

Michigan Center for Nursing Survey of Nurses 2013

Survey Instrument and Response Frequencies for Registered Nurses Employed in the Southwest Health Service Area

The Michigan Center for Nursing conducted the 10th annual survey of licensed nurses in 2013 to collect data on their employment status, geographic distribution, age, plans to continue practicing, work setting, practice area, specialty certification, education, gender, and racial/ethnic background. In 2013, the survey instrument also includes questions regarding changes in employment to examine the movement of nurses between inpatient and outpatient positions and primary care and specialty positions; to learn nurses' perceptions of participation on an interdisciplinary patient care team and the role they serve on a team; and to learn how many advanced practice registered nurses hold a Drug Enforcement Agency (DEA) and/or National Provider Identifier (NPI) number (asked online only). This report presents the survey responses for registered nurses who entered a Southwest zip code for their primary place of employment. A map of the health service areas can be found in the appendix for this report. Unless otherwise noted, response frequencies are for *active* nurses only, i.e., nurses who are working in nursing or a related area on a full-time or part-time basis. An analysis of data by service area was completed in 2007 and 2011; the findings are included in this report for comparison.

There were 1,116 surveys returned from RNs employed in the Southwest health service area, yielding a margin of error of ± 2.9 percent with 95 percent confidence for data for RNs in this health service area. Comparison of data across different health service areas is not recommended because the number of responses and corresponding margin of error vary among health service areas.

The complete report, *Michigan Center for Nursing Survey of Nurses 2013*, presents findings for the Michigan population of nurses as a whole and is available online at www.michigancenterfornursing.org.

1. Are you a licensed practical nurse (LPN), a registered nurse (RN), or both? (Mark **one**. If you are both an LPN and an RN, complete and return only one survey.)

	2007	2011	2013
RN only	95.8%	96.7%	97.0%
Both LPN and RN	4.2	3.3	3.0

2. Do you hold a Michigan specialty certification as a ...

	RNs 2011 (Active Only)	RNs 2013 (Active Only)
Nurse Anesthetist	0.6%	0.6%
Nurse Midwife	0.2	0.4
Nurse Practitioner	2.2	3.7

NOTE: This question was added on the 2011 survey.

If you are practicing as an advanced practice registered nurse, do you have a Drug Enforcement Agency (DEA) number?

Active APRNs Only	
	2013
a) Yes	9.3%
b) No	90.7

NOTE: This question was added on the 2013 survey.

If you are practicing as an advanced practice registered nurse, do you have a National Provider Identifier (NPI) number?

Active APRNs Only	
	2013
a) Yes	13.8%
b) No	86.2

NOTE: This question was added on the 2013 survey.

3. If you hold a specialty certification listed above, on average, how many hours per week do you provide direct patient care as an advanced practice nurse?

	RNs 2011 (n=54)	RNs 2013 (n=52)
Less than 10 hours per week	13.2%	0.0%
10–15 hours per week	0.0	3.8
16–25 hours per week	11.3	13.5
26–35 hours per week	9.4	9.6
More than 35 hours per week	60.4	59.6
I am practicing as an APRN, but with no time in direct patient care	0.0	5.8
I am not currently practicing as an APRN	5.7	7.7

NOTE: This question was added on the 2011 survey.

4. What is your education background? (Mark **all** that apply.)

	Active Only		
	2007	2011	2013
a) LPN diploma/certificate of nursing	7.5%	5.9%	5.1%
b) RN diploma in nursing	24.7	22.4	18.2
c) Associate's degree in nursing	54.3	53.7	51.6
d) Bachelor's degree in nursing	29.5	31.1	35.1
e) Master's degree in nursing	5.2	5.9	8.8
f) Master's degree in other field	3.1	3.7	3.4

	Active Only		
	2007	2011	2013
g) Doctorate in nursing	0.1%	0.2%	0.4%
h) Doctorate in other field	–	0.4	0.2
i) Other degree	10.7	9.7	11.3

5. If you have a doctorate in nursing, please indicate the type of doctorate degree. (Mark **all** that apply.)

	Active Only	
	2011	2013
a) Doctor of Nursing (ND)	0.0%	0.0%
b) Doctor of Nursing Practice (DNP)	66.7	75.0
c) Doctor of Nursing Science (DNSc)	0.0	0.0
d) Doctor of Philosophy in Nursing (PhD)	33.3	25.0

NOTE: This question was not asked in 2007.

6. Are you currently enrolled in a program to obtain a Bachelor of Science in Nursing (BSN), Master of Science in Nursing (MSN), Doctor of Nursing Practice (DNP), or Doctor of Philosophy in Nursing (PhD)? (Mark **all** that apply.)

	Active Only	
	2011	2013
a) Bachelor of Science in Nursing (BSN)	6.2%	8.4%
b) Master of Science in Nursing (MSN)	3.4	3.2
c) Doctor of Nursing Practice (DNP)	0.3	0.4
d) Doctor of Philosophy in Nursing (PhD)	0.0	0.0

NOTE: This question was not asked in 2007.

7. If you are enrolled in a program to obtain an MSN, is the program designed to prepare you for specialty certification as a Nurse Practitioner?

	Active Only
	2013
a) Yes	42.9%
b) No	57.1

Note: This question was added in 2013.

8. What is your current employment status? (Mark **one**.)

	2007	2011	2013
a) 35 or more hours per week in nursing or related area	67.1%	66.4%	67.1%
b) Less than 35 hours per week in nursing or related area	27.5	28.7	25.6
c) Employed, but not in nursing	3.2	2.3	3.4
d) Not employed, and seeking employment in nursing or related area	0.3	0.7	0.8
e) Not employed, and seeking employment outside of nursing	0.1	0.0	0.0
f) Temporarily not working and not looking for a job	1.2	0.9	1.5
g) Retired or with no plans to return to work	0.6	0.9	1.6

9. Identify your current employment setting(s). (Mark **all** that apply.)

	Active Only		
	2007	2011	2013
a) Hospital inpatient	54.1%	51.1%	52.1%
b) Hospital outpatient	16.0	15.9	16.7
c) Non-hospital outpatient	4.9	4.7	4.2
d) Physician's office	8.1	7.1	7.3
e) Federally qualified health center	–	1.6	2.2
f) Retail clinic	–	0.2	0.1
g) Nurse-managed clinic	–	0.6	1.0
h) Correctional system	–	1.9	1.3
i) Nursing home/long-term care facility	8.5	9.4	7.6
j) Home health care	6.5	8.6	7.9
k) Hospice	3.5	5.2	4.7
l) Public/community health	3.8	3.4	3.1
m) School health	1.6	–	–
n) Elementary or secondary school health	–	1.4	1.6
o) College health center	–	0.4	0.3
p) Nursing education	4.4	4.4	4.6
q) Insurance company/health plan	0.8	0.6	0.4
r) Traveling/staffing agency	1.1	0.8	0.3
s) Other	7.9	5.3	5.9
t) None (not active in nursing)	0.2	0.1	0.0

NOTE: Nurses were asked to indicate all of their current employment settings, so the sum of the percentages will be more than 100 percent. "Federally qualified health center," "Retail clinic," "Nurse-managed clinic," and "Correctional system" were added as settings in the 2011 survey. Also in 2011, "School health" was separated into two setting options: "Elementary or secondary school health" and "College health center."

10. Does your main nursing position involve providing direct care services to patients/families?

	Active Only		
	2007	2011	2013
Yes	86.5%	84.4%	83.5%
No	13.5	15.6	16.5

11. If you provide direct care services, please identify your main practice area. (Mark **one**.)

	Active Only		
	2007	2011	2013
a) Anesthesia	–	0.9%	1.0%
b) Cardiology/cardiac care	–	4.9	5.2
c) Case management	3.3%	3.2	3.2
d) Critical care	9.6	8.4	8.3
e) Dialysis/hemodialysis	–	1.0	0.9
f) Emergency/urgent care	7.3	7.8	7.7
g) Endoscopy/diagnostic testing	–	1.9	1.2
h) Family practice	2.8	2.2	2.6
i) Geriatrics/elderly care	8.7	9.3	9.5
j) Hospice/palliative care	–	3.6	4.1
k) Internal Medicine	–	0.7	1.7
l) Medical-Surgery	17.3	13.4	3.4
m) Neonatal	–	2.7	3.3
n) Obstetrics	6.9	6.5	9.0
o) Oncology	2.3	2.3	2.8
p) Patient education	2.4	1.3	1.9
q) Pediatrics	4.3	4.4	4.6
r) Peri-operative	–	5.3	7.3
s) Psychiatric/mental health	5.5	4.8	6.1
t) Rehabilitation	–	1.9	2.1
u) Surgery	12.9	–	–
v) Women's health	–	1.5	1.7
w) Other	16.6	12.1	12.6

NOTES: "Geriatrics/elderly care" and "Oncology" were added as response options on the 2005 survey. "Anesthesia," "Cardiology/cardiac care," "Endoscopy," "Hospice," "Neonatal," and "Rehabilitation" were added as response options on the 2010 survey. "Med-Surg" was changed to "Medical-Surgery" and "Surgery" was dropped. "Endoscopy" was changed to "Endoscopy/diagnostic testing" on the 2011 survey, "General/Family Practice" was changed to "Family practice" and "Internal medicine" was added on the 2011 survey, "Hospice" was changed to "Hospice/palliative care"; "Peri-operative" and "Women's health" were added to the 2011 survey. In 2011, percentages for question 11 were calculated using data obtained from only the paper surveys.

12. To assist us in projecting the supply of nurses in the future, please tell us how much longer you plan to practice nursing.

	Active Only		
	2007	2011	2013
a) 1–5 years	16.3%	20.9%	19.9%
b) 6–10 years	21.7	20.1	21.0
c) 11–15 years	18.1	16.2	16.4
d) 16–20 years	16.4	13.6	14.1
e) 21–30 years	16.5	16.4	14.7
f) More than 30 years	6.8	9.5	10.6
g) Don't know	4.3	3.3	3.2

13. If you made a change in your employment position within the past 3 years was it to ... (Mark all that apply.)

	Active Only
	2013
a) Change from an inpatient position to an outpatient position?	5.2%
b) Change from an outpatient position to an inpatient position?	2.1
c) Change from a primary care position (i.e., family practice, general medicine, internal medicine, or general pediatrics) to a specialty care position?	2.4
d) Change from a specialty care position to a primary care position?	1.0
e) Make some other employment change.	21.4

NOTE: This question was changed in 2013.

14. In your current position, are you a member of an interdisciplinary patient care team? (An interdisciplinary team includes at least two different types of health providers who work collaboratively with patients and their caregivers—to the extent preferred by each patient—to accomplish shared goals within and across settings to achieve coordinated, high-quality care.)

	Active Only
	2013
a) Yes	69.9%
b) No	30.1

NOTE: This question was added in 2013.

15. If you are a member of an interdisciplinary patient care team, does your role on the interdisciplinary team include participation in ... (Mark all that apply.)

	Active Only
	2013
a) Discussion of team members' roles and responsibilities?	50.7%
b) Clinical discussions or "huddles" with the patient care team?	66.4
c) Patient rounds with other members of the patient care team?	42.2
d) Team meetings with patients and their families?	36.1
e) Development of shared goals reflective of patient priorities and supported by all team members?	59.1
f) Virtual communication with other team members through an electronic health record, email, or text messages?	46.8
g) Evaluation of team processes and patient health outcomes?	50.9
Participation in all interdisciplinary team core activities.	10.9

NOTE: This question was added in 2013.

16. Where is your primary place of employment? (Mark **one**.)

	Active Only		
	2007	2011	2013
a) Michigan	100.0%	99.9%	100.0%
b) Other state in the U.S.	0.0	0.1	0.0
c) Canada	0.0	0.0	0.0
d) Other nation	0.0	0.0	0.0

17. If you live in the U.S. or if your primary place of employment is in the U.S., what are the zip codes of your residence and primary place of employment?

18. In what year were you born? (Note: Response frequencies are for active nurses only.) (N=1,105 in 2013.) Average age = 48.91

	Active Only		
Age	2007	2011	2013
<25	1.1%	1.9%	2.5%
25-34	14.3	14.0	12.7
35-44	21.2	17.8	18.6
45-54	35.8	28.6	27.9
55-64	23.7	31.2	33.1
65+	3.8	6.5	5.2

One of the goals of the Michigan Center for Nursing is to increase diversity within the nursing profession. It would be helpful if you would answer the following questions:

19. What is your gender?

	Active Only		
	2007	2011	2013
a) Female	93.0%	93.2%	93.8%
b) Male	7.0	6.8	6.2

20. Are you Spanish/Hispanic/Latino?

	Active Only		
	2007	2011	2013
a) Yes	1.2%	1.2%	1.5%
b) No	98.8	98.8	98.5

21. What is your racial/ethnic background?

	Active Only		
	2007	2011	2013
a) White	95.4%	94.4%	93.5%
b) Black or African American	2.3	2.9	2.8
c) American Indian or Alaskan Native	1.6	1.1	0.5
d) Asian	1.2	1.1	1.5
e) Native Hawaiian or Pacific Islander	0.0	0.2	0.3
f) Middle Easterner (Arab/Chaldean/Other)	0.1	0.2	0.1
g) Some other race/ethnicity	1.1	1.1	1.2

Michigan Center for Nursing Survey of Nurses 2013

Survey Instrument and Response Frequencies for Licensed Practical Nurses Employed in the Southwest Health Service Area

The Michigan Center for Nursing conducted the 10th annual survey of licensed nurses in 2013 to collect data on their employment status, geographic distribution, age, plans to continue practicing, work setting, practice area, education, gender, and racial/ethnic background. In 2013, the survey instrument also includes questions regarding changes in employment to examine the movement of nurses between inpatient and outpatient positions and primary care and specialty positions and to learn nurses' perceptions of participation on an interdisciplinary patient care team and the role they serve on a team. This report presents the survey responses for licensed practical nurses who entered a Southwest zip code for their primary place of employment. A map of the health service areas can be found in the appendix for this report. Unless otherwise noted, response frequencies are for *active* nurses only, i.e., nurses who are working in nursing or a related area on a full-time or part-time basis.

There were 192 surveys returned from LPNs employed in the Southwest health service area, yielding a margin of error of ± 7.1 percent with 95 percent confidence for data for LPNs in this health service area. Comparison of data across different health service areas is not recommended because the number of responses and corresponding margin of error vary among health service areas. An analysis of data by service area was completed in 2007 and 2011; the findings are included in this report for comparison.

The complete report, *Michigan Center for Nursing Survey of Nurses 2013*, presents findings for the Michigan population of nurses as a whole and is available online at www.michigancenterfornursing.org.

1. Are you a licensed practical nurse (LPN), a registered nurse (RN), or both? (Mark **one**. If you are both an LPN and an RN, complete and return only one survey.)

Note: This question was used only to identify respondents as RNs or LPNs and to determine the proportion of RNs who also hold a diploma/certificate as an LPN.

2. Do you hold a Michigan specialty certification as a ...

Note: This question is not applicable.

If you are practicing as an advanced practice registered nurse, do you have a Drug Enforcement Agency (DEA) number?

Note: This question is not applicable.

If you are practicing as an advanced practice registered nurse, do you have a National Provider Identifier (NPI) number?

Note: This question is not applicable.

3. If you hold a specialty certification listed above, on average, how many hours per week do you provide direct patient care as an advanced practice nurse?

Note: This question is not applicable.

4. What is your education background? (Mark **all** that apply.)

	Active only		
	2007	2011	2013
a) LPN diploma/certificate of nursing	97.3%	97.0%	94.3%
b) RN diploma in nursing	0.5	0.5	0.5
c) Associate's degree in nursing	2.9	4.3	6.3
d) Bachelor's degree in nursing	0.9	0.3	1.6
e) Master's degree in nursing	0.3	0.3	0.0
f) Master's degree in other field	0.5	0.8	0.5
g) Doctorate in nursing	0.0	0.0	0.0
h) Doctorate in other field	–	0.0	0.0
i) Other degree	9.2	10.0	8.9

5. If you have a doctorate in nursing, please indicate the type of doctorate degree. (Mark **all** that apply.)

Note: This question is not applicable.

6. Are you currently enrolled in a program to obtain a Bachelor of Science in Nursing (BSN), Master of Science in Nursing (MSN), Doctor of Nursing Practice (DNP), or Doctor of Philosophy in Nursing (PhD)? (Mark **all** that apply.)

	Active Only	
	2011	2013
a) Bachelor of Science in Nursing (BSN)	1.8%	0.5%
b) Master of Science in Nursing (MSN)	0.0	0.0
c) Doctor of Nursing Practice (DNP)	0.0	0.0
d) Doctor of Philosophy in Nursing (PhD)	0.0	0.0

NOTE: This question was not asked in 2007.

7. If you are enrolled in a program to obtain an MSN, is the program designed to prepare you for specialty certification as a Nurse Practitioner?

Note: This question is not applicable.

8. What is your current employment status? (Mark **one**.)

	2007	2011	2013
a) 35 or more hours per week in nursing or related area	62.0%	58.3%	59.7%
b) Less than 35 hours per week in nursing or related area	29.4	31.5	29.2
c) Employed, but not in nursing	4.5	5.4	4.6
d) Not employed, and seeking employment in nursing or related area	0.6	1.1	4.2
e) Not employed, and seeking employment outside of nursing	0.0	0.0	0.0
f) Temporarily not working and not looking for a job	1.9	2.0	1.4
g) Retired or with no plans to return to work	1.6	1.6	0.9

9. Identify your current employment setting(s). (Mark **all** that apply.)

	Active Only		
	2007	2011	2013
a) Hospital inpatient	15.2%	12.5%	15.6%
b) Hospital outpatient	4.8	4.0	4.2
c) Non-hospital outpatient	3.8	2.0	1.0
d) Physician's office	20.0	16.5	14.1
e) Federally qualified health center	–	1.3	0.0
f) Retail clinic	–	0.3	0.0
g) Nurse-managed clinic	–	0.3	0.0
h) Correctional system	–	2.3	3.6
i) Nursing home/long-term care facility	47.7	47.4	42.2
j) Home health care	9.7	12.3	15.6
k) Hospice	2.7	3.5	2.1
l) Public/community health	2.2	2.8	1.0
m) School health	2.1	–	–
n) Elementary or secondary school health	–	0.5	1.6
o) College health center	–	0.3	0.0
p) Nursing education	1.7	1.0	0.5
q) Insurance company/health plan	0.3	0.3	0.0
r) Traveling/staffing agency	2.1	0.3	0.0
s) Other	6.8	6.3	7.8
t) None (not active in nursing)	0.0	0.5	0.0

NOTE: Nurses were asked to indicate all of their current employment settings, so the sum of the percentages will be more than 100 percent. "Federally qualified health center," "Retail clinic," "Nurse managed clinic," and "Correctional system" were added as settings in the 2011 survey. Also in 2011, "School health" was separated into two setting options: "Elementary or secondary school health" and "College health center."

10. Does your main nursing position involve providing direct care services to patients/families?

	Active Only		
	2007	2011	2013
Yes	91.6%	93.9%	93.2%
No	8.4	6.1	6.8

11. If you provide direct care services, please identify your main practice area. (Mark **one**.)

	Active Only		
	2007	2011	2013
a) Anesthesia	–	0.0%	0.0%
b) Cardiology/cardiac care	–	0.3	0.0
c) Case management	1.2%	1.5	0.6
d) Critical care	1.0	0.3	0.0
e) Dialysis/hemodialysis	–	0.6	0.6
f) Emergency/urgent care	1.7	1.5	1.8
g) Endoscopy/diagnostic testing	–	1.5	1.8
h) Family practice	9.1	8.3	10.1
i) Geriatrics/elderly care	47.9	46.8	44.6
j) Hospice/palliative care	–	2.2	1.2
k) Internal Medicine	–	1.5	0.0
l) Medical-Surgery	7.9	4.0	1.2
m) Neonatal	–	0.3	0.0
n) Obstetrics	4.9	3.7	3.0
o) Oncology	0.5	0.6	0.6
p) Patient education	1.2	1.2	0.6
q) Pediatrics	7.9	5.8	7.7
r) Peri-operative	–	0.3	0.0
s) Psychiatric/mental health	3.5	3.7	5.4
t) Rehabilitation	–	2.5	4.2
u) Surgery	2.2	–	–
v) Women's health	–	1.2	1.8
w) Other	10.9	12.0	14.9

NOTES: "Geriatrics/elderly care" and "Oncology" were added as response options on the 2005 survey. "Anesthesia," "Cardiology/cardiac care," "Endoscopy," "Hospice," "Neonatal," and "Rehabilitation" were added as response options on the 2010 survey. "Med-Surg" was changed to "Medical-Surgery" and "Surgery" was dropped. "Endoscopy" was changed to "Endoscopy/diagnostic testing" on the 2011 survey, "General/Family Practice" was changed to "Family practice" and "Internal medicine" was added on the 2011 survey, "Hospice" was changed to "Hospice/palliative care"; "Peri-operative" and "Women's health" were added to the 2011 survey. In 2011, percentages for question 11 were calculated using data obtained from only the paper surveys.

12. To assist us in projecting the supply of nurses in the future, please tell us how much longer you plan to practice nursing.

	Active Only		
	2007	2011	2013
a) 1–5 years	17.0%	20.1%	20.8%
b) 6–10 years	19.2	24.6	19.3
c) 11–15 years	14.1	9.0	14.6
d) 16–20 years	15.6	11.8	13.5
e) 21–30 years	14.9	12.6	17.7
f) More than 30 years	10.8	13.6	9.9
g) Don't know	8.4	8.3	4.2

13. If you made a change in your employment position within the past 3 years was it to ... (Mark all that apply.)

	Active Only
	2013
a) Change from an inpatient position to an outpatient position?	2.6%
b) Change from an outpatient position to an inpatient position?	1.6
c) Change from a primary care position (i.e., family practice, general medicine, internal medicine, or general pediatrics) to a specialty care position?	3.1
d) Change from a specialty care position to a primary care position?	1.6
e) Make some other employment change.	16.7

Note: This question was changed in 2013.

14. In your current position, are you a member of an interdisciplinary patient care team? (An interdisciplinary team includes at least two different types of health providers who work collaboratively with patients and their caregivers—to the extent preferred by each patient—to accomplish shared goals within and across settings to achieve coordinated, high-quality care.)

	Active Only
	2013
a) Yes	59.4%
b) No	40.6

Note: This question was added in 2013.

15. If you are a member of an interdisciplinary patient care team, does your role on the interdisciplinary team include participation in ... (Mark all that apply.)

	Active Only
	2013
a) Discussion of team members' roles and responsibilities?	55.9%
b) Clinical discussions or "huddles" with the patient care team?	51.4
c) Patient rounds with other members of the patient care team?	36.0
d) Team meetings with patients and their families?	26.1
e) Development of shared goals reflective of patient priorities and supported by all team members?	55.0
f) Virtual communication with other team members through an electronic health record, email, or text messages?	33.3
g) Evaluation of team processes and patient health outcomes?	41.4
Participation in all interdisciplinary team core activities.	12.6

Note: This question was added in 2013.

16. Where is your primary place of employment? (Mark **one**.)

	Active Only		
	2007	2011	2013
a) Michigan	99.7%	99.7%	100.0%
b) Other state in the U.S.	0.3	0.0	0.0
c) Canada	0.0	0.0	0.0
d) Other nation	0.0	0.0	0.0

17. If you live in the U.S. or if your primary place of employment is in the U.S., what are the zip codes of your residence and primary place of employment?

18. In what year were you born? (Note: Response frequencies are for active nurses only.) (N=190 in 2013.) Average age = 50.00

	Active Only		
Age	2007	2011	2013
<25	1.6%	2.1%	2.1%
25-34	14.5	13.1	13.2
35-44	18.2	17.1	15.3
45-54	32.9	25.3	23.7
55-64	28.7	35.7	37.4
65+	4.1	6.7	8.4

One of the goals of the Michigan Center for Nursing is to increase diversity within the nursing profession. It would be helpful if you would answer the following questions:

19. What is your gender?

	Active Only		
	2007	2011	2013
a) Female	96.1%	94.7%	97.4%
b) Male	3.9	5.3	2.6

20. Are you Spanish/Hispanic/Latino?

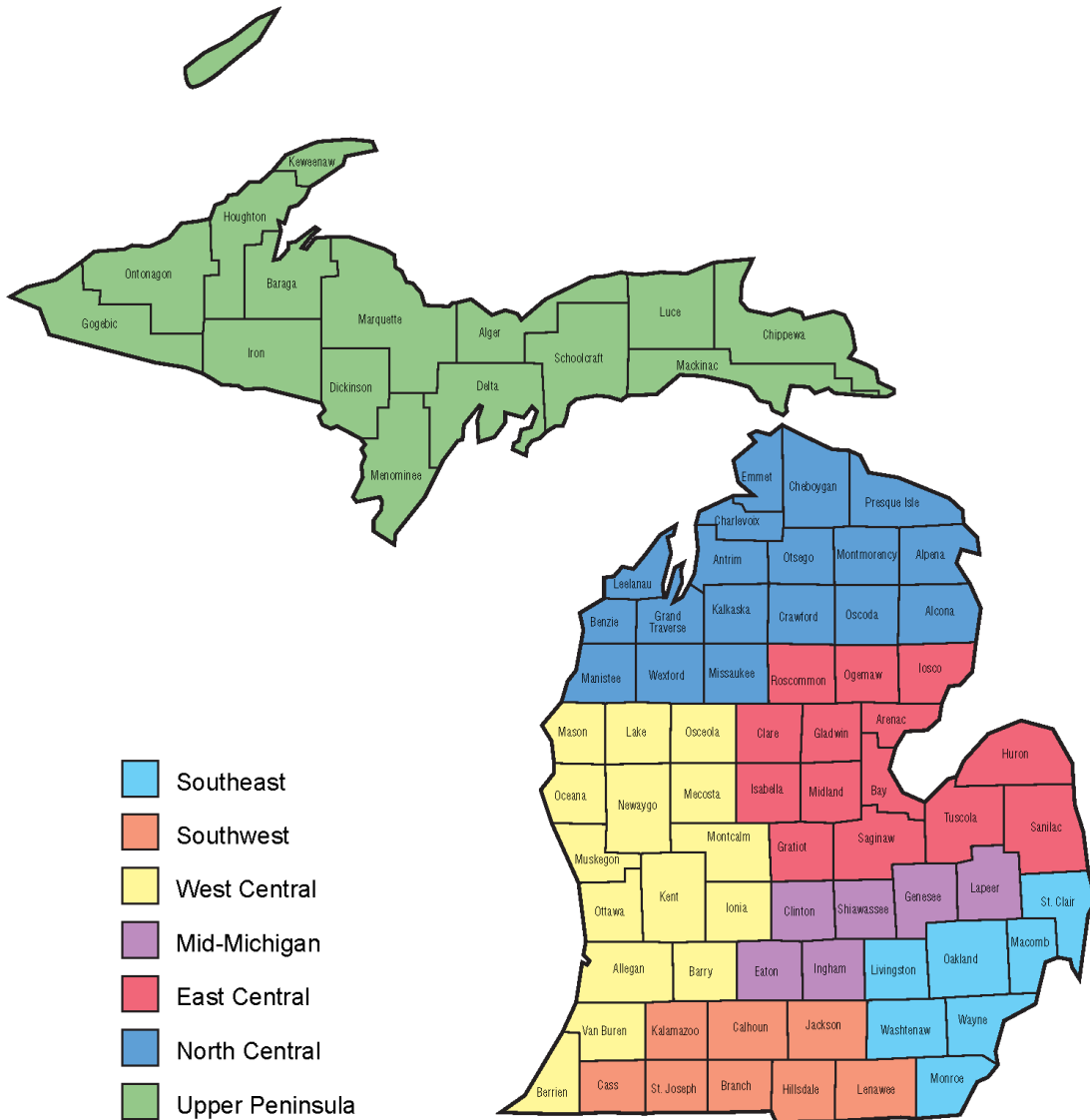
	Active Only		
	2007	2011	2013
a) Yes	1.5%	2.3%	3.2%
b) No	98.5	97.7	96.8

21. What is your racial/ethnic background?

	Active Only		
	2007	2011	2013
a) White	91.5%	92.5%	91.1%
b) Black or African American	7.0	5.5	6.3
c) American Indian or Alaskan Native	2.1	0.8	0.5
d) Asian	0.2	0.0	0.5
e) Native Hawaiian or Pacific Islander	0.2	0.0	0.0
f) Middle Easterner (Arab/Chaldean/Other)	0.0	0.0	0.0
g) Some other race/ethnicity	1.5	1.5	1.0

Appendix

Michigan Health Service Areas



SOURCE: Michigan Health & Hospital Association, November 2011.
