



Health Services
LOS ANGELES COUNTY

December 10, 2007

**Los Angeles County
Board of Supervisors**

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TO: Each Supervisor

FROM: Bruce A. Chernof, M.D.
Director and Chief Medical Officer 

**SUBJECT: NURSING STRATEGIC PLAN AND RECRUITMENT
AND RETENTION UPDATE JULY 1, 2007 THROUGH
SEPTEMBER 30, 2007**

Attached for your review is a quarterly update on the progress of the strategic plan initiatives as well as a report on nurse recruitment and retention for the period of July 1, 2007 through September 30, 2007.

Bruce A. Chernof, MD
Director and Chief Medical Officer

John R. Cochran III
Chief Deputy Director

Robert G. Splawn, MD
Senior Medical Director

Nursing Strategic Plan Update

I. Recruitment

Recruitment statistics, as reflected in Attachments I & II, demonstrate that through our recruitment efforts, Department of Health Services (DHS) recruitment of new Registered Nurse (RN) graduates from California Community Colleges and International nursing schools continues to increase.

II. Registry Reduction Plan

The Office of Nursing Affairs (ONA) is continuing its aggressive strategy in reducing registry expenses. Certified Nursing Attendant (CNA) hiring and Registered Nurse (RN) hiring continues with 137 CNA's and 157 RN's hired during the third calendar year quarter (see Attachment III).

III. Centralized Database

All recruitment and retention statistics are being tracked and trended using a centralized database. The information provided by the facility nurse recruiters includes:

- Number of new hires and terminations (see Attachment III & IV)
- Reasons for declining employment (see Attachment V)
- Reasons for terminations (see Attachment VI)

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III. Centralized Database (cont'd)

A database has been established to track return on investment (ROI) from job fairs, advertising venues, etc. The information provided by the facility nurse recruiters includes:

- RN Recruitment from Nursing Schools (see Attachment I)
- RN Hiring Sources (see Attachment II)

IV. Retention

A standardized exit interview format has been developed. It is being utilized by all facility nurse recruiters to track results of exit interviews. Results of exit interviews will be shared with facilities and an action plan will be developed to respond to issues identified during interviews.

V. Registry Utilization

The goal of the Department is to reduce reliance on registry nurses. Registry Utilization is tracked and trended by facility. Registry nurses were utilized to supplement staffing in response to increased patient volume and unfilled vacancies (see Attachment VIII).

Nurse Recruitment and Retention Programs

Employee Referral Award Program (ERAP): This recruitment and retention program enhances recruitment of hard-to-fill licensed RN positions. This program awards current DHS employees for referring RN's to work for DHS. If a referred RN is hired, the referring DHS employee can receive up to \$1,000. During this reporting period, the ONA received 95 referrals and a total of 14 applicants were hired. From January 1, 2007 to September 30, 2007, there have been a total of 237 referral award applications received and 53 of those have been hired to date.

Tuition Reimbursement (TR): This retention program continues to be an effective method of providing financial assistance to DHS employees pursuing a nursing education. This program is now centralized under the ONA, which has shortened the time it takes to receive reimbursement from several months to an average of 30 days or less. During the third calendar year quarter, (July 1, 2007 to September 30, 2007) \$109,759 in TR was distributed to DHS employees. A total of \$269,275 in TR has been distributed to 253 DHS employees from January 1, 2007 to September 30, 2007.

Relocation Incentive Program (RIP): This recruitment strategy provides financial assistance to RNs who relocate from at least 200 miles outside of Los Angeles County and work for DHS for a minimum of one year. Two (2) new hires received the Relocation Incentive monetary award during this reporting period.

Tutoring and Mentoring Programs at East Los Angeles Community College, Glendale Community College, and Los Angeles Valley College:

Efforts to establish visibility and a presence at the three (3) nursing schools involved in the Tutoring and Mentoring programs have continued. The goal is to increase employment of the student nurses and graduates at DHS facilities. The ONAs staff and faculty from the three nursing schools have been hosting recruitment activities to assist in nursing recruitment efforts prior to upcoming graduations.

East Los Angeles Community College (ELAC) School of Nursing

- All students received DHS Tutoring and Mentoring Program services
- Twelve (12) ELAC graduates were hired as staff nurses/interim permittees for DHS
- 75.68% of the graduates passed National Council Licensure Examination (NCLEX)
- From January 1, 2007 through September 30, 2007, a total of twenty-five (25) students were hired.

Glendale Community College (GCC) School of Nursing

- All students received DHS Tutoring and Mentoring Program services
- Three (3) GCC graduates were hired as staff nurses/interim permittees for DHS
- 87.23% of the graduates passed NCLEX
- From January 1, 2007 through September 30, 2007, a total of eight (8) students were hired.

Los Angeles Valley College (LAVC) School of Nursing

- All students received DHS Tutoring and Mentoring Program services
- Six (6) LAVC graduates were hired as staff nurses/interim permittees for DHS
- 84% of the graduates passed NCLEX
- From January 1, 2007 through September 30, 2007, a total of twelve (12) students were hired.

El Camino College Compton Community Educational Center

- During this quarter, the ONA continued the process of establishing a Tutoring and Mentoring program in South Los Angeles. The ONA staff along with the DHS Contracts and Grants Division continued to meet and communicate with the nursing faculty at El Camino College Compton Community Educational Center. The program evaluation exhibits and necessary attachments were reviewed to ensure the necessary documentation was included prior to execution of the contract.

College of Nursing and Allied Health (CONAH)

Recruitment at the CONAH continued with the goal of increasing employment of student nurses and retention of the graduates at DHS facilities.

The following recruitment strategies were provided during this quarter:

- Nurse Intern Program
- Resume Writing Presentations
- DHS Nursing Employment Opportunities Presentation
- Recruitment Table at CONAH
- Nursing Job Fair
- Nursing Open House

CONAH hiring statistics during this reporting period:

- 36 CONAH graduates were hired as staff nurses/interim permittees for DHS
- 15 CONAH nursing students were hired as student nurse workers for DHS
- 94.38% of the graduates passed NCLEX
- From January 1, 2007 through September 30, 2007, a total of 95 students were hired.

If you have any questions or need additional information, please let me know.

BAC:lq
501:010

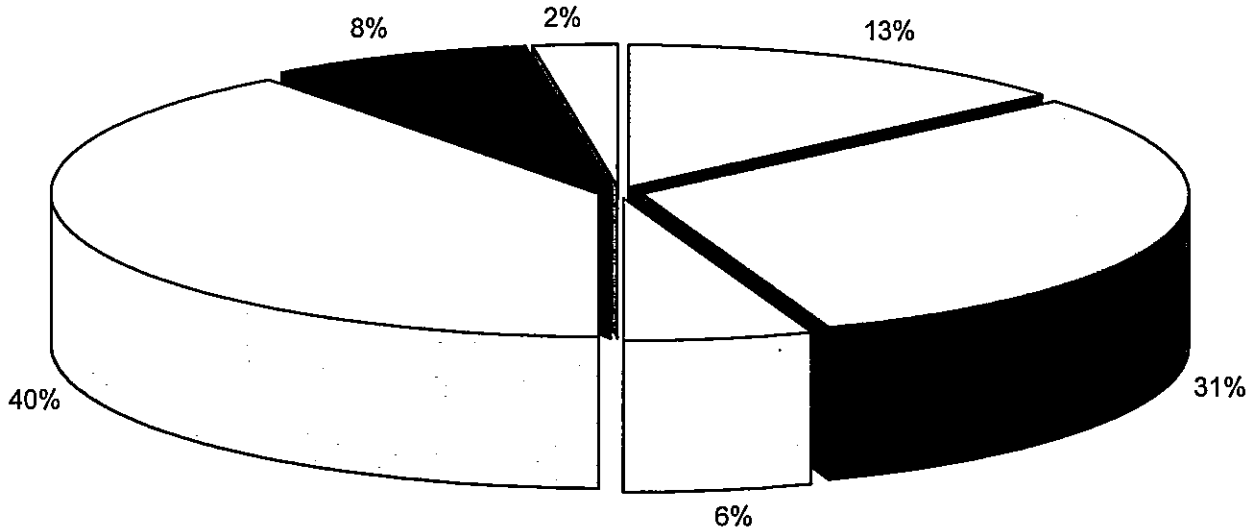
Attachments

c: Chief Executive Officer
County Counsel
Executive Officer, Board of Supervisors
Chief Nursing Officer/Director of Nursing

ATTACHMENTS

- Attachment I** - **Registered Nurse Recruitment from Nursing Schools**
- Attachment II** - **Registered Nurse Hiring Sources**
- Attachment III** - **Facility-Wide Nursing Recruitment and Retention Report**
- Attachment IV** - **New Hires and Terminations**
- Attachment V** - **Reasons RN Candidates Decline Employment**
- Attachment VI** - **Reasons for Terminations**
- Attachment VII** - **Fiscal Year(s) 2005-2006 / 2006-2007 & 2007-2008 New Hires/Terminations Department of Health Services/Per Facility**
- Attachment VIII** - **Fiscal Year 2006-2007 Registry Nurse Expenses and Hours Per Facility**

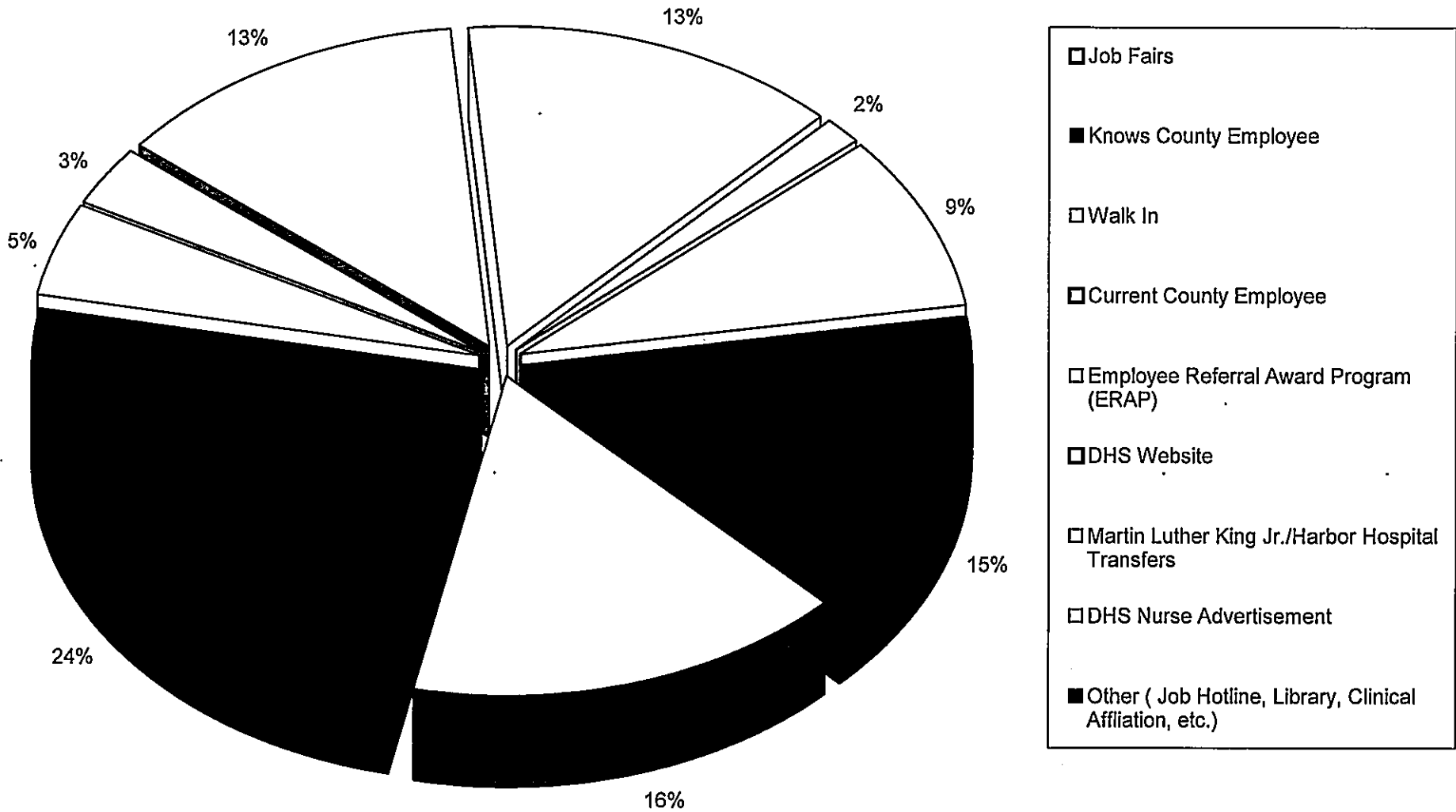
**LOS ANGELES COUNTY DEPARTMENT OF HEALTH SERVICES
OFFICE OF NURSING AFFAIRS
REGISTERED NURSE RECRUITMENT FROM NURSING SCHOOLS
THIRD QUARTER REPORT
JULY 1, 2007 THROUGH SEPTEMBER 30, 2007**



- College of Nursing Allied Health
- International (Phillippines, China, Ghana, etc.)
- California Universities (CSULA, CSULB, etc.)
- California Community Colleges (ELAC, LAVC, etc.)
- Out of State Schools (Univ of New York, Univ of Miami, etc.)
- Experienced RN (Not New Grads)

Total Number of RN's Hired = 125

LOS ANGELES COUNTY DEPARTMENT OF HEALTH SERVICES
OFFICE OF NURSING AFFAIRS
REGISTERED NURSE HIRING SOURCES
THIRD QUARTER REPORT
JULY 1, 2007 THROUGH SEPTEMBER 30, 2007



Total Number of RN's Hired =125



LOS ANGELES COUNTY - DEPARTMENT OF HEALTH SERVICES
 OFFICE OF NURSING AFFAIRS
FACILITY-WIDE NURSING RECRUITMENT AND RETENTION REPORT
 JULY 1, 2007 THROUGH SEPTEMBER 30, 2007



Health Services
 LOS ANGELES COUNTY

	REGISTERED NURSE	LICENSED VOCATIONAL NURSE	NURSING ATTENDANT	STUDENT NURSE WORKER SR. STUDENT NURSE WORKER
New Hires	157	27	137	63
Terminations	61	21	17	20
Net gain	96	6	120	43

DEPARTMENT OF HEALTH SERVICES
Registered Nurse Third Quarter Report
July 1, 2007 through September 30, 2007
New Hires and Terminations

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total Year to Date
--	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	--------------------

Department of Health Services (All Dept #s)	Incomings	37	28	44	58	36	31	28	64	65	0	0	0	391
	Terminations	17	8	26	17	23	23	13	32	16	0	0	0	175

High Desert Healthcare System (Dept 130)	Incomings	0	0	1	0	0	0	1	1	1				4
	Terminations	0	0	0	0	1	1	2	0	0				4

LAC+USC Healthcare Network (Dept 160)	Incomings	11	14	28	28	17	14	15	29	53				209
	Terminations	8	3	7	5	5	5	3	17	5				58

Harbor/UCLA Medical Center (Dept 200)	Incomings	11	4	3	15	6	9	6	13	3				70
	Terminations	4	0	9	5	9	3	4	5	7				46

MLK-Harbor Hospital (Dept 225)	Incomings	1	0	1	5	3	2	2	0	0				14
	Terminations	2	3	6	0	3	7	1	9	2				33

ValleyCare Olive View/UCLA Medical Center (Dept 240)	Incomings	10	8	10	8	6	6	3	17	5				73
	Terminations	3	1	4	4	4	3	3	1	2				25

Rancho Los Amigos National Rehabilitation Center (Dept 260)	Incomings	4	2	1	2	4	0	1	4	3				21
	Terminations	0	1	0	3	1	4	0	0	0				9

April 07 - June 07 Data Source: Nurse Recruiter Centralized
Data Base

(BA501-010 2nd Quarter 2007)

DEPARTMENT OF HEALTH SERVICES
Office of Nursing Affairs
Third Quarter Report
July 1, 2007 through September 30, 2007
Reason RN Candidates Decline Employment

Attachment V

REASON CANDIDATE DECLINED EMPLOYMENT	HARBOR/UCLA MEDICAL CENTER	LAC+USC HEALTHCARE NETWORK	RANCHO LOS AMIGOS NAT'L REHAB CTR	OLIVE VIEW MEDICAL CENTER	HIGH DESSERT HEALTH SYSTEMS	MLK-HARBOR HOSPITAL	TOTAL
1 Accepted another job	2	3	1	1	0	0	7
2 Did not respond to calls	4	0	0	1	0	0	5
3 Did not respond to letter	2	0	0	0	0	0	2
4 Did not show - no reason given	1	0	0	0	0	0	1
5 Distance	1	1	0	1	0	0	3
6 Negative publicity/Professional risk	0	0	0	0	0	0	0
7 Not interested in full-time perm position	0	0	0	2	0	0	2
8 Not interested in shift offered	2	0	0	2	0	0	4
9 Not interested in specialty area offered	0	0	1	0	0	0	1
10 Not interested in work assignment	0	0	0	0	0	0	0
11 Personal reasons	3	4	0	4	0	0	11
12 Prefers a higher position	0	0	0	0	0	0	0
13 Prefers another DHS department	0	0	0	0	0	0	0
14 Salary too low	1	0	0	0	1	0	2
15 Unable to attend new hire orientation	0	0	0	0	0	0	0
16 Unable to clear pre-employment physical	0	0	0	0	0	0	0
17 No reason given	0	0	0	0	2	0	2
TOTAL	16	8	2	11	3	0	40

na = Information not available at time report completed.

This data includes results from employment/job offers made to candidates after placement interviews were conducted. Also, includes results from canvassing letters mailed to candidates on eligible lists.

DEPARTMENT OF HEALTH SERVICES
Registered Nurse Third Quarter Report
July 1, 2007 through September 30, 2007
Reasons for Terminations

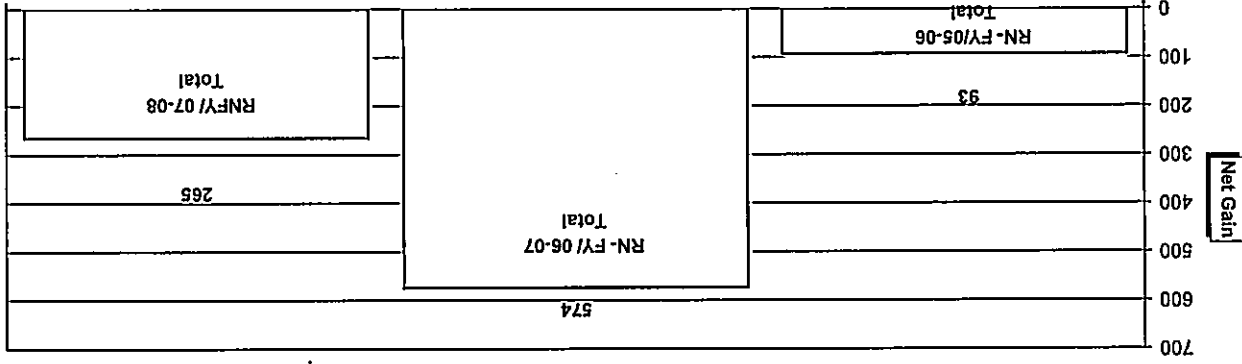
Department Number - Facility or Program	Deceased	Discharged	Failed Medical Exam	Health	Moved	Non County Employment	Other	Personal	Remain at Home	Recurrent Release	Released Temp	Retirement	Return to School	Working Condition	Transfer	TOTAL
130 - High Desert Healthcare System	0	0	0	0	0	1	0	0	0	0	0	1	0	0	0	2
160 - LAC+USC Healthcare Network	0	0	1	0	1	9	1	0	0	0	0	2	0	0	0	14
200 - Harbor/UCLA Medical Center	0	0	0	0	3	7	2	0	0	0	0	3	1	0	0	16
225 - MLK-Harbor Hospital	0	0	0		1	5	0	0	0	0	0	3	1	0	0	10
240 - ValleyCare Olive View/UCLA Medical Center	0	1	0		0	8	1	0	0	0	0	1	0	0	0	11
260 - Rancho Los Amigos Nat'l Rehab Center	0	0	0	0	1	4	1	1	0	0	0	1	0	0	0	8
TOTAL	0	1	1	0	6	34	5	1	0	0	0	11	2	0	0	61



**County of Los Angeles
Department of Health Services
Office of Nursing Affairs
Comparison Fiscal Year(s) 2005-2006 / 2006-2007
and 2007-2008
New Hires/Terminations**



Department of Health Services



Fiscal Year 2005-2006 represents RN data only collected.
 Fiscal Year 2006-2007 represents RN, LVN's, NA's SNW's and Sr. SNW's data total
 Fiscal Year 2007-2008 represents RN, LVN's, NA's SNW's and Sr. SNW's for July, August and September 2007 data

	Fiscal Year 05-06	Fiscal Year 06-07	Fiscal Year 07-08
RN Total	RN Total	RN Total	RN Total
New Hires	652	1090	384
Terminations	559	516	119
Net Gain/ (Loss)	93	574	265

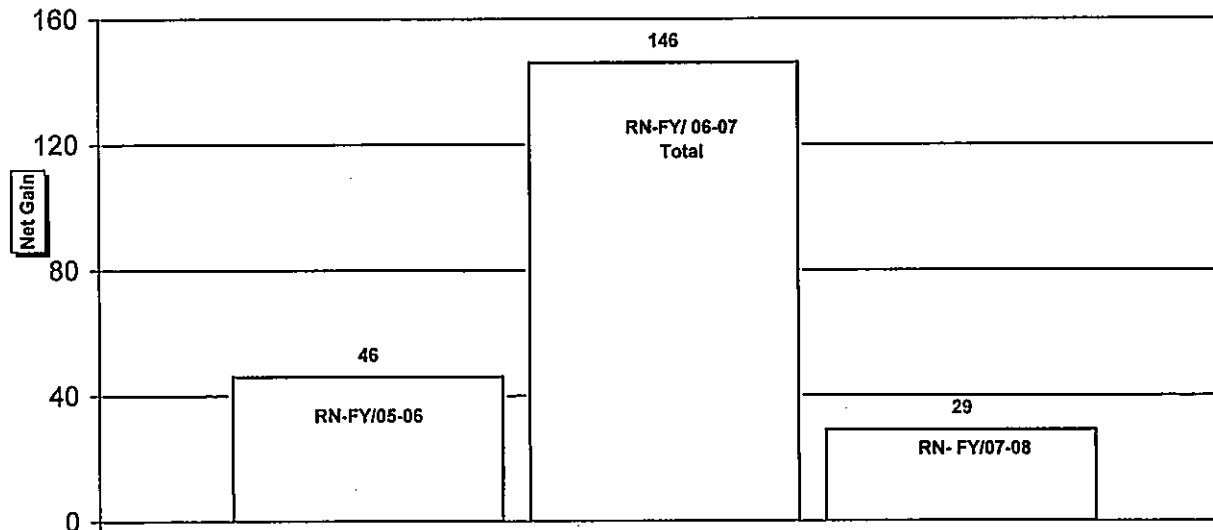


County of Los Angeles
Department of Health Services
Office of Nursing Affairs
Comparison of Fiscal Year(s) 2005 - 2006 & 2006-2007
and 2007-2008
New Hires / Terminations



Health Services
LOS ANGELES COUNTY

Harbor - UCLA Medical Center



Fiscal Year 2005-2006 represents RN data only collected

Fiscal Year 2006-2007 represents RN, LVN's, NA's SNW's and Sr. SNW's data total

Fiscal Year 2007-2008 represents RN, LVN's, NA's SNW's and Sr. SNW's for July, August and September 2007

	Fiscal Year 05-06	Fiscal Year 06-07	Fiscal Year 07-08
	RN Total	RN Total	RN Total
New Hires	173	267	68
Terminations	127	121	39
Net Gain / (Los	46	146	29

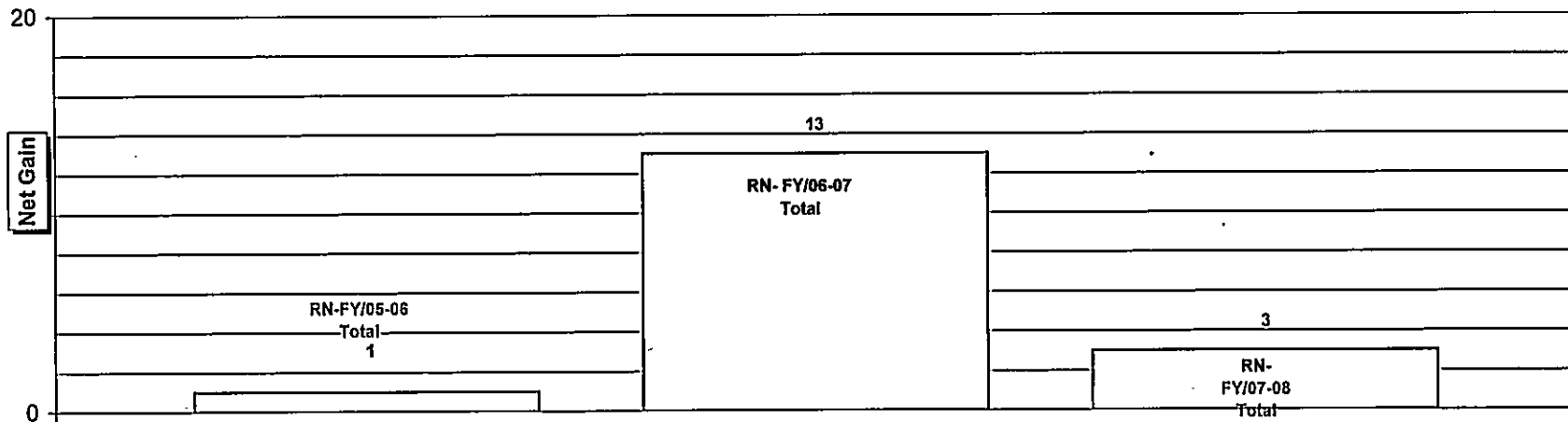


County of Los Angeles
Department of Health Services
Office of Nursing Affairs
Comparison of Fiscal Year (s) 2005 - 2006 / 2006-2007
and 2007-2008
New Hires / Terminations



Health Services
 LOS ANGELES COUNTY

High Desert Health System



Fiscal Year 2005-2006 represents RN data only collected

Fiscal Year 2006-2007 represents RN, LVN's, NA's SNW's and Sr. SNW's data total

Fiscal Year 2007-2008 represents RN, LVN's, NA's SNW's and Sr. SNW's for July, August and September 2007

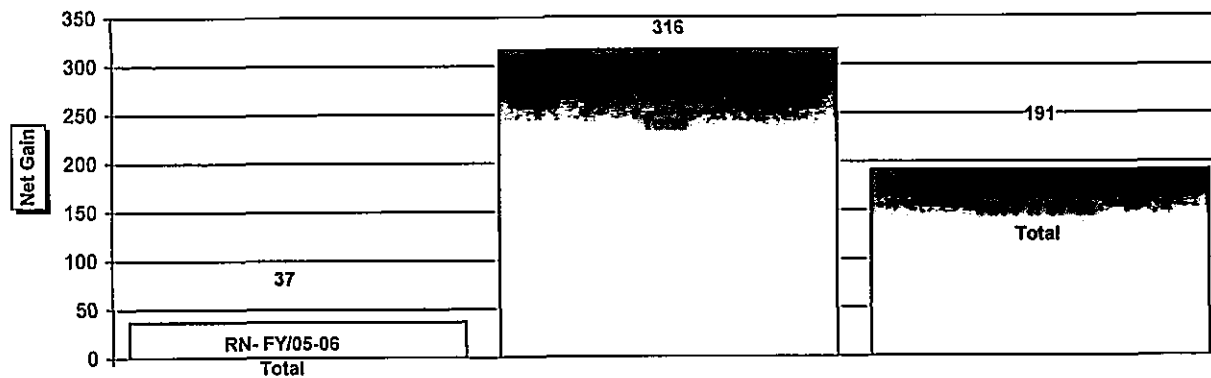
	Fiscal Year 05-06	Fiscal Year 06-07	Fiscal Year 07-08
	RN Total	RN Total	RN Total
New Hires	14	25	8
Terminations	13	12	5
Net Gain / (Loss)	1	13	3



County of Los Angeles
Department of Health Services
Office of Nursing Affairs
Comparison Fiscal Year(s) 2005-2006 / 2006-2007
and 2007-2008
New Hires/Terminations



LAC+USC Healthcare Network



Fiscal Year 2005-2006 represents RN data only collected
 Fiscal Year 2006-2007 represents RN, LVN's, NA's SNW's and Sr. SNW's data total
 Fiscal Year 2007-2008 represents RN, LVN's, NA's SNW's and Sr. SNW's for July, August and September 2007

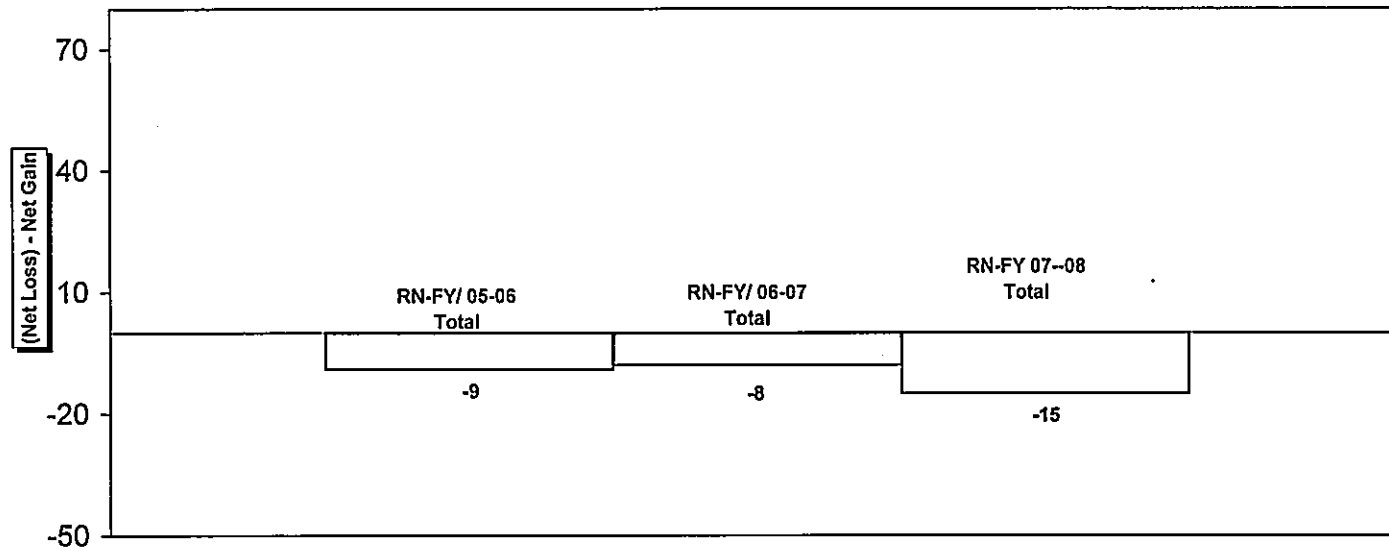
	Fiscal Year 05-06	Fiscal Year 06-07	Fiscal Year 07-08
	RN Total	RN Total	RN Total
New Hires	270	420	222
Terminations	233	104	31
Net Gain/ (Loss)	37	316	191



County of Los Angeles
Department of Health Services
Office of Nursing Affairs
Comparison Fiscal Year(s) 2005-2006 / 2006-2007
and 2007-2008
New Hires/Terminations



Martin Luther King Jr. - Harbor Hospital



Fiscal Year 2005-2006 represents RN data only collected

Fiscal Year 2006-2007 represents RN, LVN's, NA's SNW's and Sr. SNW's data total

Fiscal Year 2007-2008 represents RN, LVN's, NA's SNW's and Sr. SNW's for July, August and September 2007 data

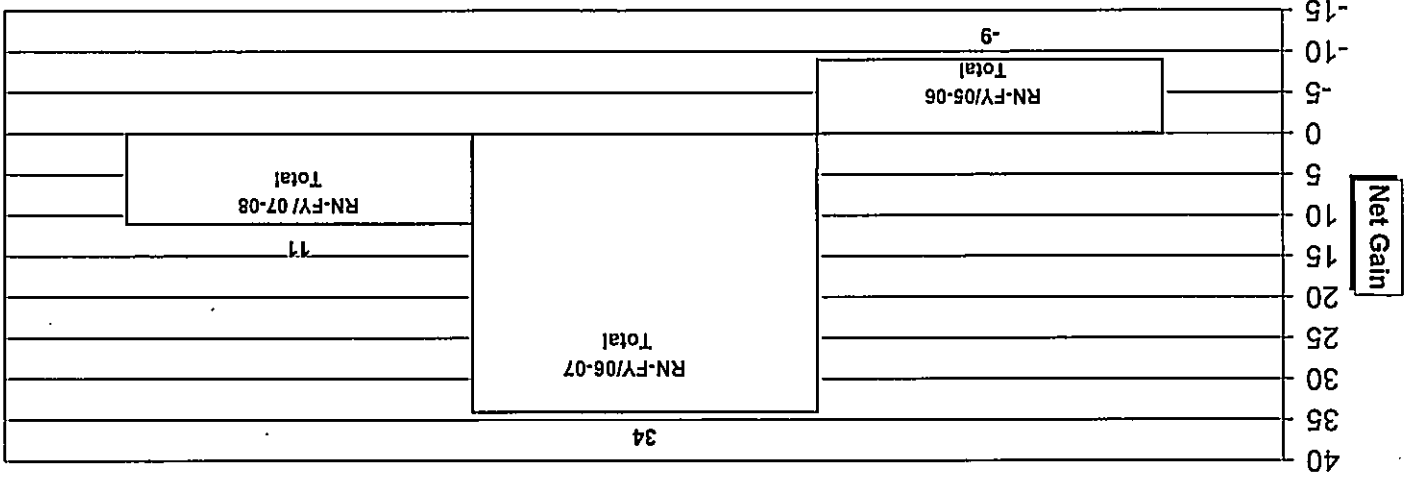
	Fiscal Year 05-06	Fiscal Year 07-08	Fiscal Year 07-08
	RN Total	RN Total	RN Total
New Hires	81	120	5
Terminations	90	128	20
Net Gain / (Loss)	-9	-8	-15



Health Services
LOS ANGELES COUNTY

**County of Los Angeles
Department of Health Services
Office of Nursing Affairs
Comparison of Fiscal Year(s) 2005-2006 / 2006-2007
and 2007-2008
New Hires / Terminations**

Rancho Los Amigos National Rehabilitation Center



Fiscal Year 2005-2006 represents RN data only collected

Fiscal Year 2006-2007 represents RN, LVN's, NA's SNW's and Sr. SNW's data total

Fiscal Year 2007-2008 represents RN, LVN's, NA's SNW's and Sr. SNW's for July, August and September 2007 data

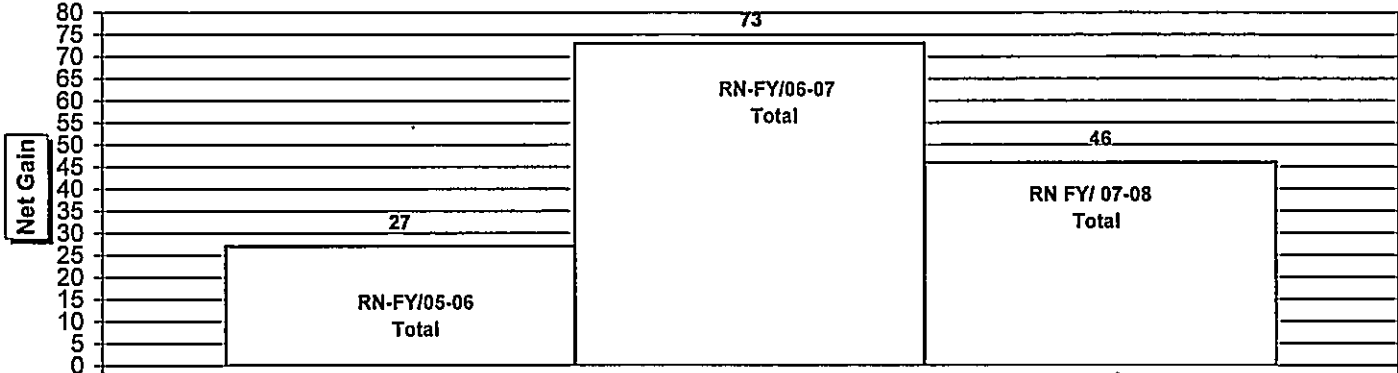
Fiscal Year	RN Total	New Hires	Terminations	Net Gain / (Loss)
Fiscal Year 05-06	RN Total	29	38	-9
Fiscal Year 06-07	RN Total	94	60	34
Fiscal Year 07-08	RN Total	23	12	11



County of Los Angeles
Department of Health Services
Office of Nursing Affairs
Comparison of Fiscal Year(s) 2005-2006 / 2006-2007
and 2007-2008
New Hires / Terminations



ValleyCare Olive View- UCLA Medical Center



Fiscal Year 2005-2006 represents RN data only collected
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 Fiscal Year 2007-2008 represents RN, LVN's, NA's SNW's and Sr. SNW's for July, August and September 2007 data

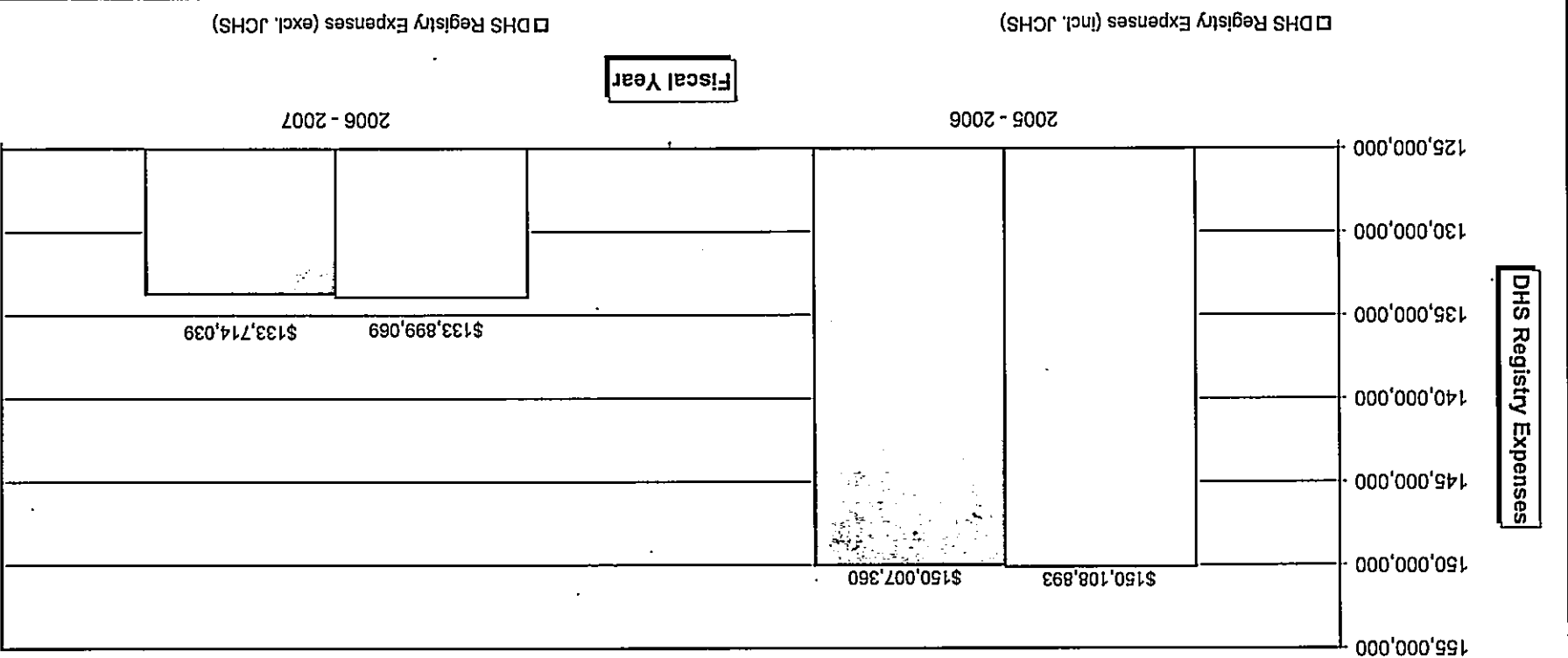
	Fiscal Year 05-06	Fiscal Year 06-07	Fiscal Year 07-08
	RN Total	RN Total	RN Total
New Hires	85	164	58
Terminations	58	91	12
Net Gain / (Loss)	27	73	46



County of Los Angeles
 Department of Health Services
 Office of Nursing Affairs



DHS Registry Utilization Report



... FY 2005 - 2006 data reflects final current Monthly Registry Report as of 08-25-2006. FY 2006 - 2007 data reflects current Monthly Registry Report as of 06-18-2007.
 2005 - 2006 reflects Actual Expenses; 2006 - 2007 reflects Actual Expenses as of June.

FISCAL YEAR 2006 - 2007	
2005 - 2006	2006 - 2007
DHS Registry Expenses (incl. JCHS) 150,108,893	133,899,069
DHS Registry Expenses (excl. JCHS) 150,007,360	133,714,039
	Variance
	89.20%
	89.14%

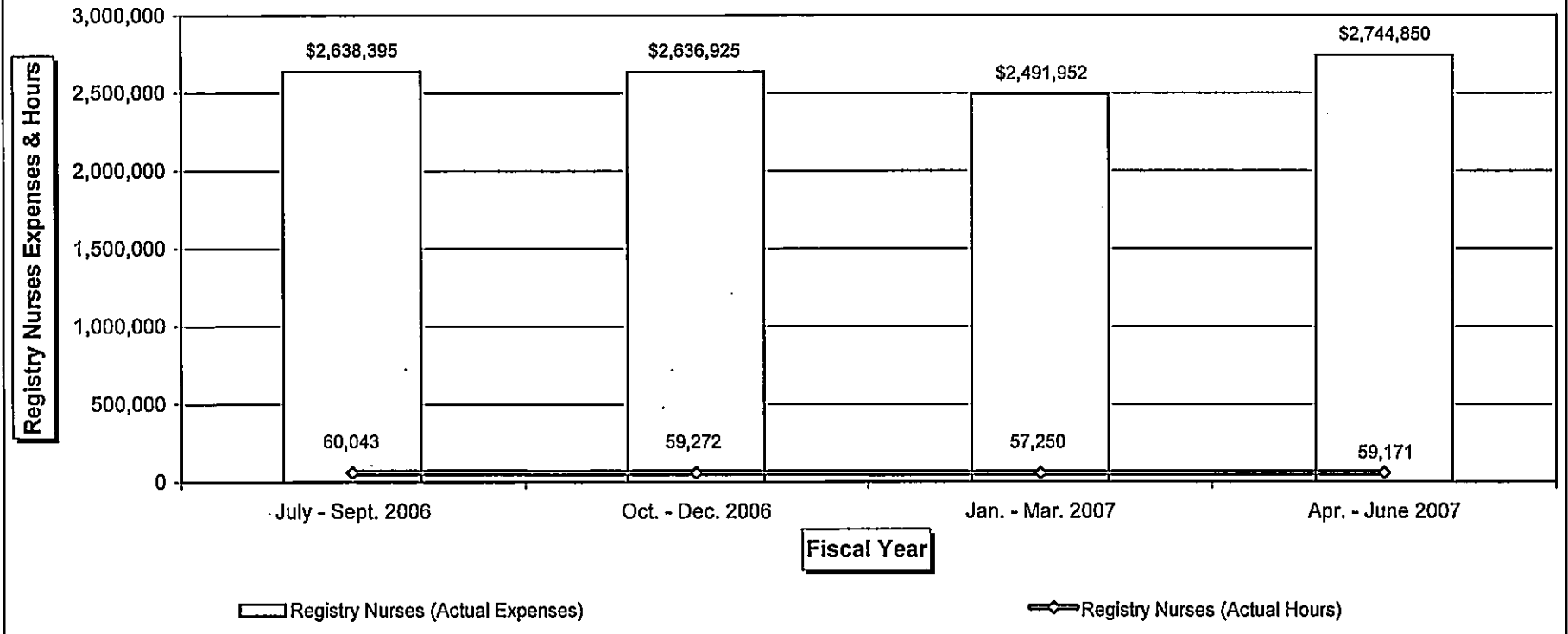


County of Los Angeles
Department of Health Services
Office of Nursing Affairs



Fiscal Year 2006 - 2007
Registry Nurses

Harbor - UCLA Medical Center



*** Data reflects current Monthly Registry Report as of 07-27-2007

	FISCAL YEAR 2005 - 2006			
	July - Sept. 2006	Oct. - Dec. 2006	Jan. - Mar. 2007	Apr. - June 2007
Registry Nurses (Actual Expenses)	2,638,395	2,636,925	2,491,952	2,744,850
Registry Nurses (Actual Hours)	60,043	59,272	57,250	59,171

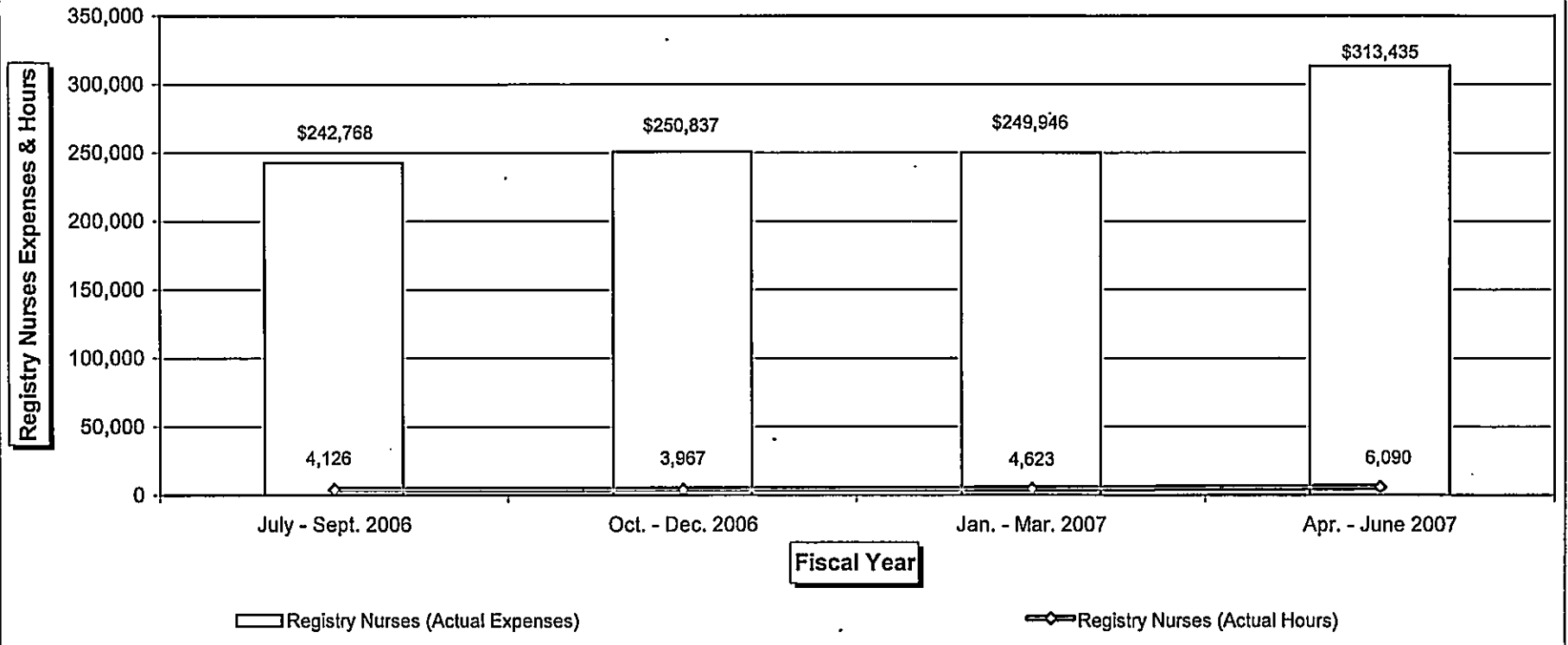


County of Los Angeles
Department of Health Services
Office of Nursing Affairs



Fiscal Year 2006 - 2007
Registry Nurses

High Desert Health Systems



*** Data reflects current Monthly Registry Report as of 07-27-2007

	FISCAL YEAR 2005 - 2006			
	July - Sept. 2006	Oct. - Dec. 2006	Jan. - Mar. 2007	Apr. - June 2007
Registry Nurses (Actual Expenses)	242,768	250,837	249,946	313,435
Registry Nurses (Actual Hours)	4,126	3,967	4,623	6,090

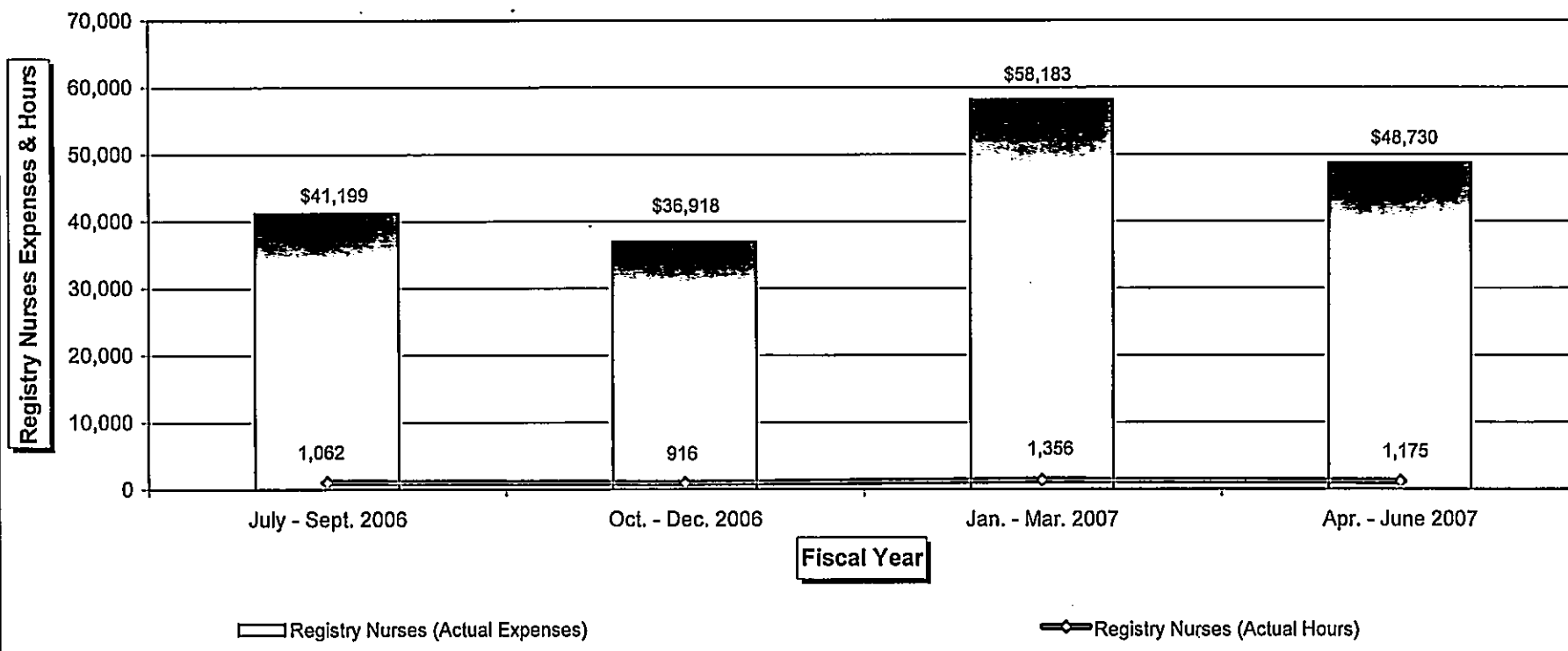


County of Los Angeles
Department of Health Services
Office of Nursing Affairs



Fiscal Year 2006 - 2007
Registry Nurses

Juvenile Court Health Services



*** Data reflects current Monthly Registry Report as of 07-27-2007

	July - Sept. 2006	Oct. - Dec. 2006	Jan. - Mar. 2007	Apr. - June 2007
Registry Nurses (Actual Expenses)	41,199	36,918	58,183	48,730
Registry Nurses (Actual Hours)	1,062	916	1,356	1,175

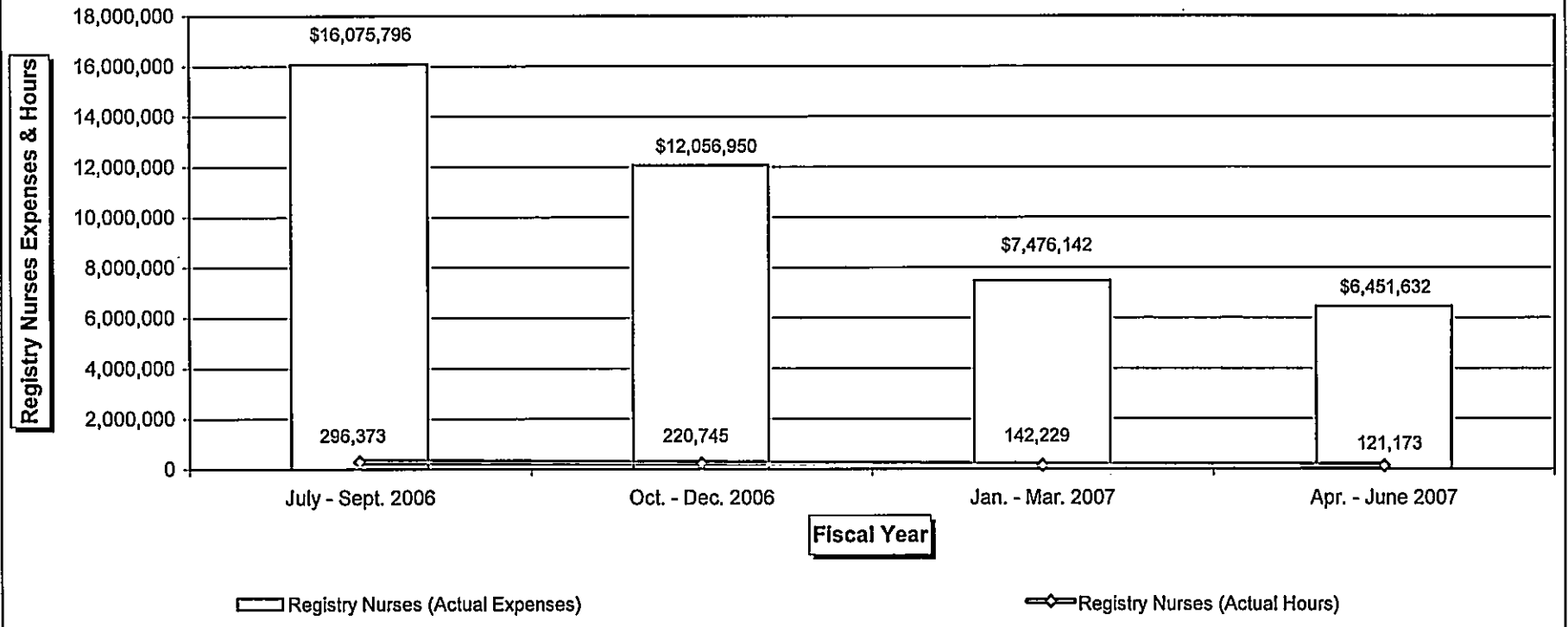


County of Los Angeles
Department of Health Services
Office of Nursing Affairs



Fiscal Year 2006 - 2007
Registry Nurses

Martin Luther King, Jr. - Harbor Hospital



*** Data reflects current Monthly Registry Report as of 07-27-2007

	FISCAL YEAR 2005 - 2006			
	July - Sept. 2006	Oct. - Dec. 2006	Jan. - Mar. 2007	Apr. - June 2007
Registry Nurses (Actual Expenses)	16,075,796	12,056,950	7,476,142	6,451,632
Registry Nurses (Actual Hours)	296,373	220,745	142,229	121,173

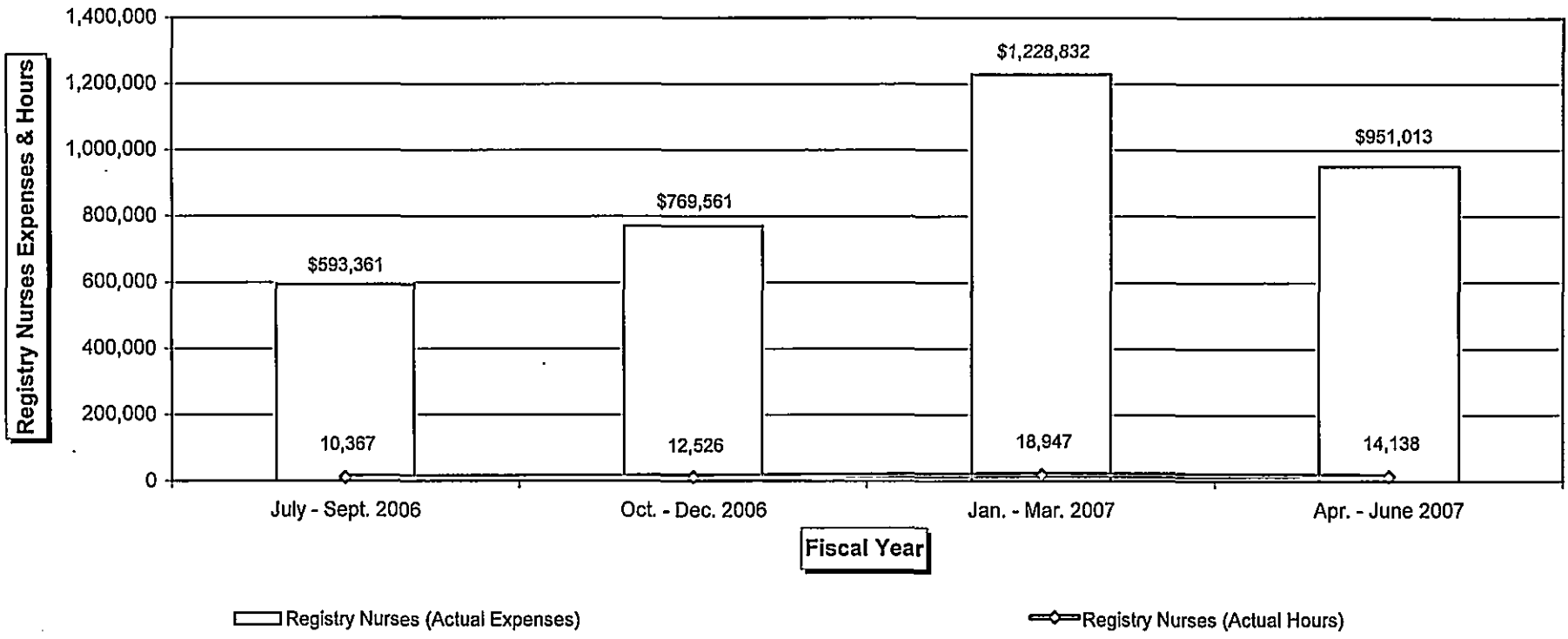


County of Los Angeles
 Department of Health Services
 Office of Nursing Affairs



Fiscal Year 2006 - 2007
 Registry Nurses

Rancho Los Amigos National Rehabilitation Center



*** Data reflects current Monthly Registry Report as of 07-27-2007

	FISCAL YEAR 2005 - 2006			
	July - Sept. 2006	Oct. - Dec. 2006	Jan. - Mar. 2007	Apr. - June 2007
Registry Nurses (Actual Expenses)	593,361	769,561	1,228,832	951,013
Registry Nurses (Actual Hours)	10,367	12,526	18,947	14,138

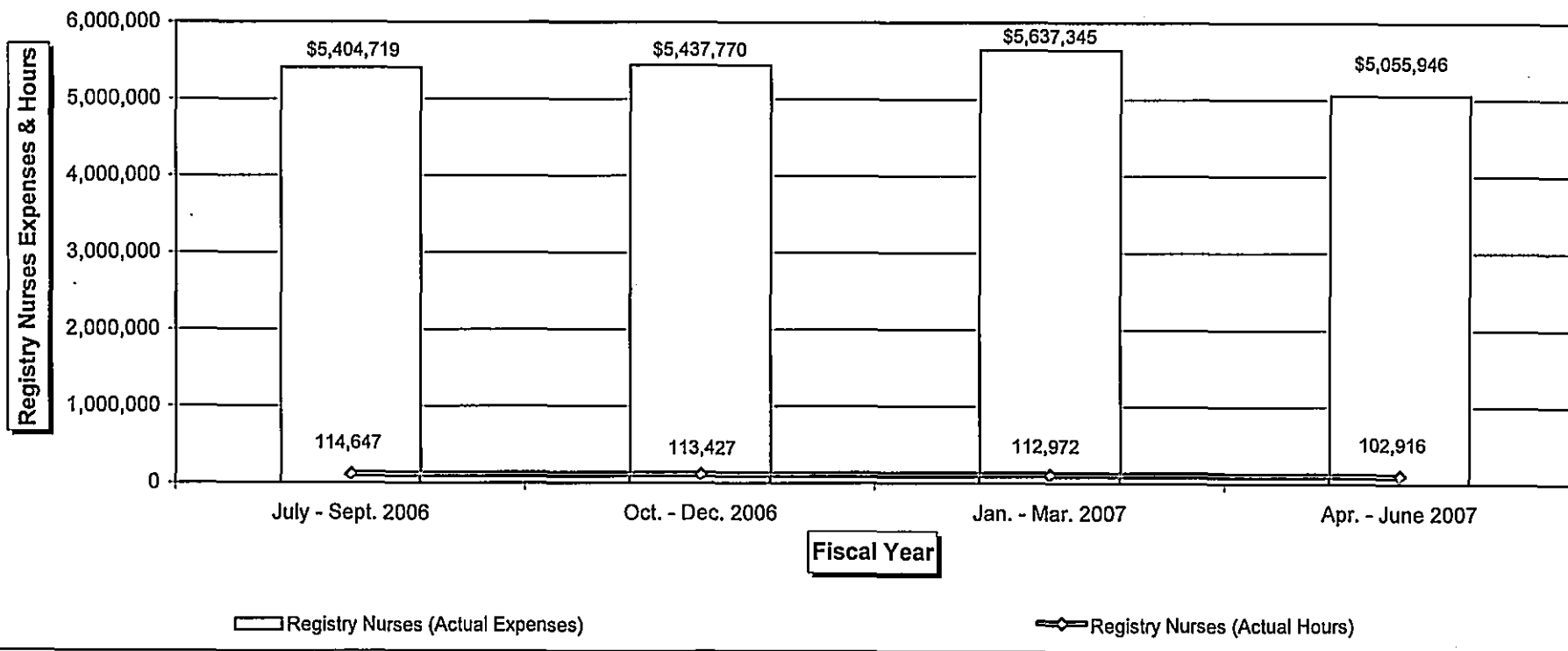


County of Los Angeles
Department of Health Services
Office of Nursing Affairs



Fiscal Year 2006 - 2007
Registry Nurses

ValleyCare Olive View - UCLA Medical Center & Health Centers



*** Data reflects current Monthly Registry Report as of 07-27-2007

	FISCAL YEAR 2005 - 2006			
	July - Sept. 2006	Oct. - Dec. 2006	Jan. - Mar. 2007	Apr. - June 2007
Registry Nurses (Actual Expenses)	5,404,719	5,437,770	5,637,345	5,055,946
Registry Nurses (Actual Hours)	114,647	113,427	112,972	102,916