

## American College of Healthcare Executives

### Hospital CEO Turnover\*

YEAR	ADJUSTED ** (percent)	NUMBER OF HOSPITALS
1981	14	5687
1982	14	5678
1983	13	5672
1984	15	5665
1985	16	5651
1986	17	5626
1987	18	5583
1988	18	5526
1989	16	5454
1990	13	5398
1991	17	5294
1992	15	5198
1993	14	5030
1994	14	5045
1995	17	4940
1996	16	4928
1997	16	4842
1998	17	4780
1999	18	4744
2000	17	4689
2001	15	4624
2002	14	4602
2003	14	4569
2004	16	4566
2005	14	4512
2006	15	4546
2007	15	4496
2008	14	4520
2009	18	4582
2010	16	4567
2011	16	4542

---

\* Short-term, general medical and surgical and nonfederal hospitals.

\*\* Based on a universal telephone study in 1990, we reduced the total turnover for the years 1981-1997 by 14.2 percent due to incorrect reporting of retained CEOs and by 9.9 percent due to the replacement of interim or acting CEOs. The total reduction is 24.1 percent. In 1998, a sample survey of 146 hospitals showed that the appropriate deflator should be 18.6

percent, which was applied to the 1998-2002 rates. In 2004, this deflator was adjusted to 18.8 percent on the basis of a survey of a sample of 150 hospitals; this was applied to the 2003-2007 rates. For the 2008 calendar year, on the basis of a survey of 300 hospitals, a new deflator of 13.04 percent was computed, which was used for 2009 and 2010 as well.

Beginning in 2011, our calculations eliminate known interim CEOs from the calculations rather than correcting for them using the deflator. A deflator of 2.10 percent, correcting for overlooked interim CEOs and misidentified turnovers, was computed on the basis of a 2012 survey of 300 hospitals. If the method which produced the pre-2011 figures had been used, the deflator would have been 10.42 percent, yielding the same estimated rate.

American College of Healthcare Executives, Feb. 17, 2012  
 Annual CEO Turnover by State—Rates adjusted for states with 37+ turnovers  
 Nonfederal, Short-Term, General Medical/Surgical Hospitals—Calendar Year 2011

Rank	State	Adjusted CEO Turnover Pct*
	(High-turnover states)	
1	HAWAII	35
2	PUERTO RICO	30
3	WYOMING	29
4	ARIZONA	25
5	ARKANSAS	25
6	ALASKA	24
7	SOUTH CAROLINA	23
8	IDAHO	22
9	KANSAS	21
10	MASSACHUSETTS	20
11	ALABAMA	20
12	SOUTH DAKOTA	20
13	KENTUCKY	19
14	GEORGIA	19
15	MARYLAND	19
16	CALIFORNIA	18 <sup>†</sup>
17	FLORIDA	18
	(Medium-turnover states)	
18	MISSISSIPPI	18
19	UTAH	18
20	MISSOURI	17
21-23	NEW MEXICO	17
21-23	NEVADA	17
21-23	OHIO	17
24	ILLINOIS	17
25-26	OKLAHOMA	16
25-26	TENNESSEE	16
27	NEW YORK	16
28	OREGON	16
29	WISCONSIN	16
30-31	MONTANA	16
30-31	WEST VIRGINIA	16
32	NORTH CAROLINA	16
33	PENNSYLVANIA	15

(Low-turnover states)		
34-37	CONNECTICUT	14
34-37	DIST. OF COLUMBIA	14
34-37	MAINE	14
34-37	VERMONT	14
38	TEXAS	14 †
39	NEW JERSEY	13
40	IOWA	13
41	MINNESOTA	12
42	COLORADO	12
43	LOUISIANA	12
44	MICHIGAN	11
45	VIRGINIA	11
46	RHODE ISLAND	10
47	INDIANA	10
48	WASHINGTON	10
49	NEBRASKA	9
50	NEW HAMPSHIRE	8
51	NORTH DAKOTA	8
52	DELAWARE	0
<b>US TOTAL (50 states, DC, Puerto Rico)</b>		<b>16</b>

\* This table adjusts the turnover rate downward in states with more than 36 turnovers to account for unrecorded interim and acting CEOs who are intentionally assigned to their posts for a short period.

† More than 36 turnovers - adjusted rate