

REPORT TO THE LEGISLATURE

**Performance Report for Eastern and Western State Hospitals
SFY 2022**

Session Law, Engrossed Substitute Senate Bill 5092 Sec 202 (1)(n)

December 1, 2022

Behavioral Health Administration
PO Box 45050
Olympia, WA 98504-5204
(360) 902-7637
<http://www.dshs.wa.gov/bha>

Contents

	PAGE
SFY 2022 State Hospital Performance Summary	1
Monthly FTE and Dollar Expenditures Compared to Allotments	2
Monthly FTE and Dollar Expenditures per 1,000 Bed Days	3
Percentage of FTE Expenditures for Overtime	4
Median Length of Stay by Patient Category	5
Average Monthly Wait Lists, Forensic and Civil Patients	7
Rate of Staff and Patient Assaults per 1,000 Bed Days	8
Monthly Vacancies for Key Clinical Positions	9

CONTACT

Alice Huber, PhD, Deputy Director, DSHS Research and Data Analysis Division, 360-902-0707, alice.huber@dshs.wa.gov.

SFY 2022 State Hospital Performance Summary

EXECUTIVE SUMMARY

The 2021 Washington State Legislature enacted Engrossed Substitute Senate Bill 5092, making 2021-2023 fiscal biennium operating appropriations. Section 202(1)(n) provides:

“Within the amounts provided in this subsection, the department must develop and submit an annual state hospital performance report for eastern and western state hospitals. Each measure included in the performance report must include baseline performance data, agency performance targets, and performance for the most recent fiscal year. The performance report must include a one page dashboard as well as charts for each fiscal and quality of care measure broken out by hospital and including but not limited to:

- (i) monthly FTE expenditures compared to allotments;*
- (ii) monthly dollar expenditures compared to allotments;*
- (iii) monthly FTE expenditures per ten thousand patient bed days;*
- (iv) monthly dollar expenditures per ten thousand patient bed days;*
- (v) percentage of FTE expenditures for overtime;*
- (vi) average length of stay by category of patient;*
- (vii) average monthly civil wait list;*
- (viii) average monthly forensic wait list;*
- (ix) rate of staff assaults per 10,000 bed days;*
- (x) rate of patient assaults per 10,000 bed days;*
- (xi) average number of days to release after a patient has been determined to be clinically ready for discharge; and*
- (xii) average monthly vacancy rates for key clinical positions.”*

The following report details relevant metrics for both Eastern and Western State Hospitals. When applicable, agency performance targets are included. The Department is still in the process of determining how to report the average number of days to release after a patient is found to no longer require active psychiatric treatment at an inpatient level of care.

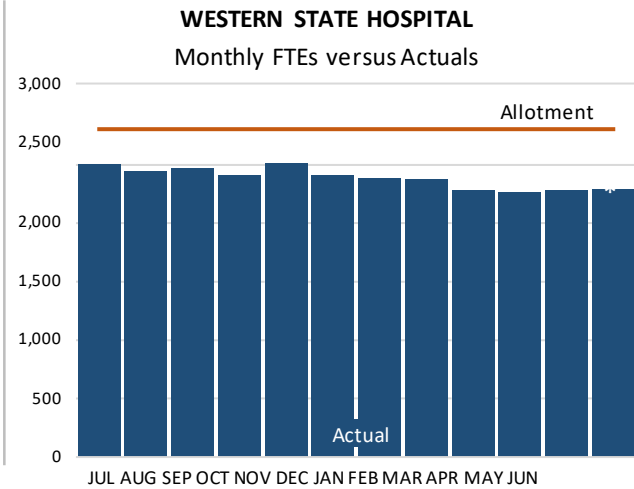
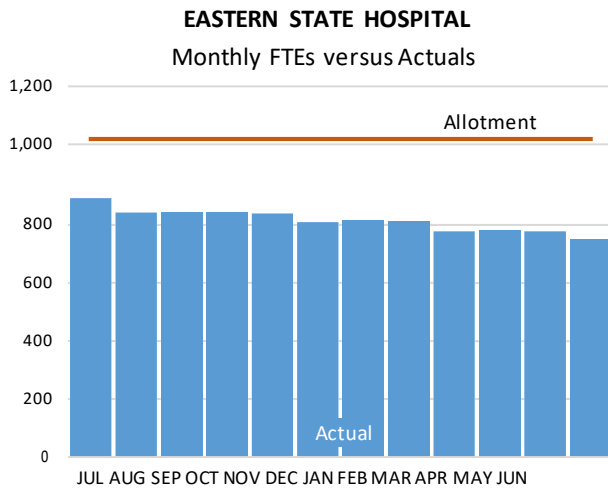
Western State Hospital was established in 1871, employs over 2,500 full time staff, and in 2022 had an annual operating budget of \$310,625,996. Eastern State Hospital was established in 1891, employs over 1,000 full time staff, and in 2021 had an annual operating budget of \$113,529,104. The two hospitals served a total of 2,002 patients in SFY 2022.

Please note the following with respect to the SFY 2022 data:

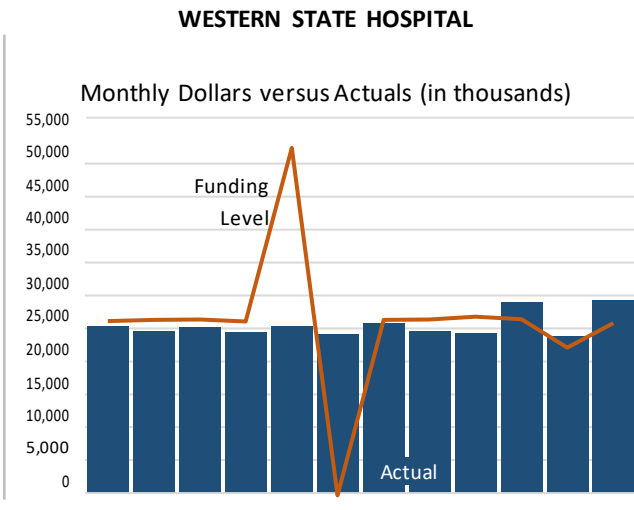
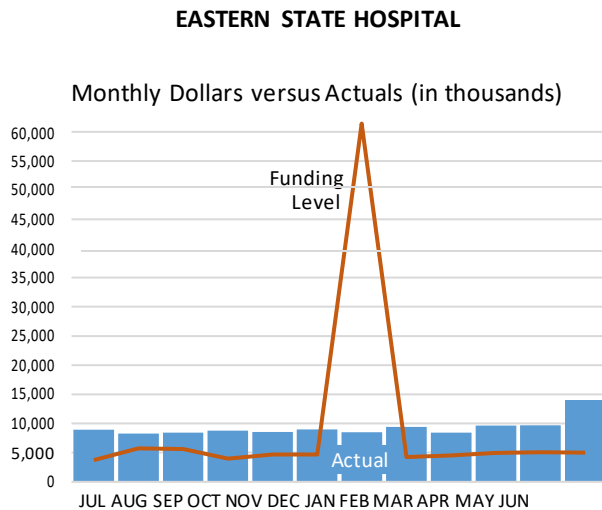
- (1) In FY2022 at WSH there was fund swap for Cares funding that occurred in FM06, which resulted in a negative allotment.
- (2) In FY2022 at ESH the allotment for the Disproportionate Share Hospital payments is lumped into FM07.
- (3) Overtime Actuals in the FY2021 report were listed as a % of overall expenditures, in this report we changed the methodology, and it is listed as the overall % of Object A.
- (4) At Western State Hospital, the increase in the length of stay for civil patients is the result of a decrease in the civil patient census and no new civil admissions. See Median Length of Stay by Patient Category, page 5.

Monthly FTE and Dollar Expenditures Compared to Allotments

SFY 2022 FTE Expenditure Trend



SFY 2022 Dollar Trend



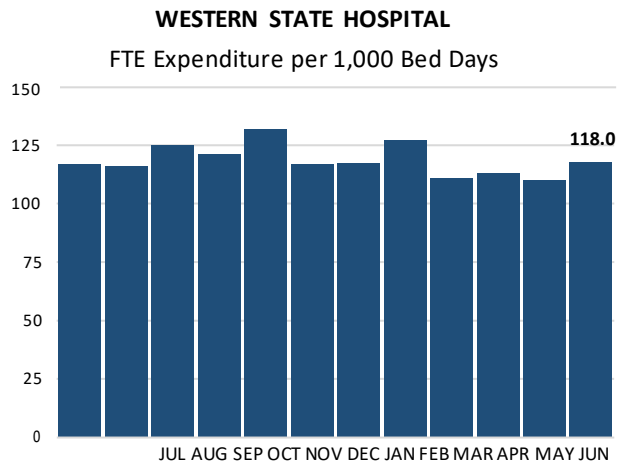
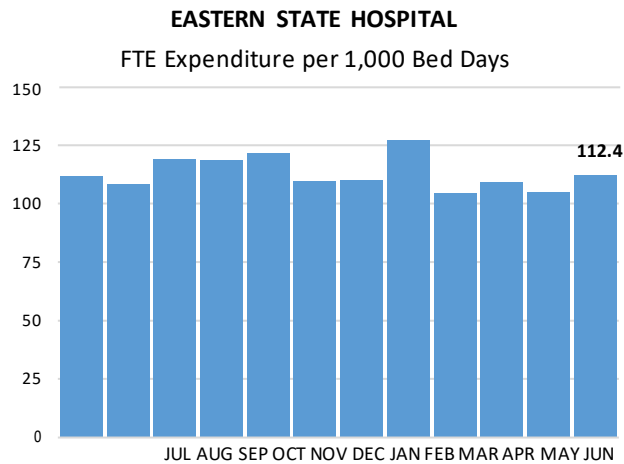
SFY 2022

	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
Eastern State Hospital													
FTE Allotment	1,017.9	1,017.9	1,017.9	1,017.9	1,017.9	1,017.9	1,017.9	1,017.9	1,017.9	1,017.9	1,018.5	1,017.9	1018.0
FTE Actuals	892.9	843.4	844.7	843.2	840.2	810.2	816.9	812.7	778.4	782.0	778.1	752.0	816.2
FTE Variance	125.0	174.5	173.2	174.8	177.7	207.7	201.0	205.2	239.5	235.9	240.4	265.9	201.7
Funding Level (000s)	3,712	5,696	5,600	3,959	4,699	4,664	61,416	4,237	4,534	4,951	5,067	4,994	113,529
Actuals (000s)	8,881	8,261	8,410	8,746	8,495	8,965	8,486	9,391	8,412	9,602	9,648	14,000	111,297
Dollar Variance (000s)	-5,169	-2,565	-2,810	-4,787	-3,796	-4,302	52,930	-5,154	-3,878	-4,650	-4,581	-9,006	2,232
Western State Hospital													
FTE Allotment	2,609.2	2,609.2	2,609.2	2,609.2	2,609.2	2,609.2	2,609.2	2,609.2	2,609.2	2,609.2	2,609.2	2,609.2	2,609.2
FTE Actuals	2,503.7	2,448.4	2,472.8	2,410.5	2,506.6	2,406.5	2,384.9	2,370.6	2,281.6	2,261.6	2,276.7	2,288.1	2,384.3
FTE Variance	105.5	160.8	136.4	198.7	102.6	202.7	224.3	238.6	327.6	347.6	332.5	321.1	224.9
Funding Level (000s)	26,087	26,306	26,366	26,078	52,411	-354	26,312	26,334	26,810	26,380	22,072	25,826	310,626
Actuals (000s)	25,285	24,449	25,159	24,320	25,262	24,137	25,688	24,514	24,227	28,979	23,704	29,153	304,876
Dollar Variance (000s)	803	1,856	1,207	1,758	27,149	-24,491	623	1,820	2,583	-2,600	-1,632	-3,327	5,750

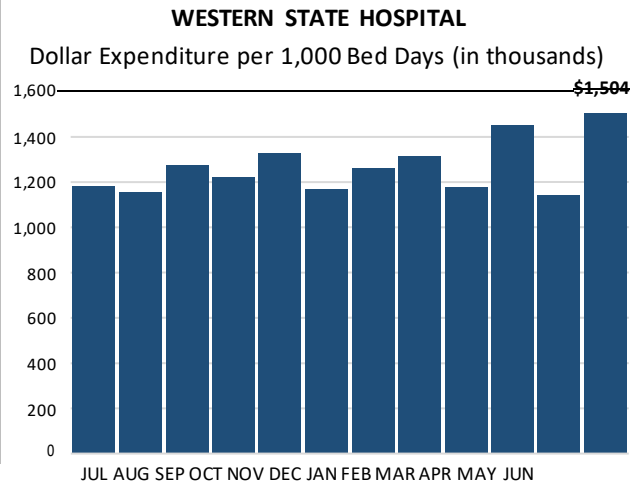
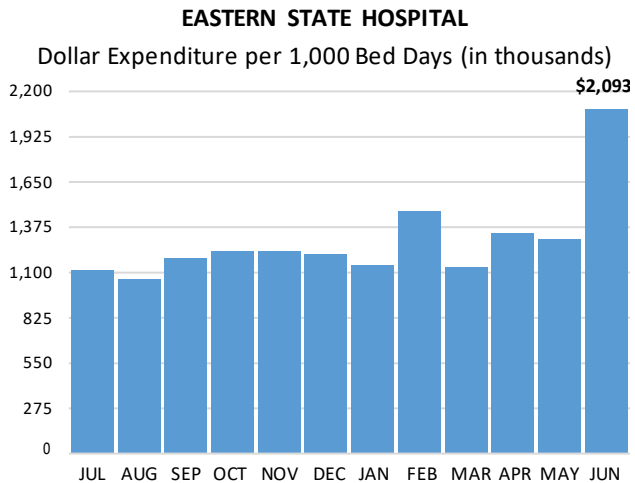
NOTE: 1. In FY2022 at WSH there was fund swap for Cares funding that occurred in FM06, which resulted in a negative allotment.
2. In FY2022 at ESH the allotment for the Disproportionate Share Hospital payments is lumped into FM07.

Monthly FTE and Dollar Expenditures per 1,000 Bed Days

SFY 2022 FTEs per 1,000 Bed Days



SFY 2022 Dollars per 1,000 Bed Days

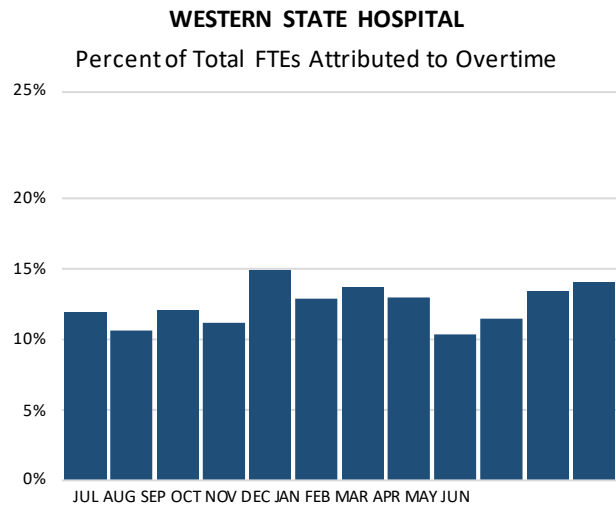
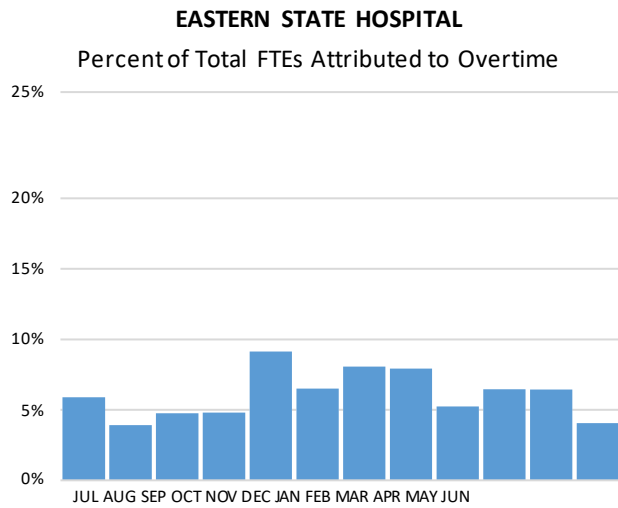


	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Eastern State Hospital												
Total Patient Days	7,973	7,779	7,094	7,109	6,903	7,396	7,414	6,379	7,442	7,165	7,410	6,689
FTE Actuals	892.9	843.4	844.7	843.2	840.2	810.2	816.9	812.7	778.4	782.0	778.1	752.0
FTEs/1000 Patient Days	112.0	108.4	119.1	118.6	121.7	109.5	110.2	127.4	104.6	109.1	105.0	112.4
Dollars Actual (000s)	8,881	8,261	8,410	8,746	8,495	8,965	8,486	9,391	8,412	9,602	9,648	14,000
Dollars/1000 Patient Days (000s)	1,114	1,062	1,186	1,230	1,231	1,212	1,145	1,472	1,130	1,340	1,302	2,093
Western State Hospital												
Total Patient Days	21,385	21,113	19,745	19,877	19,019	20,614	20,335	18,653	20,576	19,985	20,727	19,387
FTE Actuals	2,503.7	2,448.4	2,472.8	2,410.5	2,506.6	2,406.5	2,384.9	2,370.6	2,281.6	2,261.6	2,276.7	2,288.1
FTEs/1000 Patient Days	117.1	116.0	125.2	121.3	131.8	116.7	117.3	127.1	110.9	113.2	109.8	118.0
Dollars Actual (000s)	25,285	24,449	25,159	24,320	25,262	24,137	25,688	24,514	24,227	28,979	23,704	29,153
Dollars/1000 Patient Days (000s)	1,182	1,158	1,274	1,224	1,328	1,171	1,263	1,314	1,177	1,450	1,144	1,504

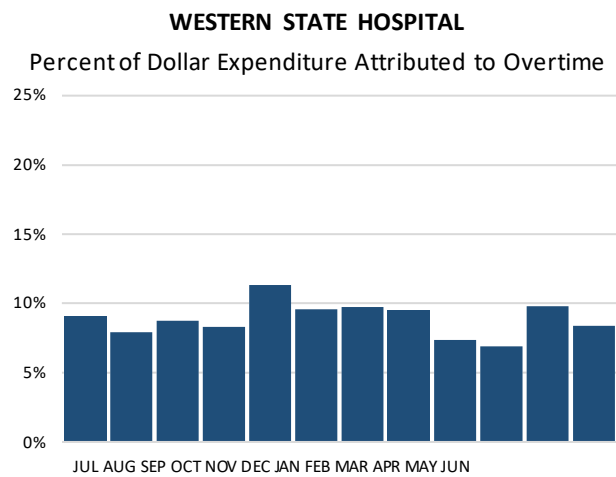
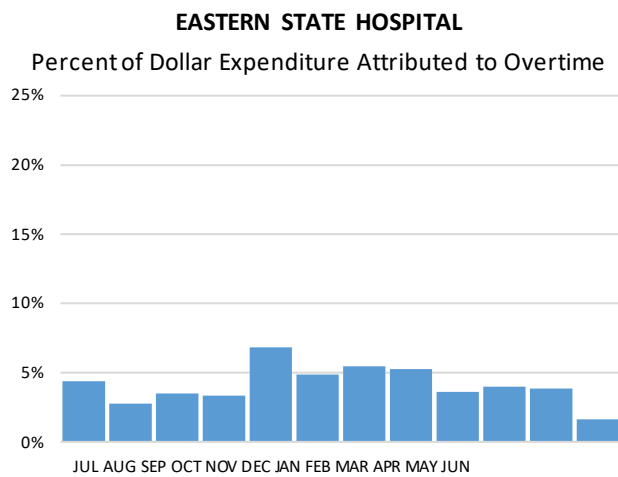
NOTE: 1. In FY2022 at WSH there was fund swap for Cares funding that occurred in FM06, which resulted in a negative allotment.
2. In FY2022 at ESH the allotment for the Disproportionate Share Hospital payments is lumped into FM07.

Percentage of FTE Expenditures for Overtime

SFY 2022 FTE Overtime Trend



SFY 2022 Trend in Overtime Dollar Expenditures



	SFY 2022													TOTAL
	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN		
Eastern State Hospital														
FTE Actuals	892.9	843.4	844.7	843.2	840.2	810.2	816.9	812.7	778.4	782.0	778.1	752.0	816.2	
FTE Overtime Actual	52.6	33.0	40.1	40.4	76.7	52.6	65.9	64.5	40.7	50.4	50.0	30.3	49.8	
Percent FTEs Overtime	5.9%	3.9%	4.7%	4.8%	9.1%	6.5%	8.1%	7.9%	5.2%	6.4%	6.4%	4.0%	6.1%	
Funding Actual 000s	8,881	8,261	8,410	8,746	8,495	8,965	8,486	9,391	8,412	9,602	9,648	14,000	111,297	
O/T Expenditure 000s	389.0	226.5	293.1	290.6	580.0	435.5	463.8	492.8	302.7	381.8	371.2	225.6	4,452.7	
Percent \$\$\$s Overtime	4.4%	2.7%	3.5%	3.3%	6.8%	4.9%	5.5%	5.2%	3.6%	4.0%	3.8%	1.6%	4.0%	
Western State Hospital														
FTE Actuals	2,503.7	2,448.4	2,472.8	2,410.5	2,506.6	2,406.5	2,384.9	2,370.6	2,281.6	2,261.6	2,276.7	2,288.1	2,384.3	
FTE Overtime Actual	299.7	259.9	298.0	269.3	373.8	309.9	326.5	307.5	236.1	259.1	305.2	322.0	297.3	
Percent FTEs Overtime	12.0%	10.6%	12.1%	11.2%	14.9%	12.9%	13.7%	13.0%	10.3%	11.5%	13.4%	14.1%	12.5%	
Funding Actual 000s	25,285	24,449	25,159	24,320	25,262	24,137	25,688	24,514	24,227	28,979	23,704	29,153	304,876	
O/T Expenditure 000s	2,296.7	1,933.0	2,200.0	2,018.7	2,861.1	2,310.9	2,499.4	2,331.0	1,779.5	1,996.5	2,320.7	2,438.4	26,986.0	
Percent Overtime \$\$\$s	9.1%	7.9%	8.7%	8.3%	11.3%	9.6%	9.7%	9.5%	7.3%	6.9%	9.8%	8.4%	8.9%	

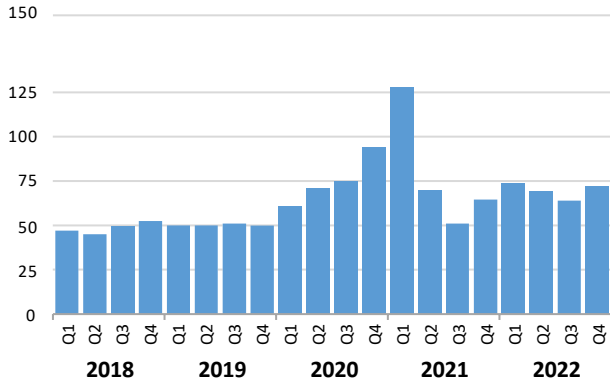
NOTE: 1. Overtime Actuals in the FY2021 report were listed as a percentage of overall expenditures, in this report we changed the methodology,

and it is listed as the overall percentage of Object A.

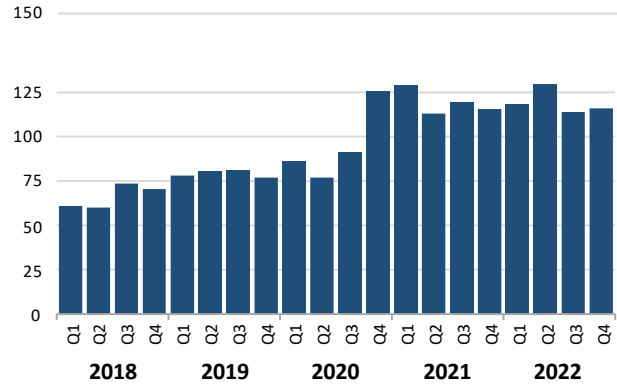
Median Length of Stay by Patient Category

Median Length of Stay (Days in Episode) by Quarter, SFY 2018 Q1 - SFY 2022 Q4

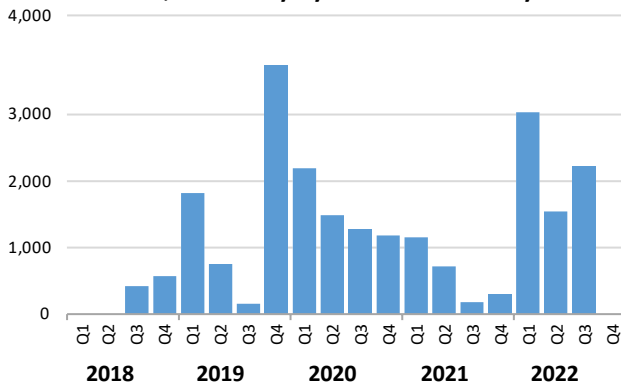
EASTERN STATE HOSPITAL, All Forensic



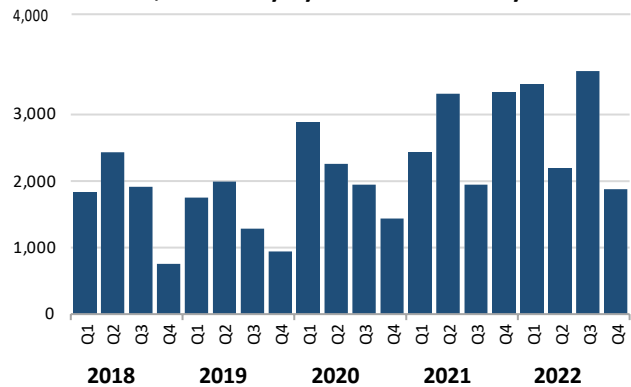
WESTERN STATE HOSPITAL, All Forensic



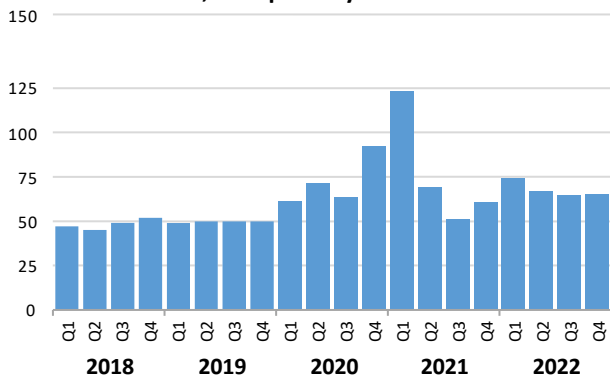
ESH, Not Guilty by Reason of Insanity



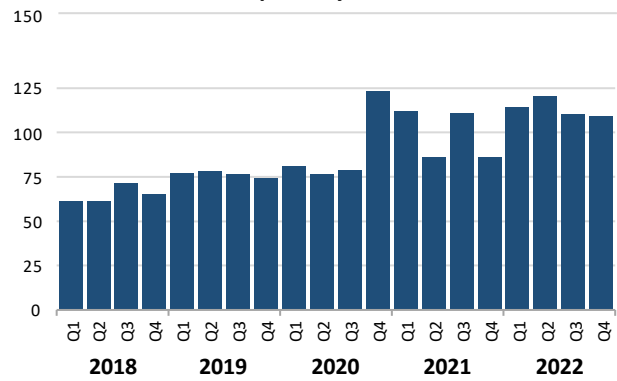
WSH, Not Guilty by Reason of Insanity



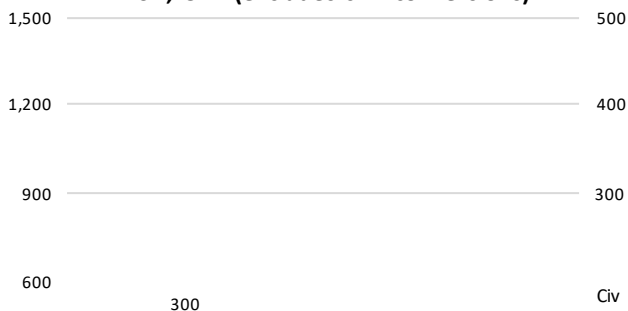
ESH, Competency Restoration



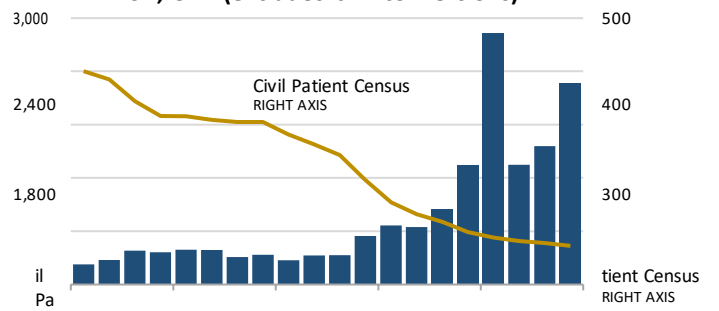
WSH, Competency Restoration

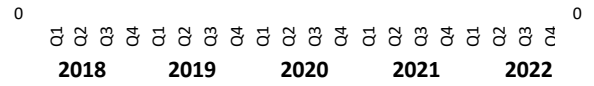
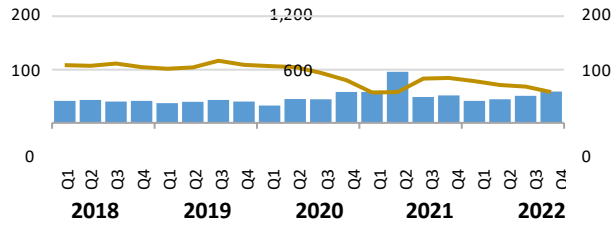


ESH, Civil (excludes civil conversions)



WSH, Civil (excludes civil conversions)





	SFY 2018				SFY 2019				SFY 2020				SFY 2021				SFY 2022			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Eastern State Hospital, Forensic Patients																				
All Forensic	47	45	50	53	50	50	51	50	61	71	75	94	128	70	51	65	74	69	64	72
Not Guilty/Insanity	.	.	423	572	1821	755	160	3741	2191	1485	1274	1184	1152	717	183	299	3035	1544	2223	.
Comp. Restoration	47	45	49	52	49	50	50	50	61	71	64	92	123	69	51	61	74	67	65	65
Western State Hospital, Forensic Patients																				
All Forensic	61	60	74	71	78	81	81	77	86	77	91	126	129	113	120	116	118	130	114	116
Not Guilty/Insanity	1836	2433	1915	754	1748	1991	1282	943	2891	2260	1946	1438	2431	3311	1946	3339	3453	2199	3652	1880
Comp. Restoration	61	61	71	65	77	78	77	74	81	76	79	123	112	86	111	86	114	120	110	109
Civil Patients																				
ESH, Civil	123	129	119	123	110	118	128	119	98	134	131	173	174	287	145	154	123	132	152	176
<i>ESH, Civil Census</i>	108	107	112	105	102	104	117	109	107	105	94	80	57	58	83	84	78	71	68	58
WSH, Civil	224	273	379	362	390	386	306	332	270	326	327	545	663	646	843	1337	2828	1348	1558	2271
<i>WSH, Civil Census</i>	400	385	344	316	316	309	305	305	281	262	243	196	154	132	117	98	88	81	77	72

NOTES: **1** Consecutive service spans are combined into a single episode of care and include state hospitals, community hospitals and evaluation and treatment facilities. **2** Patients with treatment at both Eastern and Western state hospitals were assigned to the hospital where they spent the most time in that episode. **3** Quarters with fewer than 4 NGRI patient discharges from a hospital are suppressed. **4** Civil census counts include in-residence patients and exclude those released on authorized leave or medical discharge. **5** At Western State Hospital, the increase in the length of stay for civil patients is the result of a decrease in the civil patient census and no new civil admissions. **6** Targets are not included for length of stay.

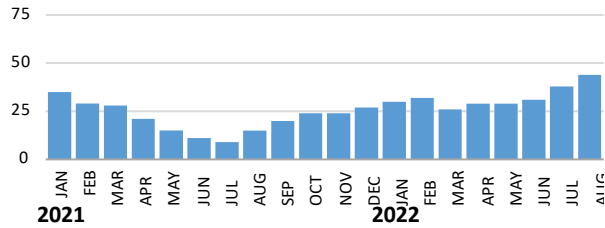
SOURCE: DSHS Research and Data Analysis Division, Integrated Client Databases.

Average Monthly Wait Lists, Forensic and Civil Patients

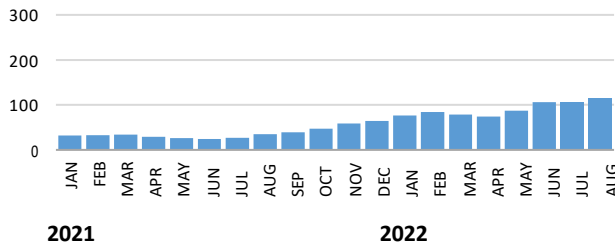
Forensic Wait List, CY 2021 - CY 2022

EASTERN STATE HOSPITAL

Forensic Evaluations

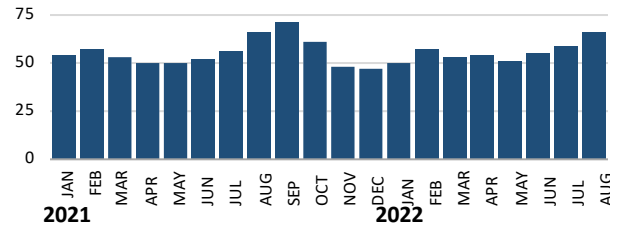


Inpatient Restorations

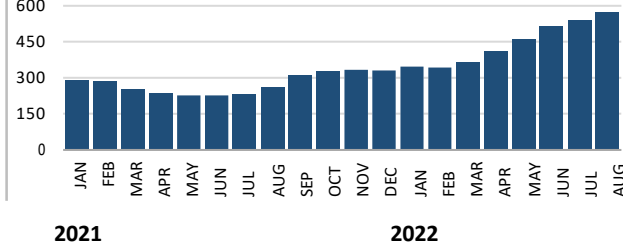


WESTERN STATE HOSPITAL

Forensic Evaluations

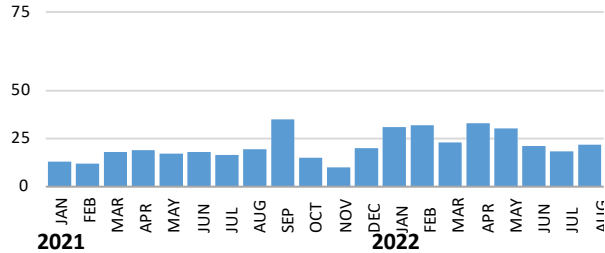


Inpatient Restorations

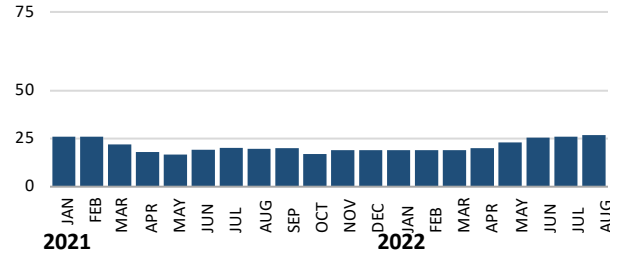


Civil Wait List, CY 2021 - CY 2022

EASTERN STATE HOSPITAL



WESTERN STATE HOSPITAL



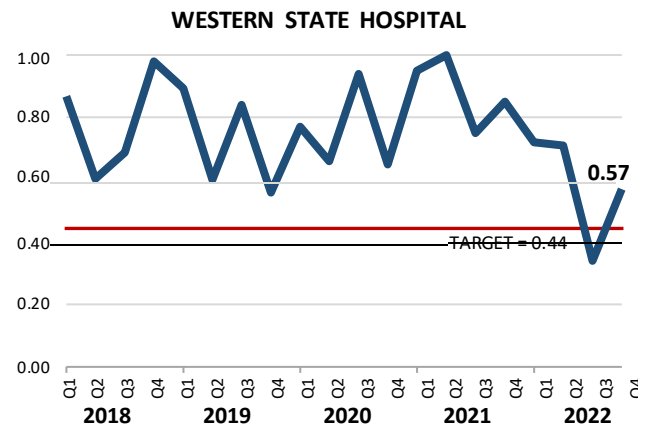
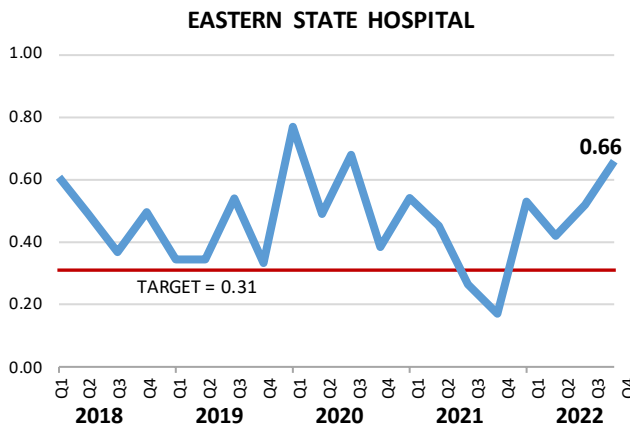
	CY 2021												CY 2022							
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
Eastern State Hospital, Forensic (through August 2021)																				
Forensic Evaluations	35	29	28	21	15	11	9	15	20	24	24	27	30	32	26	29	29	31	38	44
IP Restorations	32	33	34	29	26	24	27	35	39	47	58	64	76	84	78	74	87	106	106	115
Western State Hospital, Forensic (through August 2021)																				
Forensic Evaluations	54	57	53	50	50	52	56	66	71	61	48	47	50	57	53	54	51	55	59	66
IP Restorations	288	284	251	234	227	227	233	260	309	325	333	331	347	342	365	409	458	515	540	570
Eastern State Hospital, Civil (through August 2021)																				
Civil Wait List	13	12	18	19	17	18	17	20	35	15	10	20	31	32	23	33	30	21	18	22
Western State Hospital, Civil (through August 2021)																				
Civil Wait List	26	26	22	18	17	19	20	20	20	17	19	19	19	19	19	20	23	26	26	27

NOTES: 1 Forensic wait list includes all clients awaiting an evaluation or restoration regardless of location (In-jail, Out-of-jail, Personal Recognizance). 2 Forensic evaluations include patients waiting for inpatient competency evaluations, NGRI admissions, and 72-hour dismissal evaluations.

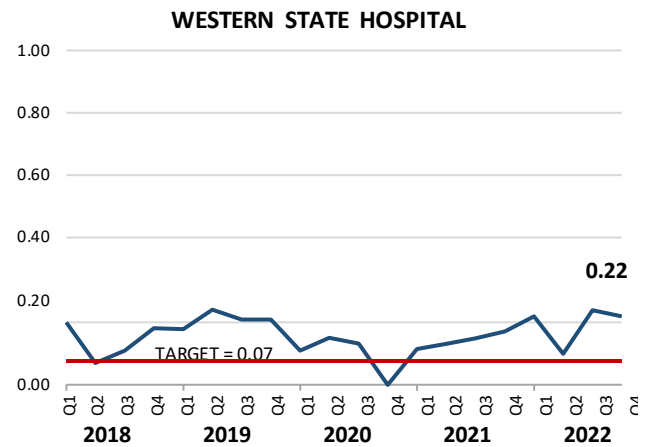
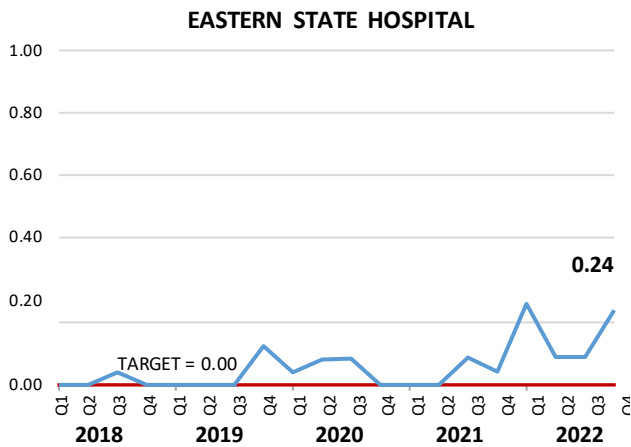
SOURCE: DSHS Behavioral Health Administration Forensic Data System and data provided by Western and Eastern State Hospitals.

Rate of Staff and Patient Assaults per 1,000 Bed Days

Patient to Staff Assaults by Quarter, SFY 2018 - SFY 2022



Severe Patient Injuries by Quarter, SFY 2018 - SFY 2022



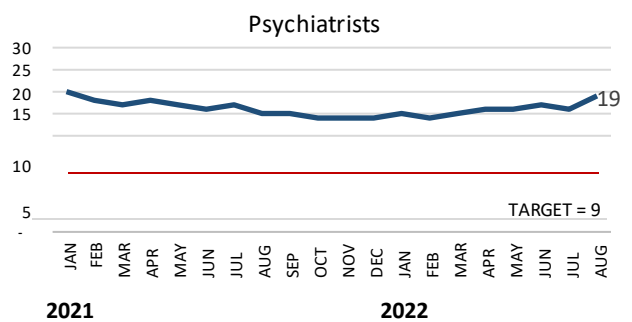
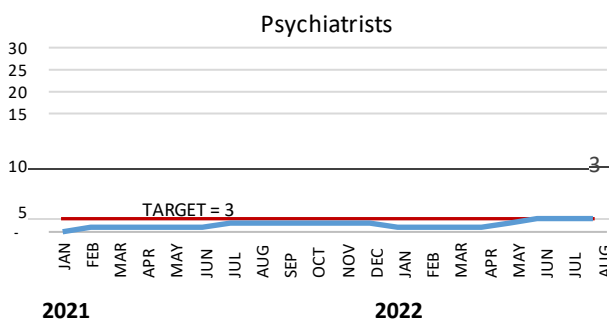
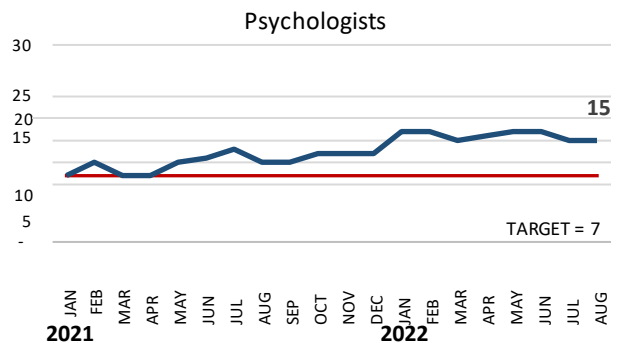
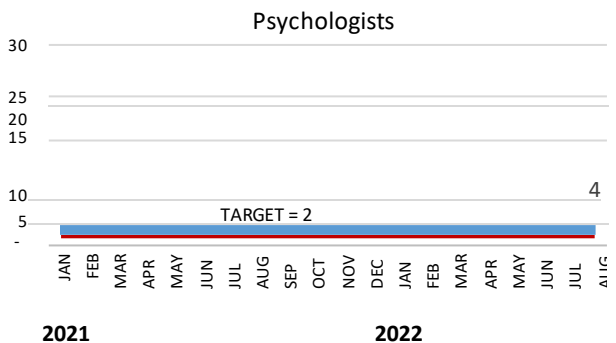
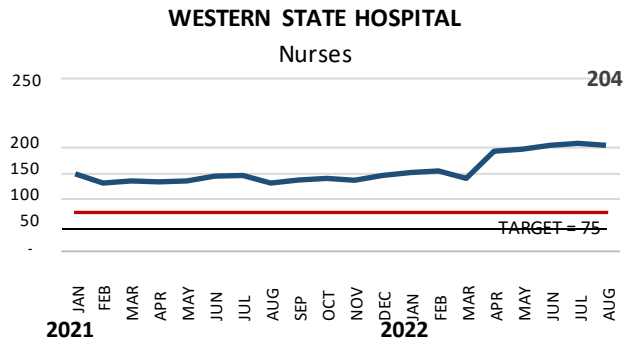
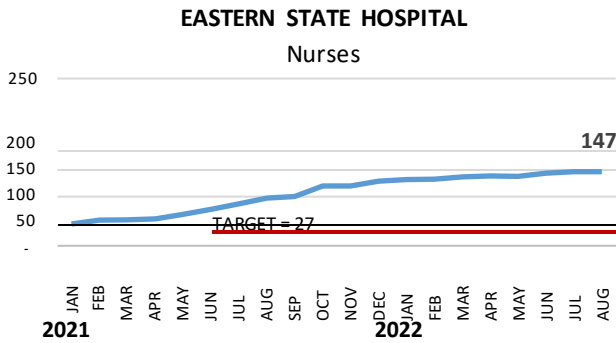
	SFY 2018				SFY 2019				SFY 2020				SFY 2021				SFY 2022			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Eastern State Hospital																				
Patient to Staff Assaults	0.61	0.49	0.37	0.50	0.34	0.34	0.54	0.33	0.77	0.49	0.68	0.38	0.54	0.45	0.26	0.17	0.53	0.42	0.52	0.66
Target	0.31	0.31	0.31	0.31	0.31	0.31	0.31	0.31	0.31	0.31	0.31	0.31	0.31	0.31	0.31	0.31	0.31	0.31	0.31	0.31
Severe Patient Injuries	0.00	0.00	0.04	0.00	0.00	0.00	0.00	0.12	0.04	0.08	0.08	0.00	0.00	0.00	0.09	0.04	0.26	0.09	0.09	0.24
Target	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Western State Hospital																				
Patient to Staff Assaults	0.87	0.60	0.69	0.98	0.89	0.60	0.84	0.56	0.77	0.66	0.94	0.65	0.95	1.00	0.75	0.85	0.72	0.71	0.34	0.57
Target	0.44	0.44	0.44	0.44	0.44	0.44	0.44	0.44	0.44	0.44	0.44	0.44	0.44	0.44	0.44	0.44	0.44	0.44	0.44	0.44
Severe Patient Injuries	0.20	0.07	0.11	0.18	0.18	0.24	0.21	0.21	0.11	0.15	0.13	0.00	0.11	0.13	0.15	0.17	0.22	0.10	0.24	0.22
Target	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07

NOTES: 1 Incidents are distinctly tracked for each of the state hospitals, for purposes of mapping rates by facility. 2 An injury occurs when a patient suffers physical harm or damage, excluding the result of a disease process. Severe patient injuries include all patient injuries with a severity level of "3" or higher (3 = medical intervention; 4 = hospitalization; 5 = death). 3 Targets for Western State Hospital are 50 percent below the prior state fiscal year average. Eastern State hospital targets are 10 percent below the prior state fiscal year average.

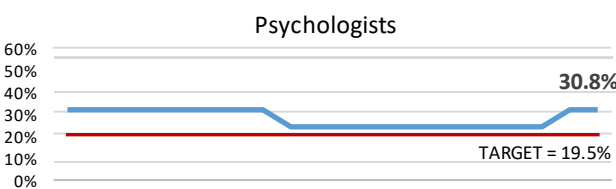
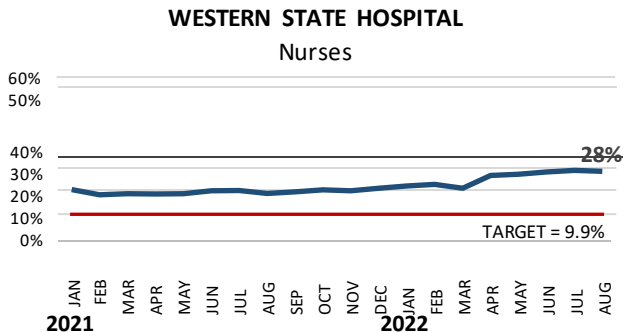
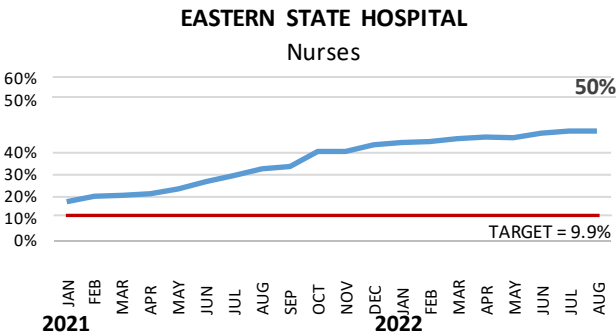
SOURCE: Reports from Eastern State Hospital and Western State Hospital.

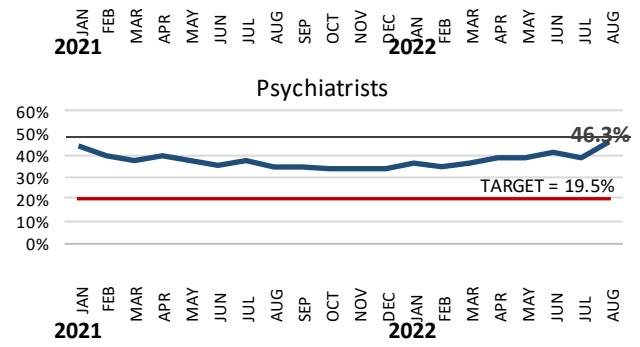
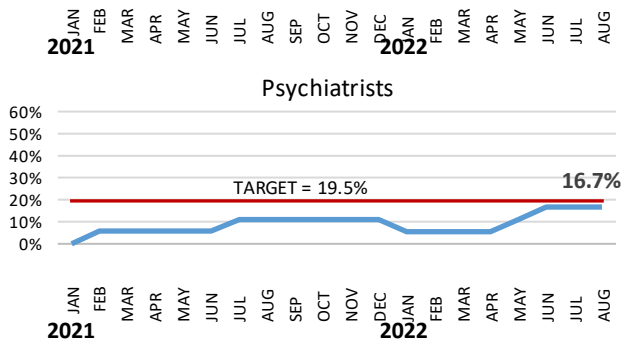
Monthly Vacancies for Key Clinical Positions

Number of Vacancies, CY 2021 - CY 2022



Percent of Vacancies, CY 2021 - CY 2022





NUMBER	CY 2021												CY 2022							
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
Eastern State Hospital (through August 2022)																				
Nurses	48	55	56	58	66	76	86	97	100	120	120	129	132	133	137	139	138	144	147	147
Target	27	27	27	27	27	27	27	27	27	27	27	27	27	27	27	27	27	27	27	27
Psychologists	4	4	4	4	4	4	4	4	3	3	3	3	3	3	3	3	3	3	4	4
Target	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Psychiatrists	0	1	1	1	1	1	2	2	2	2	2	2	1	1	1	1	2	3	3	3
Target	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3

Western State Hospital (through August 2022)																				
Nurses	150	133	137	135	137	146	147	133	139	142	138	147	153	156	142	193	197	204	208	204
Target	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75
Psychologists	7	10	7	7	10	11	13	10	10	12	12	12	17	17	15	16	17	17	15	15
Target	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7
Psychiatrists	20	18	17	18	17	16	17	15	15	14	14	14	15	14	15	16	16	17	16	19
Target	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9

PERCENT	CY 2021												CY 2022							
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
Eastern State Hospital (through August 2022)																				
Nurses	18%	20%	21%	21%	24%	27%	30%	33%	34%	41%	41%	44%	45%	45%	46%	47%	47%	49%	50%	50%
Target	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%
Psychologists	31%	31%	31%	31%	31%	31%	31%	31%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	31%	31%
Target	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%
Psychiatrists	0%	6%	6%	6%	6%	6%	11%	11%	11%	11%	11%	11%	6%	6%	6%	6%	11%	17%	17%	17%
Target	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%

Western State Hospital (through August 2022)																				
Nurses	20%	18%	18%	18%	18%	19%	20%	18%	19%	20%	20%	21%	22%	22%	21%	27%	27%	28%	29%	28%
Target	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%
Psychologists	21%	28%	21%	21%	29%	32%	38%	30%	31%	36%	36%	36%	47%	49%	43%	44%	47%	47%	42%	42%
Target	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%
Psychiatrists	44%	40%	38%	40%	38%	36%	38%	35%	35%	34%	34%	34%	37%	35%	37%	39%	39%	42%	39%	46%
Target	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%

DEFINITION: Number and percent of vacancies per employee classification per month.

NOTES: **1** The nurse category includes Registered Nurses, Licensed Professional Nurses and Psychiatric Security Nurses. **2** The psychologists category includes Psychologist - Forensic Evaluators. **3** Nursing percentage targets shown are average national nurse vacancy rates. Psychologist and Psychiatrist percentage targets are based on the national hospital staff turnover rate. See Nursing Solutions, Inc. (NSI), https://www.nsinursingsolutions.com/Documents/Library/NSI_National_Health_Care_Retention_Report.pdf. **4** Numerical targets use the same percentages, calculated from the number of positions allotted for each hospital in respective employment categories (Human Resource Management System).

SOURCE: DSHS Human Resources Division, Human Resource Management System.