Non-Border
Castro	Panhandle	Non-Metro	Non-Border
Chambers	Gulf Coast	Metro	Non-Border
Cherokee	East Texas	Non-Metro	Non-Border
Childress	Panhandle	Non-Metro	Non-Border
Clay	North Texas	Metro	Non-Border
Cochran	Panhandle	Non-Metro	Non-Border
Coke	West Texas	Non-Metro	Non-Border
Coleman	North Texas	Non-Metro	Non-Border
Collin	North Texas	Metro	Non-Border
Collingsworth	Panhandle	Non-Metro	Non-Border
Colorado	Gulf Coast	Non-Metro	Non-Border
Comal	South Texas	Metro	Non-Border

County Name	HHHCNSS Region	Metropolitan Status	Border Status
Comanche	North Texas	Non-Metro	Non-Border
Concho	West Texas	Non-Metro	Non-Border
Cooke	North Texas	Non-Metro	Non-Border
Coryell	Central Texas	Metro	Non-Border
Cottle	North Texas	Non-Metro	Non-Border
Crane	West Texas	Non-Metro	Non-Border
Crockett	West Texas	Non-Metro	Border
Crosby	Panhandle	Metro	Non-Border
Culberson	West Texas	Non-Metro	Border
Dallam	Panhandle	Non-Metro	Non-Border
Dallas	North Texas	Metro	Non-Border
Dawson	West Texas	Non-Metro	Non-Border
De Witt	South Texas	Non-Metro	Non-Border
Deaf Smith	Panhandle	Non-Metro	Non-Border
Delta	East Texas	Non-Metro	Non-Border
Denton	North Texas	Metro	Non-Border
Dickens	Panhandle	Non-Metro	Non-Border
Dimmit	South Texas	Non-Metro	Border
Donley	Panhandle	Non-Metro	Non-Border
Duval	Rio Grande Valley	Non-Metro	Border
Eastland	North Texas	Non-Metro	Non-Border
Ector	West Texas	Metro	Non-Border
Edwards	South Texas	Non-Metro	Border
El Paso	West Texas	Metro	Border
Ellis	North Texas	Metro	Non-Border
Erath	North Texas	Non-Metro	Non-Border
Falls	Central Texas	Metro	Non-Border
Fannin	North Texas	Non-Metro	Non-Border
Fayette	Central Texas	Non-Metro	Non-Border
Fisher	North Texas	Non-Metro	Non-Border
Floyd	Panhandle	Non-Metro	Non-Border
Foard	North Texas	Non-Metro	Non-Border
Fort Bend	Gulf Coast	Metro	Non-Border
Franklin	East Texas	Non-Metro	Non-Border
Freestone	Central Texas	Non-Metro	Non-Border
Frio	South Texas	Non-Metro	Border
Gaines	West Texas	Non-Metro	Non-Border
Galveston	Gulf Coast	Metro	Non-Border
Garza	Panhandle	Non-Metro	Non-Border
Gillespie	South Texas	Non-Metro	Non-Border
Glasscock	West Texas	Non-Metro	Non-Border
Goliad	South Texas	Metro	Non-Border
Gonzales	South Texas	Non-Metro	Non-Border
Gray	Panhandle	Non-Metro	Non-Border
Grayson	North Texas	Metro	Non-Border
Gregg	East Texas	Metro	Non-Border





County Name	HHHCNSS Region	Metropolitan Status	Border Status
Grimes	Central Texas	Non-Metro	Non-Border
Guadalupe	South Texas	Metro	Non-Border
Hale	Panhandle	Non-Metro	Non-Border
Hall	Panhandle	Non-Metro	Non-Border
Hamilton	Central Texas	Non-Metro	Non-Border
Hansford	Panhandle	Non-Metro	Non-Border
Hardeman	North Texas	Non-Metro	Non-Border
Hardin	Gulf Coast	Metro	Non-Border
Harris	Gulf Coast	Metro	Non-Border
Harrison	East Texas	Non-Metro	Non-Border
Hartley	Panhandle	Non-Metro	Non-Border
Haskell	North Texas	Non-Metro	Non-Border
Hays	Central Texas	Metro	Non-Border
Hemphill	Panhandle	Non-Metro	Non-Border
Henderson	East Texas	Non-Metro	Non-Border
Hidalgo	Rio Grande Valley	Metro	Border
Hill	Central Texas	Non-Metro	Non-Border
Hockley	Panhandle	Non-Metro	Non-Border
Hood	North Texas	Metro	Non-Border
Hopkins	East Texas	Non-Metro	Non-Border
Houston	East Texas	Non-Metro	Non-Border
Howard	West Texas	Non-Metro	Non-Border
Hudspeth	West Texas	Metro	Border
Hunt	North Texas	Metro	Non-Border
Hutchinson	Panhandle	Non-Metro	Non-Border
Irion	West Texas	Metro	Non-Border
Jack	North Texas	Non-Metro	Non-Border
Jackson	South Texas	Non-Metro	Non-Border
Jasper	East Texas	Non-Metro	Non-Border
Jeff Davis	West Texas	Non-Metro	Border
Jefferson	Gulf Coast	Metro	Non-Border
Jim Hogg	Rio Grande Valley	Non-Metro	Border
Jim Wells	Rio Grande Valley	Non-Metro	Non-Border
Johnson	North Texas	Metro	Non-Border
Jones	North Texas	Metro	Non-Border
Karnes	South Texas	Non-Metro	Non-Border
Kaufman	North Texas	Metro	Non-Border
Kendall	South Texas	Metro	Non-Border
Kenedy	Rio Grande Valley	Non-Metro	Border
Kent	North Texas	Non-Metro	Non-Border
Kerr	South Texas	Non-Metro	Non-Border
Kimble	West Texas	Non-Metro	Non-Border
King	Panhandle	Non-Metro	Non-Border
Kinney	South Texas	Non-Metro	Border
Kleberg	Rio Grande Valley	Non-Metro	Non-Border
Knox	North Texas	Non-Metro	Non-Border
La Salle	South Texas	Non-Metro	Border
Lamar	East Texas	Non-Metro	Non-Border

County Name	HHHCNSS Region	Metropolitan Status	Border Status
Lamb	Panhandle	Non-Metro	Non-Border
Lampasas	Central Texas	Metro	Non-Border
Lavaca	South Texas	Non-Metro	Non-Border
Lee	Central Texas	Non-Metro	Non-Border
Leon	Central Texas	Non-Metro	Non-Border
Liberty	Gulf Coast	Metro	Non-Border
Limestone	Central Texas	Non-Metro	Non-Border
Lipscomb	Panhandle	Non-Metro	Non-Border
Live Oak	Rio Grande Valley	Non-Metro	Non-Border
Llano	Central Texas	Non-Metro	Non-Border
Loving	West Texas	Non-Metro	Non-Border
Lubbock	Panhandle	Metro	Non-Border
Lynn	Panhandle	Metro	Non-Border
Madison	Central Texas	Non-Metro	Non-Border
Marion	East Texas	Non-Metro	Non-Border
Martin	West Texas	Metro	Non-Border
Mason	West Texas	Non-Metro	Non-Border
Matagorda	Gulf Coast	Non-Metro	Non-Border
Maverick	South Texas	Non-Metro	Border
McCulloch	West Texas	Non-Metro	Non-Border
McLennan	Central Texas	Metro	Non-Border
McMullen	Rio Grande Valley	Non-Metro	Border
Medina	South Texas	Metro	Non-Border
Menard	West Texas	Non-Metro	Non-Border
Midland	West Texas	Metro	Non-Border
Milam	Central Texas	Non-Metro	Non-Border
Mills	Central Texas	Non-Metro	Non-Border
Mitchell	North Texas	Non-Metro	Non-Border
Montague	North Texas	Non-Metro	Non-Border
Montgomery	Gulf Coast	Metro	Non-Border
Moore	Panhandle	Non-Metro	Non-Border
Morris	East Texas	Non-Metro	Non-Border
Motley	Panhandle	Non-Metro	Non-Border
Nacogdoches	East Texas	Non-Metro	Non-Border
Navarro	North Texas	Non-Metro	Non-Border
Newton	East Texas	Metro	Non-Border
Nolan	North Texas	Non-Metro	Non-Border
Nueces	Rio Grande Valley	Metro	Non-Border
Ochiltree	Panhandle	Non-Metro	Non-Border
Oldham	Panhandle	Metro	Non-Border
Orange	Gulf Coast	Metro	Non-Border
Palo Pinto	North Texas	Non-Metro	Non-Border
Panola	East Texas	Non-Metro	Non-Border
Parker	North Texas	Metro	Non-Border
Parmer	Panhandle	Non-Metro	Non-Border
Pecos	West Texas	Non-Metro	Border
Polk	East Texas	Non-Metro	Non-Border
Potter	Panhandle	Metro	Non-Border



County Name	HHHCNSS Region	Metropolitan Status	Border Status
Presidio	West Texas	Non-Metro	Border
Rains	East Texas	Non-Metro	Non-Border
Randall	Panhandle	Metro	Non-Border
Reagan	West Texas	Non-Metro	Non-Border
Real	South Texas	Non-Metro	Border
Red River	East Texas	Non-Metro	Non-Border
Reeves	West Texas	Non-Metro	Border
Refugio	Rio Grande Valley	Non-Metro	Non-Border
Roberts	Panhandle	Non-Metro	Non-Border
Robertson	Central Texas	Metro	Non-Border
Rockwall	North Texas	Metro	Non-Border
Runnels	North Texas	Non-Metro	Non-Border
Rusk	East Texas	Metro	Non-Border
Sabine	East Texas	Non-Metro	Non-Border
San Augustine	East Texas	Non-Metro	Non-Border
San Jacinto	East Texas	Non-Metro	Non-Border
San Patricio	Rio Grande Valley	Metro	Non-Border
San Saba	Central Texas	Non-Metro	Non-Border
Schleicher	West Texas	Non-Metro	Non-Border
Scurry	North Texas	Non-Metro	Non-Border
Shackelford	North Texas	Non-Metro	Non-Border
Shelby	East Texas	Non-Metro	Non-Border
Sherman	Panhandle	Non-Metro	Non-Border
Smith	East Texas	Metro	Non-Border
Somervell	North Texas	Metro	Non-Border
Starr	Rio Grande Valley	Non-Metro	Border
Stephens	North Texas	Non-Metro	Non-Border
Sterling	West Texas	Non-Metro	Non-Border
Stonewall	North Texas	Non-Metro	Non-Border
Sutton	West Texas	Non-Metro	Border
Swisher	Panhandle	Non-Metro	Non-Border
Tarrant	North Texas	Metro	Non-Border
Taylor	North Texas	Metro	Non-Border
Terrell	West Texas	Non-Metro	Border
Terry	Panhandle	Non-Metro	Non-Border
Throckmorton	North Texas	Non-Metro	Non-Border
Titus	East Texas	Non-Metro	Non-Border
Tom Green	West Texas	Metro	Non-Border
Travis	Central Texas	Metro	Non-Border
Trinity	East Texas	Non-Metro	Non-Border
Tyler	East Texas	Non-Metro	Non-Border
Upshur	East Texas	Metro	Non-Border
Upton	West Texas	Non-Metro	Non-Border
Uvalde	South Texas	Non-Metro	Border
Val Verde	South Texas	Non-Metro	Border
Van Zandt	East Texas	Non-Metro	Non-Border
Victoria	South Texas	Metro	Non-Border
Walker	Gulf Coast	Non-Metro	Non-Border

County Name	HHHCNSS Region	Metropolitan Status	Border Status
Waller	Gulf Coast	Metro	Non-Border
Ward	West Texas	Non-Metro	Non-Border
Washington	Central Texas	Non-Metro	Non-Border
Webb	Rio Grande Valley	Metro	Border
Wharton	Gulf Coast	Non-Metro	Non-Border
Wheeler	Panhandle	Non-Metro	Non-Border
Wichita	North Texas	Metro	Non-Border
Wilbarger	North Texas	Non-Metro	Non-Border
Willacy	Rio Grande Valley	Non-Metro	Border
Williamson	Central Texas	Metro	Non-Border
Wilson	South Texas	Metro	Non-Border
Winkler	West Texas	Non-Metro	Non-Border
Wise	North Texas	Metro	Non-Border
Wood	East Texas	Non-Metro	Non-Border
Yoakum	Panhandle	Non-Metro	Non-Border
Young	North Texas	Non-Metro	Non-Border
Zapata	Rio Grande Valley	Non-Metro	Border
Zavala	South Texas	Non-Metro	Border

