



State of Nevada
Department of Health and Human Services
Health Division

**HEALTH FACILITIES
SURVEYOR
RECRUITMENT PLAN**

April 2008

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Executive Summary

The Southern Nevada Health District announced on February 27, 2008 that it was notifying approximately 40,000 patients of a local medical clinic about potential exposure to hepatitis C following an investigation of several acute cases of the illness. The incident triggered an in depth review of licensing and certification practices by the Nevada State Health Division.

Corrective action to address this health crisis will require many procedural and regulatory revisions. Workforce planning will be a critical element in completing the new directives and improving services. Health Facilities Surveyors are responsible for the inspection and licensure of facilities; therefore, the Bureau of Licensure and Certification (BLC) Health Facilities section is the focus of this workforce plan.

A 2003 survey of the shrinking public health workforce revealed a growing trend toward shortages in the public health workforce. Data from a recent 2007 survey of the members of the Association of State and Territorial Health Officials confirm that little has changed in the past several years and that state and governmental public health still faces a workforce crisis.¹

Despite the workforce crisis, the Health Division has an immediate need to fill all vacant Health Facilities Surveyor positions to address new investigation and licensure mandates as well as continuing investigation of pending facility complaints. There is also an immediate need for review of the work assignments to provide wrap around support for clerical and data analysis duties so the surveyors can focus on the survey process.

The mission of the Health Division cannot be met without adequate staffing and human resources. The mission is:

The Nevada State Health Division promotes and protects the health of all Nevadans and visitors to the state through its leadership in public health and enforcement of laws and regulations pertaining to public health. In fulfilling its mission, the Nevada State Health Division is guided by the State Board of Health and administers six bureaus.

¹Association of State and Territorial Health Officials (2008). “ 2007 State Public Health Workforce Shortage Report.”

The immediate need will be addressed by setting goals and assessing resources such as recruiter time and expertise, advertising and outreach funding and support from the policy makers to improve services. The next step will be an aggressive recruitment plan which will involve compensation considerations and occupation targeted recruitment strategies. The final step to meet the immediate need will be the careful selection of candidates through screening and interviewing. Figure 1 illustrates this workforce planning cycle.



Figure 1: Planning Cycle

Once the immediate needs are met, it will be crucial to retain the workforce while planning for future vacancies which will be inevitable due to compensation disparities and retirements.

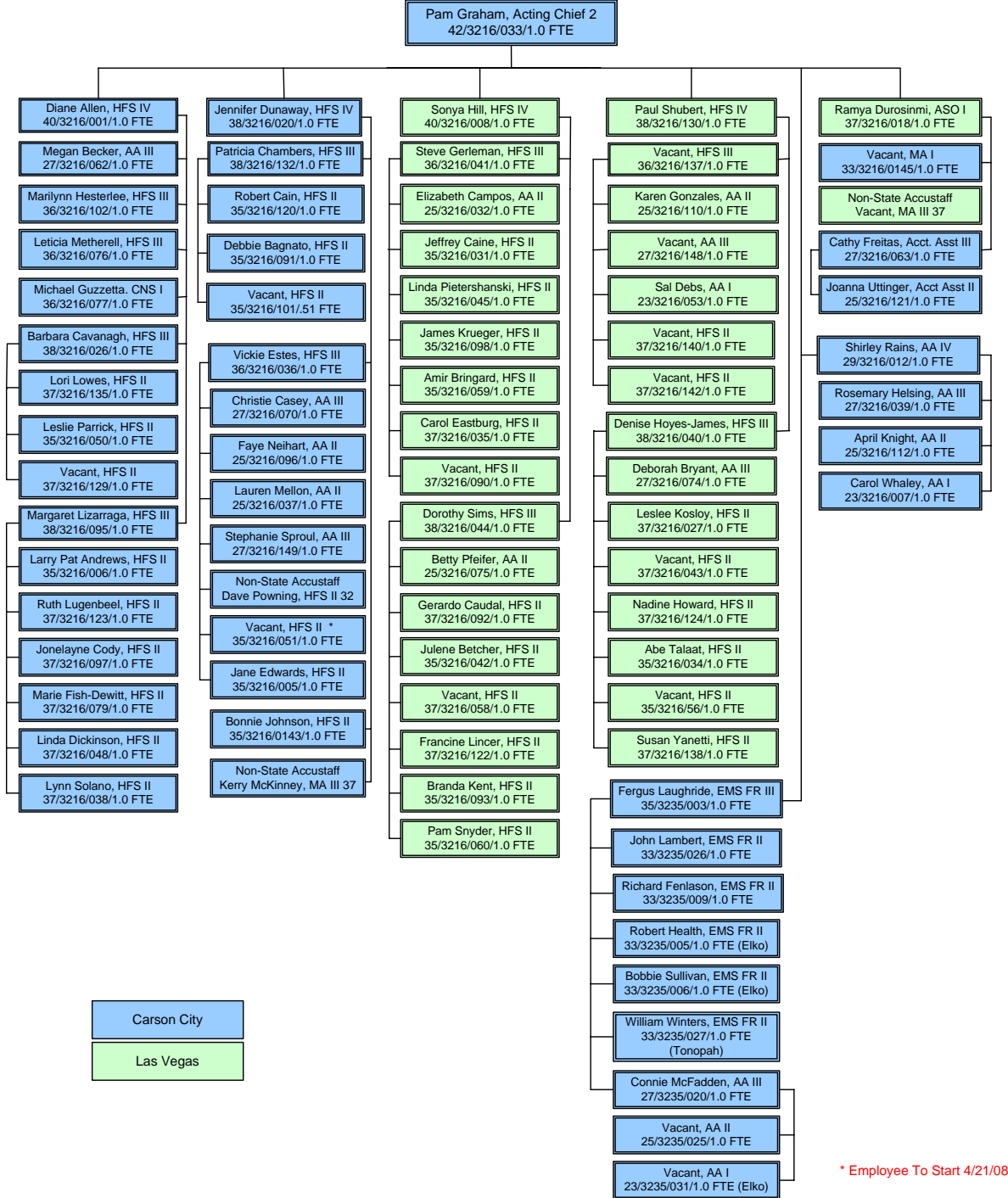
Position Information

The primary function of the Bureau of Licensure and Certification (BLC) is to protect the safety and welfare of the public through licensing and regulation enforcement in health and medical facilities. The Bureau has three functional sections: Health Facilities, Medical Laboratories and Emergency Medical Services.

On the following page is an organizational chart of the Bureau showing all positions.

Organizational Chart – Bureau of Licensure and Certification

Nevada State Health Division
Bureau of Licensure and Certification
April 9, 2008



Health Facilities Surveyor positions in BLC are responsible for inspecting and licensing 33 types of facilities including hospitals, skilled nursing facilities, home health agencies, ambulatory surgical centers, rural health clinics, rehabilitative facilities, adult day care facilities and drug abuse treatment centers. The licensing process includes a facility inspection to ensure necessary construction features and equipment for the specific facility function and safety of patients, a review of facility policies for regulatory compliance, and review of medical care and procedures to ensure proper care and standards of practice are maintained.

Each Health Facilities Surveyor has an area of expertise to evaluate different program components. These areas of expertise, or options, define the scope of the function performed by the surveyor. The options are Nurse, Dietitian, Sanitarian, Medical Technologist, Social Worker and Generalist. Multi-disciplinary teams may be sent out for a single inspection.

The Health Facilities Surveyors investigate complaints filed against facilities, identify problem areas and take appropriate action. Additionally, they are responsible for regulation research, development, revision and interpretation relating to facilities licensing.

Bureau of Licensing and Certification - Health Facilities

Data Effective April 1, 2008

Title	Authorized Positions	Filled Positions
ADMIN ASSISTANT 4	1	1
ADMIN ASSISTANT 3	6	5
ADMIN ASSISTANT 2	6	5
ADMIN ASSISTANT 1	2	2
ACCOUNTING ASSISTANT 3	1	1
ACCOUNTING ASSISTANT 2	1	1
ADMIN SERVICES OFFICER 1	1	1
MANAGEMENT ANALYST 1	1	0
IT PROFESSIONAL 2	1	1
HEALTH BUREAU CHIEF 2	1	1
HEALTH FACILITIES SURVEYOR 4	2	2
HEALTH FACILITIES SURVEYOR 2	12	9
HEALTH FACILITIES SURVEYOR 3	3	2
HEALTH FACILITY SURVEYR 4-NURSE	2	2
HEALTH FACILITY SURVEYR 3-NURSE	7	7
HEALTH FACILITY SURVEYR 2-NURSE	22.51	14
Totals	69.51	54

Figure 2: Position Summary, Bureau of Licensing and Certification - Health Facilities

All surveyor positions except nurses require at least a Bachelor's degree with specialized experience as well as current certification, licensure, or registration by the appropriate licensing board in the State of Nevada at the time of appointment. The nurse option positions require licensure and experience.

BLC Health Facilities section has 69.51 authorized classified positions and three AccuStaff temporary employees with 15.51 vacancies. 12.51 of the 48.51 Health Facilities Surveyor positions are vacant. The current Health Division vacancy rate is 21.02%. The vacancy rate of the Health Facilities section is 22.3%. The vacancy rate for the Health Facilities Surveyors is higher at 25.7%. Figure 2 shows all classified positions within the Health Facilities section.

Turnover

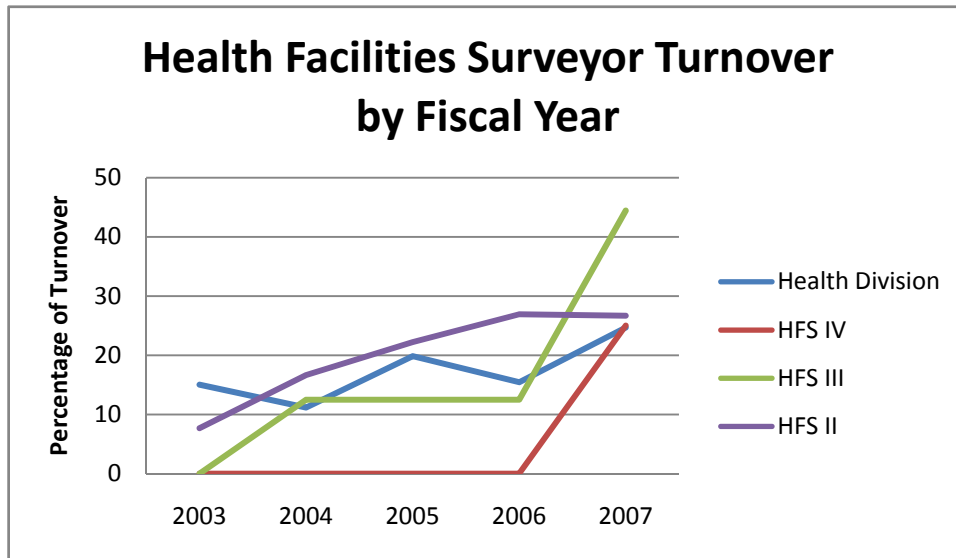
Turnover is the number of separations in relation to the total workforce. Data collected indicates not just the number of employees leaving but also the reasons they are moving on. The data provides insight into the reasons employees leave State government. Surveyors who left in 2007 indicated they had accepted other State positions with higher pay, they were moving or they accepted other public and private positions. They also expressed concerns about workload, burn out and travel time.

Turnover is costly. There are monetary costs to fill an open position as well as lost training time, lost knowledge and skills and the potential for poor morale and productivity of other employees. The estimated cost of turnover, according to Hewitt Associates, is 1.5 times the salaries of the people who left.

Turnover for Health Facilities Surveyors at the 2 and 3 levels has increased over time. Figure 3 shows the turnover rates by fiscal years and compares the rates to the Division as a whole. In fiscal year 07, statewide turnover was 12.46%. Total turnover for the Health Division for that same fiscal year was 24.68%. The turnover rate for Health Facilities Surveyors 3 was 44.44% and for Health Facilities Surveyors 2 was 26.67%.

The nursing option was extracted into its own job classification on July 1, 2007. Therefore no turnover data is available specific to the nursing option. Of the 12.51 vacancies, eight are nurse option positions.

Turnover has continued to increase at a consistent rate resulting in the existing staffing crisis.



Year	Division	HFS 4	HFS 3	HFS ₂
2007	24.68	25	44.44	26.67
2006	15.43	0	12.5	26.92
2005	19.84	0	12.5	22.22
2004	11.17	0	12.5	16.67
2003	15.04	0	12.5	7.69

Figure 3: Turnover

Overtime Assessment

Excessive overtime can lead to employee burn-out and errors due to excessive workloads.

Overtime also indicates a workload too great to be managed by existing staff. Therefore, the overtime analysis indicates the need to fill vacant positions and the possible need for new positions.

The average actual salary of Health Facility Surveyors 2, Nurse Option effective May 13, 2008 was \$65,761. With retirement, health insurance and other fringe benefits calculated at approximately 26.59%, the State cost for 1 full-time equivalent staff member is \$83,247. In both FY07 and FY08 the overtime expenditure exceeded \$100,000.

HEALTH FACILITIES SURVEYOR WORKFORCE PLAN

OVERTIME COMPARISON - FISCAL YEARS 2007 AND 2008 FOR B/A 3216 SURVEYORS AND NURSE SURVEYORS											
CODE	TITLE	July - Sept. 2006 1ST QTR FY07		Oct. - Dec. 2006 2ND QTR FY07		Jan. - Mar. 2007 3RD QTR FY07		Apr. - June 2007 4TH QTR FY07		YEAR TO DATE	YEAR TO DATE
		HOURS	AMOUNT	HOURS	AMOUNT	HOURS	AMOUNT	HOURS	AMOUNT	HOURS	AMOUNTS
10.509	HEALTH SURVEYOR II	435.54	17,990.34	202.3	8,098.88	368.51	14,831.23	253.16	10,842.27	1259.51	51,762.72
10.510	HEALTH SURVEYOR III	160.24	7,250.25	103.31	3,904.30	69.25	3,123.01	150.13	6,586.74	482.93	20,864.30
10.508	HEALTH SURVEYOR IV	336.45	17,688.89	107.3	5,646.78	148.3	7,887.66	131.45	7,027.63	723.5	38,250.96
10.552	HEALTH SURVEYOR NURSE II	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
10.551	HEALTH SURVEYOR NURSE III	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
10.550	HEALTH SURVEYOR NURSE IV	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
TOTALS		932.23	\$ 42,929.48	412.91	\$ 17,649.96	586.06	\$ 25,841.90	534.74	\$ 24,456.64	2465.94	\$ 110,877.98

CODE	TITLE	July - Sept. 2007 1ST QTR FY 08		Oct. - Dec. 2007 2ND QTR FY08		Jan. - Mar. 2008 3RD QTR FY 08		Apr. - June 2008 4th QTR N/A		YEAR TO DATE	YEAR TO DATE
		HOURS	AMOUNT	HOURS	AMOUNT	HOURS	AMOUNT	HOURS	AMOUNT	HOURS	AMOUNTS
10.509	HEALTH SURVEYOR II	165	7,179.08	147	6,433.75	256.38	11,457.51			568.38	25,070.34
10.510	HEALTH SURVEYOR III	115.15	5,637.47	96.15	4,708.09	186.45	9,134.90			397.75	19,480.46
10.508	HEALTH SURVEYOR IV	59	3,161.32	48	2,571.92	144.3	4,433.83			251.3	10,167.07
10.552	HEALTH SURVEYOR NURSE II	19.38	879.90	105.15	5,164.87	246.31	11,237.98			370.84	17,282.75
10.551	HEALTH SURVEYOR NURSE III	93.35	4,276.04	57.01	2,472.36	271.05	12,017.43			421.41	18,765.83
10.550	HEALTH SURVEYOR NURSE IV	26.3	1,555.33	27.3	1,614.01	144.3	6,480.93			197.9	11,650.27
TOTALS		478.18	\$ 22,689.14	480.61	\$ 22,965.00	1248.79	\$ 56,762.58	0	0.00	2207.58	\$ 102,416.72

NOTE: 4th Quarter 2008 figures not available

Figure 4: Overtime hours and value

Current Recruitment Efforts

According to ASTHO survey findings, states have identified the key public health occupation classes to be most affected by workforce shortages with public health nursing experiencing greatest shortage. States also indicated dietitians and social workers are in short supply. There are currently nine active recruitments for surveyors including multiple options and geographical locations.

Health Facilities Surveyor			Application Data			Candidate Data		
Recruitment Number	Geographic Area	Option	Received	Denied	Withdrawn	Eligible	Declined Job Offer	Hired
6003	CC	Nurse	8	3	0	5	1	0
5081	Statewide	Social Worker	17	14	1	2	*	*
5084	Statewide	Generalist	53	43	3	7	*	*
5719	Statewide	Med Tech	22	16	0	6	0	2
5076	Statewide	Nurse	47	35	4	8	0	1
5760	CC	Nurse	10	2	5	3	4	2
5647	LV	Nurse	27	13	0	14	10	6
5686	LV	Generalist	12	9	0	3	*	*
5637	LV	Nurse	14	7	1	6	0	1

* List not yet certified from this recruitment.

Figure 5: Applicant Data for Current Health Facilities Surveyor Recruitments

Many applicants do not meet the minimum qualifications. Figure 5 shows application activity for the current recruitments.

In 2007, 22 job announcements were posted for Health Facilities Surveyor positions through the State of Nevada, Department of Personnel. Other recruitment efforts included the posting of jobs on the DHHS Hot Jobs page, the Health Division website, and free recruitment websites such as Public Health Employment Connection, PublicHealthJobs.net and ASTHO.

Health Division Human Resources staff attend job fairs and UNR nursing classes to promote State Employment. Job postings are also forwarded to the Nevada System of Higher Education for posting.

Current recruitment efforts have successfully identified candidates for four of the vacant positions. Job offers have been made and the candidates have accepted the job. Paperwork is currently underway to get these new surveyors enrolled in the classified service. Interviews were also conducted on April 3, 2008 and three additional candidates have been selected for potential hire. Successful appointment of these candidates will reduce the number of vacancies to 5.51.

Approval has been received from the budget office to fill all vacant positions.

Recruitment Challenges

Health Facilities Surveyor positions are considered difficult to recruit based on the length of time the positions remain vacant. The average length of time to fill vacancies for these positions has been 118.23 days.

The single biggest challenge currently identified is the strong competition from the private sector and local public employers for the best and the brightest. Other challenges in recruiting include systematic challenges, compensation issues and internal pay disparity issues.

System Challenges

- ✚ Recent budget shortfalls have resulted in hiring freezes and justification processes to fill vacant positions. Although some job announcements were already posted, the new processes have created delays of up to two weeks in posting new job openings.
- ✚ Job specification revisions to break out the Nurse option created recruiting delays. On four occasions Health Division Personnel was instructed to close posted recruitments for Health Facilities Surveyors and re-open with updated classification information on the job announcements. It was necessary for applicants to reapply due to the breakout of options.
- ✚ In some instances, hiring delays may occur for applicants who have licensure in other states but need to obtain Nevada licensure. However, some licensing boards allow people to become licensed in Nevada if the requirements and/or the examination are substantially similar in the other State.

- ✚ There is a need to meet the pace of today's business environment. Bureaucratic processes need to be evaluated for artificial barriers. Candidates for positions with licensure requirements should be able to forward a resume to expedite the process and follow up with a formal application. Other potential artificial barriers include mandatory posting periods for job announcements before a list can be certified, and waiting periods for approval of justifications to fill federal and fee funded positions.
- ✚ Promoting employees from within the Bureau from the Health Facilities Surveyor 2 level into a supervisory position can be a concern because the promotion will temporarily vacate a "field" position.
- ✚ Management has a limited ability to negotiate salary within the current State pay structure. The Health Division has not yet requested a blanket authorization and therefore accelerated salary requests cause additional delays in the hiring process. Candidates expect to receive the minimum going rate.
- ✚ There has been a slow erosion of the benefits package and job security that were once the most effective recruitment tools in state employment.
- ✚ Currently to address all the different options and specialties, there are nine separate job announcements for Health Facilities Surveyors. One applicant might qualify for multiple options and need to apply multiple times to be considered for a generalized and specialized option or in multiple geographic locations. Simplifying the process with a single job announcement may be helpful.
- ✚ There is limited ability to sort through NVApps for skill sets or yield ratios. A data sort of existing employee information could identify employees who have potential to be developed for promotion or where the applicant pool is originating and which applicants are successfully appointed. Yield ratios can determine which recruitment source or method or type of recruiter produces the greatest yield and identify areas that may need improvement.

Compensation Challenges

Compensation for the Health Facilities Surveyors across the central states is not lagging the market pay. Figure 6 shows results from the 2007 Central States Salary Survey² conducted by the Central States Compensation Association. The findings indicate that Nevada's pay ranks fifth of the 25 surveyed states.

² 2007 Central States Salary Survey, Central States Compensation Association

HEALTH FACILITIES SURVEYOR WORKFORCE PLAN

4250 HEALTH SERVICES EVALUATOR										
Inspects, evaluates and monitors health and medical services in health care facilities and nursing homes; ensures compliance with state and federal provider standards; provides technical assistance and advice to health care providers and professionals regarding all aspects of health care services and standards; writes evaluation reports and recommendations.										
Match Title	# Inc	Minimum	Midpoint	Maximum	Actual Low	Average	Actual High	State	Match Level	Class Level
Health Facilities Surveillance Nurse	201	50,976	60,156	69,336	50,976	68,367	69,336	IL	=	1/1
Health Care Surveyor-E, P11	42	44,119	53,265	62,410	59,445	62,340	62,410	MI	=	3/3
Nursing Consultant 1	74	46,003	63,782	81,561	48,108	61,478	80,415	WI	=	1/1
Health Facilities Surveyor	79	46,613	59,395	72,178	46,613	59,414	72,176	IA	=	1/2
HEALTH FACILITIES SURVEYOR II	23	39,860	53,286	65,083	53,390	59,050	60,938	NV	H	2/4
HEALTH PROFESSIONAL III	91	50,412	61,656	72,900	50,892	59,029	72,900	CO	H	3/7
Client Care Surveyor	66	38,196	47,040	55,884	38,196	51,889	55,884	OR	=	1/1
HEALTH SERVICES EVALUATOR	30	34,486	45,968	57,470	47,840	51,606	54,558	ID	=	1/1
Health Standards Certification Specialist 2	19	33,900	52,620	71,340	35,797	49,764	56,659	LA	=	2/2
FEDERAL STATE LICG SURVEYOR	55	39,983	54,069	68,156	42,271	47,948	52,555	AZ	=	1/3
Facility Surveyor	23	40,359	49,397	60,461	40,872	47,299	54,725	MT	=	1/2
Public Health Nurse Surveyor/1TC3	113	40,456	53,729	67,002	40,456	46,713	63,314	IN	=	1/1
Healthcare Surveyor - Operational	75	30,534	42,432	54,309	38,353	46,580	56,684	NM	=	1/1
Community Program Specialist 3 C	51	39,660	47,232	54,324	40,284	46,116	50,328	WY	=	3/4
Health Facility Surveyor I	70	38,875	45,490	52,104	43,930	45,456	52,104	KS	=	1/3
HEALTH FACILITY SURVEYOR II	1	26,156	34,874	43,593	44,655	44,655	44,655	OK	=	2/4
Facilities Surveyor Consultant	11	36,494	44,674	52,854	36,494	42,025	51,563	NE	=	1/1
FACILITY SURVEYOR II	62	37,572	46,302	55,032	37,572	41,271	47,676	MO	=	2/3
Health Facilities Surveyor	6	34,818	43,523	52,228	35,547	41,246	43,368	SD	=	1/1
Health Facility Surveyor II (3512)	12	32,832	43,776	54,720	34,404	38,569	46,008	ND	=	2/3
Health Provider Evaluator	0	34,389	42,178	49,966				MN	=	1/1
P5452 Health Facilities Surveyor II	0	55,020	65,220	78,396				AK*	H	2/2
NCC								AR		
NCC								UT		
NCC								WA		
# Incumbents & Averages:	1,104	39,623	50,457	61,423	43,305	50,541	57,413			
Weighted Average:						54,401				
Median:						47,623				

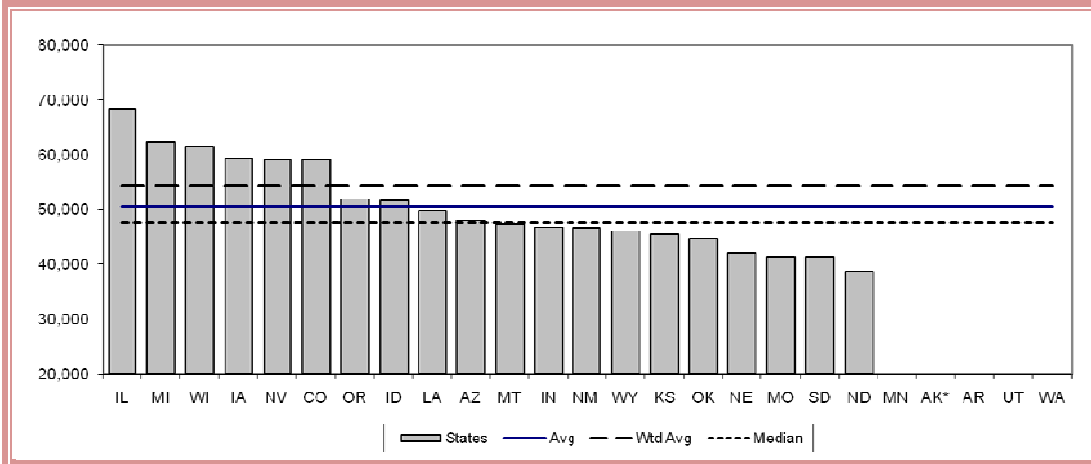


Figure 6: Central States Compensation Association, 2007 Survey Data

The State of California pay range exceeds all of the state salaries listed in Figure 6. For the nurse option position in California, the minimum annual salary is \$59,004 and the maximum salary is \$75,228.³

³ Job Description and Statistical Information (2007), State Personnel Board.

<http://jobs.spb.ca.gov/wvpos/spbpay2rd.cfm>.

Although Facilities Surveyors function at only the State level, the recruitment competition is with local public employers and hospitals where the compensation is significantly higher. At the midpoint, the State of Nevada 2006 Salary and Benefits Survey⁴ reported that journey level Registered Nurses lag the market by 10.67% when compared to all Nevada public employers and by 25.74% when compared to all Nevada employers. The two grade increase granted to nurses by the 2007 Legislative Session in SB 575 may have narrowed this disparity by a small margin. At the midpoint, the State of Nevada 2006 Salary and Benefits Survey³ reported that journey level Clinical Social Workers lag the market by 23.69% when compared to all Nevada public employers. Clinical Social Worker was the benchmark class used for salary comparisons of all social workers in the State of Nevada 2006 Salary and Benefits Survey.

Internal Disparity

In addition to the competition with Nevada public employers and private hospitals, there is huge competition within Nevada State government. Employees should feel that their contributions and talents are being rewarded fairly. Any sense of internal inequity in compensation, benefits and other treatment can and will create morale and motivation problems.⁵ Although the Health Facilities Surveyor requires a license and three years of experience the pay grade is below other nurses which require licensure and two years of experience.

Nurse Titles	Pay Grade	Min Salary	Max Salary	MQ's
Psychiatric Nurse II	39 ⁽⁺⁴⁾	52,116	78,028	RN License + 2 Year Experience
Correctional Nurse II	39 ⁽⁺⁴⁾	52,116	78,028	RN License + 2 Yrs. Exp., 1 in Corrections
Registered Nurse III	38 ⁽⁺⁴⁾	49,861	74,583	RN License + 2 Years Experience
Community Health Nurse II	39 ⁽⁺⁴⁾	52,116	78,028	RN License + 2 Yrs. Exp., 1 in Community Health
Health Facilities Surveyor II-Nurse	37⁽⁺²⁾	47,773	71,242	RN License + 3 Yrs. Exp., 2 in Direct Services

Figure 7: Compensation and Qualifications for Journey Level Nurses in Nevada State Government

Higher wages in comparable positions in Nevada state government cause employees to accept jobs outside of the Health Facilities section. Figure 7 compares the minimum qualifications as well as the salary levels for classes requiring licensure as a registered nurse in the classified system. Pay grade increases granted by AB 577 of the 2005 Legislative Session and SB 575 of the 2007 Legislative Session are indicated in the pay

⁴ 2006 Salary and Benefits Survey, State of Nevada, Department of Personnel.

⁵ SHRM Learning System (2008), *Module 2: Workforce Planning and Employment*, Society for Human Resource Management.

grade column of the table. Although the Health Facilities Survey – Nurse requires the most experience, the pay is at the lowest level on the table.

A graphic view of the compensation disparity among journey level nurses can be seen in Figure 8. This graph is based on maximum salaries for nurses.

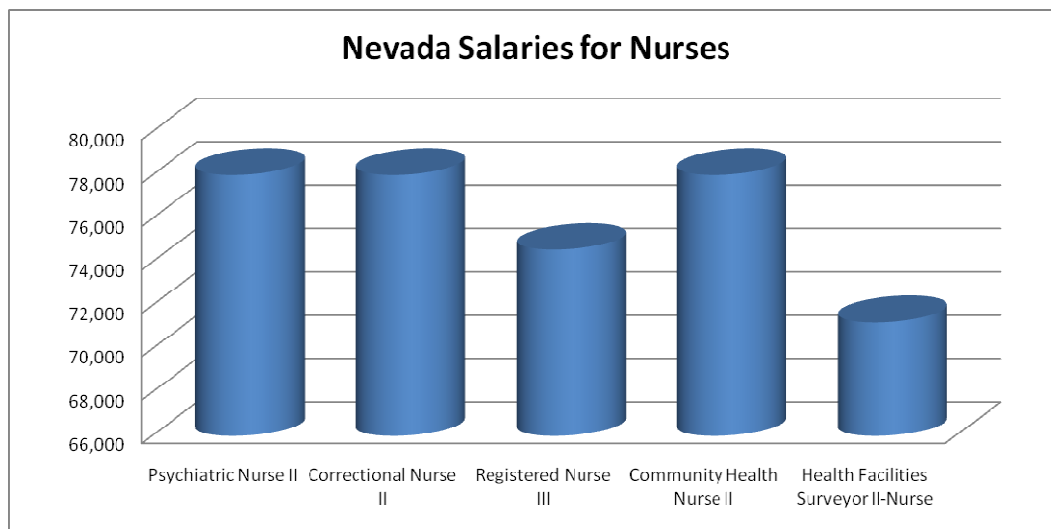


Figure 8: Maximum Salary Comparison for Journey Level Nurses within Nevada State Government

The function of the Health Facility Surveyor, Nurse Option and the Health Facility Surveyor are similar enough that a single job description has been developed. Those surveyors with specialties other than nursing have comparable, if not higher levels of education, certification and experience than those in the nursing option. Despite the similarities, the non-nurse option surveyors are compensated at an even lower rate than the nurses.

Retention Issues

Retention is an often overlooked recruitment tool. Retention helps recruitment efforts by reducing the number of vacancies to fill.⁶

Compensation and internal disparity play as large a roll in retention as they do in recruitment. Maintaining a qualified and trained workforce ensures productivity and eliminates the need for turnover expenditures. So addressing these issues is essential.

⁶ Lavinga, Robert J. and Steven W. Hays (2007). "Recruitment and Selection of Public Workers: An International Compendium of Modern Trends and Practices." *Public Personnel Management* 33 (3): 238-247

Key elements identified in retention are clear job expectations, adequate training and resources, career opportunities, recognition, respect and perceived equity. As described in the compensation section, perceived equity is currently a challenge in the Bureau.

Over the next ten years, an alarming 52.77% of surveyors are projected to retire and workforce demand is projected to increase over that same period.

Figure 9 shows a very high percentage of employees who will be eligible to retire over the next ten years.

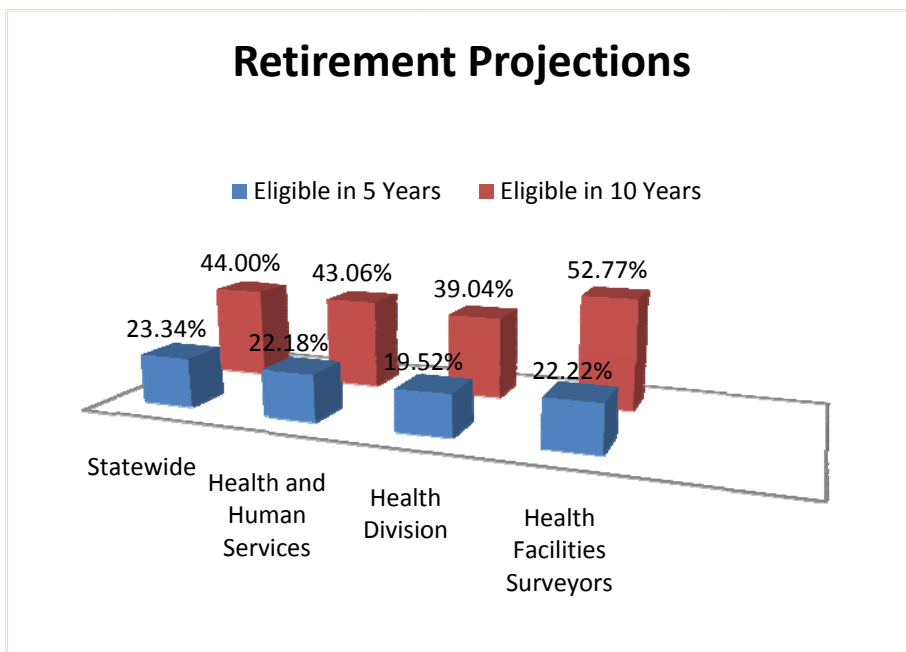


Figure 9: Current Retirement Projections for Health Facilities Surveyors

Reasons that Health Facilities Surveyors have left positions include moving, retirement, internal promotion, and transfer to another State agency into a nursing position which pays more. The turnover trends shown previously in Figure 3 show that turnover is increasing and planning is justified.

It is also important in long-term planning to prepare for future needs of the Bureau. A demand forecast anticipates the workforce that will be needed to accomplish future functional requirements and carry out the mission of the Division. This forecast would address staffing issues as well as technological and regulatory advances that change the nature of the work.

Recruitment and Staffing Considerations and Strategies

Workforce planning is short and long range and examines external factors as well as internal factors that will impact the supply-demand balance in the workforce.⁷

Recruitment strategies typically include a comprehensive plan of action beginning with the job analysis and ending with the appointment of a new employee.

External recruitment sources can be former employees, retirees and professional associations. Internal sources can be Divisional promotional opportunities or employee referral programs.

The distribution of work also needs to be a consideration. Can more work be accomplished with revised duty assignments? Are licensed staff using their time appropriately or could some duties be better handled by Management Analysts and Administrative Assistants freeing up valuable inspection and investigation time for the surveyors?

External Strategies

Health Division Human Resources staff currently use recruitment practices including posting jobs on State Personnel NV Apps system, the DHHS Hot Jobs page, the Health Division website, and free recruitment websites such as Public Health Employment Connection, PublicHealthJobs.net and ASHTO. Staff attends job fairs and UNR nursing classes to promote State employment, forward job announcements to the Nevada System of Higher Education for posting, and advertise in local newspapers.

Other external strategies include:

- ✚ Offering employment incentives such as a relocation allowance and job placement counseling for the spouse and family members.
- ✚ Offering a federal loan repayment agreement for college students who agree to work for an agreed amount of time. Research can be done to see if Surveyors meet the criteria for this type of federal program.
- ✚ Recruiting and hiring retirees on a temporary basis and using retirees to do training of new employees.

⁷ Zingheim, Patricia K. PhD. and Jay R. Schuster, Ph.D, (2007). "Measuring and Rewarding Customer Satisfaction, Innovation and Workforce Engagement." *WorldAtWork*, 4Q.

- ✚ Distributing Nurse and Social Worker recruitment brochures which have already been created.
- ✚ Researching the labor market and doing targeted mailings of postcards, brochures or other literature based on professional associations, membership in labor unions, lists of former employees, lists of previous applicants and based on salary data that shows other entities with lower gross wages within this profession.
- ✚ Building a campaign that sells not only the job but the state. Nevada is beautiful, offers quality of life and a diverse array of activities and there are no state income taxes. The Division could brand itself as a recruitment tool.
- ✚ Thinking out of the box to create new advertising ideas such as using high school reunion lists, University alumni lists, radio and television advertising, bill boards, or electronic display boards at events that draw large out-of-state crowds.
- ✚ Making better use of local resources such as JobConnect and local placement services.
- ✚ Contracting with an executive search firm that specializes in filling professional positions.
- ✚ Conducting a more aggressive newspaper advertising campaign in states with lower market wage than Nevada. We have identified the top 100 newspapers nationwide within these states. Many are partners with CareerBuilder.com as well as Yahoo Hot Jobs. CareerBuilder receives over 15,000 new resumes each day with over 23 million applicants currently searching for positions. Most of these ads run approximately 30 days with an average cost between \$400 and \$1,100.
- ✚ Using temporary staffing services such as AccuStaff to eliminate gaps or short term needs.
- ✚ Analyzing workload needs and transferring the vacant position to a new geographic location to fill it more quickly if there is a vacancy in one geographic location and a viable candidate for hire in another geographical location.

- ✚ Creating a “trainee” level within the Health Facilities Surveyor class or potentially using the Health/Human Services Professional Trainee class to attract college graduates and do on-the-job training.

Internal Strategies

Internal recruitment strategies engage the existing workforce, promote career development and improve retention and morale.

Internal strategies include:

- ✚ Retaining existing staff by providing clear job expectations, adequate training and resources, career opportunities, recognition and respect.
- ✚ Divisional job postings and promotions.
- ✚ Offering incentives for employee referrals.
- ✚ Outreach by current employees at professional seminars and conferences.
- ✚ Succession planning and employee development.

Additional Recruitment and Staffing Considerations

For a recruitment plan to be successful many additional factors must be taken into consideration. What recruiter has the most expertise relating to the recruitment needs? Should recruitment be continuous or time-limited? Are fiscal resources available to fund the plan? Can staffing changes improve productivity?

The existing Administrative Services Officer 1 and support staff within BLC are unable to manage the fiscal responsibilities and do data reporting timely with the designated staff. Non-fiscal managers are working overtime to support mandatory financial management activities. If additional staff were added, the cost for additional staff would be assigned to fee methodology for facilities.

The BLC policy to perform state licensure surveys on a 6-year schedule was developed in order to make fees affordable for providers. As more performance data is becoming available, there is community and industry interest in more frequent licensure inspections. The increased frequency of inspections provides opportunity for improved patient care, improved performance measures, adherence to regulatory standards and reduction in patient complaints.

The staffing effects on increasing survey frequency would result in the need for additional Health Facilities Surveyor positions to address the increased workload.

Conclusion and Recommendations

It is imperative to implement the recruitment plan in a way where human resource requirements are clearly defined, an action plan is in place, there is a defined mechanism to evaluate progress and there is flexibility to modify the plan to achieve the desired recruitment goal.⁸

Human capital is a vital component of program success. When considering recruitment strategies for recommendation, Health Division Human Resources expertise and other available resources have been considered.

Following are the recommendations for meeting the immediate and long-term recruitment needs of the Bureau and Licensing and Certification.

Recommendations for Immediate Recruitment Needs

1. Continue all current recruitment practices.
2. Due to qualification requirements, applicants who currently hold only a license from outside Nevada are not immediately available for consideration for hire. Change this requirement on the to allow for provisional acceptance of an out-of-state license to meet the recruitment needs.
3. Find a consultant that is qualified to provide staff planning services by soliciting proposals from four or five potential qualified firms. Employ the consultant to work full-time on Health Facility Surveyor specific recruitments.
4. Immediately create one new Health Facilities Surveyor position and two support positions (Management Analyst and Administrative Assistant) to address the increasing workload and redistribute work to allow surveyors to focus on inspections and investigations.
5. Conduct labor market research and purchase occupational specific mailing lists in targeted areas for distribution of recruitment brochures.
6. Ask State Personnel to approve a blanket accelerated hire for Surveyors to expedite the accelerated salary approval process.
7. Check the applicant pool daily and certify new hiring lists whenever new candidates are available for consideration.

⁸ Pynes, Joan E. (2004), "The Implementation of Workforce and Succession Planning in the Public Sector." *Public Personnel Management* 33(4): 390-391

8. Review resources to offer relocation and educational incentives for potential candidates.
9. Do targeted newspaper and CareerBuilder advertising in states where compensation for Health Facilities Surveyors is less than the median wage reported in the 2007 Central States Salary Survey.

Recommendations for Long-Term Recruitment Needs

1. Obtain legislative authorization to address internal compensation disparities.
2. Build a framework for a long-term plan that includes key strategies with mechanisms to measure the effectiveness of each strategy.
3. Continue collecting labor market data including demographics and wage data from current sources as well as from the State of California and Department of Labor.
4. Create a human resource position to focus on employee development and career incentives within the Division. Coordinated training could create cost savings by reducing travel and training costs. Coordinated training also ensures training consistency within the Division and assists licensed staff with getting their continuing education requirements.
5. Do ongoing workforce assessment to determine if additional Health Facilities Surveyors are needed.
6. Continue monitoring resources and, as time and funding allow, try new and innovative recruitment strategies to reach new applicant pools. Measure recruitment results with each new strategy.

Success of the recruitment plan will be indicated by a reduction in turnover, overtime and the vacancy rate.

A strategic staffing plan is continually updated, revised and changed. Human Resources must continually provide the talent necessary to ensure the intellectual capital of the organization is in place and not just adequate – but superior.⁹

⁹ Huxtable, Jack, SPHR, and Mary Cheddie, SPHR (2002) “Strategic Staffing Plans,” Society for Human Resource Management. http://www.shrm.org/hrresources/whitepapers_published/CMS_000417.asp.