

**SUBMITTAL TO THE BOARD OF SUPERVISORS
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA**

185



FROM: Riverside County Regional Medical Center

SUBMITTAL DATE:

May 18, 2010

SUBJECT: APPROVAL OF NURSE REGISTRY AMENDMENTS and amend Ordinance No. 440 pursuant to Resolution No. 440-8836.

RECOMMENDED MOTION: That the Board of Supervisors:

- 1) Authorize the Hospital Director to transfer funds between the Per Diem Nurse Registry Agreements and the Travel Nurse Registry Agreements as the need dictates; and
- 2) Amend Ordinance No. 440 pursuant to Resolution No. 440 - 8836, submitted herewith; and
- 3) Approve the Purchasing Agent to execute and sign the amendments with the twelve (12) existing Contractors as listed in Attachment "A" for the period between June 1, 2010 thru July 30, 2011, in an aggregate amount of \$17,500,000, with the option to renew for four (4) additional one-year periods not to exceed the aggregate amount of \$16,500,000 annually; and
- 4.) Authorize the Purchasing Agent to execute agreements not to exceed \$100,000 annually with any additional qualified nurse registries who agree to the same uniform rates; and
- 5.) Authorize the Purchasing Agent, in accordance with Ordinance No. 459.4, to exercise the renewal option, based on the availability of fiscal funding, and to sign amendments that do not change the substantive terms of the agreement.

(continued on Page 2)

Douglas D. Bagley, Hospital Director

FINANCIAL DATA	Current F.Y. Total Cost:	\$16,500,000	In Current Year Budget:	YES
	Current F.Y. Net County Cost:	\$ N/A	Budget Adjustment:	NO
	Annual Net County Cost:	\$ 0	For Fiscal Year:	09/10

SOURCE OF FUNDS: Enterprise Funds	Positions To Be Deleted Per A-30	<input type="checkbox"/>
	Requires 4/5 Vote	<input type="checkbox"/>

C.E.O. RECOMMENDATION:

APPROVE

BY:
Debra Cournoyer

County Executive Office Signature

MINUTES OF THE BOARD OF SUPERVISORS

On motion of Supervisor Buster, seconded by Supervisor Stone and duly carried by unanimous vote, IT WAS ORDERED that the above matter is approved as recommended and that Resolution 440-8836 is adopted as recommended.

Ayes: Buster, Tavaglione, Stone, Benoit and Ashley
Nays: None
Absent: None
Date: May 18, 2010
xc: RCRMC, HR, Purchasing, Auditor(2)

Kecia Harper-Ihem
Clerk of the Board
By:
Deputy

3.63

Prev. Agn. Ref.: 12/22/09 3.55; 2/23/10 3.45 **District:** **Agenda Number:**

FORM 11: APPROVAL OF NURSE REGISTRY AMENDMENTS**BACKGROUND:**

At present, all of Riverside County Regional Medical Center's (RCRMC) budgeted RN positions are filled. RCRMC currently has a waiting list of nurses to be hired, but whom cannot be hired, because no vacant positions exist in the budget. These actions will create new RN positions, so RCRMC can hire additional nurses as County employees, and continue to reduce registry usage. The actions will also extend the registry agreements through next fiscal year, rather than five years, and increase flexibility to optimize utilization.

The Board of Supervisors approved on August 1, 2006, agenda item no. 3.20, the Travel Nurse Registry Agreements based on the formal Request for Proposal MCARC012 in an aggregate amount of \$6,500,000. On June 26, 2007, agenda item no 3.56, the Board approved the reallocation of \$2,500,000 from the Travel Nurse Registry to the Per Diem Nurse Registry as the need for Per Diem Nurse Registry services increased in FY 06/07.

On December 22, 2009, agenda item no 3.55, the Board approved a 60 day Agreement for the 12 Per Diem Nurse Registries based on the formal Request for Qualification MCARC104, in the amount of \$3,000,000 for the period of January 1, 2010 through March 1, 2010. On February 23, 2010, agenda item no. 3.45, the Board approved a 90 day extension of the Per Diem Nurse Registry for the period of March 1, 2010 through May 31, 2010 in an aggregate amount of \$4,500,000. In comparison to fiscal year 2006/2007, the annual aggregate amount for the Per Diem Nurse Registry contracts has decreased by \$1,000,000.

RCRMC generates funds to subsidize these specific services for the Hospital. By authorizing the Hospital Director the ability to transfer funds amongst the Per Diem and Travel Nurse Registries would allow RCRMC the flexibility to financially support these services as the need dictates. Because no one provider has the ability to meet all the hospital's needs, 12 Per Diem Registries and 10 Travel Nurse Registries provide these services at the County's proposed uniform rates, with an aggregate overall annual amount. RCRMC utilizes nurse registries to supplement hospital nursing staff as a measure to ensure appropriate levels of nurse staffing for safe patient care and to meet regulatory standards. Code 42 of Federal Regulations requires hospitals certified to participate in Medicare to "have adequate numbers of licensed registered nurses, licensed practical (vocational) nurses, and other personnel to provide nursing care to patients as needed." As patient volume increases yearly, maintaining the appropriate number of nursing staff is critical to the delivery of quality patient care. Therefore, in order to avoid service curtailments and to ensure safe and optimum patient care, nurse registries are needed to augment hospital staffing needs. To meet these staffing requirements on an ongoing basis the hospital contracts with both Per Diem and Travel Nurse Registries.

The Hospital has identified sufficient salary savings to fully fund salaries and benefits for an additional seventy (70) Registered Nurse V positions for FY09/10. These salary savings are due to savings generated from furloughs. The Registered Nurse V positions are included in the total number of Registered Nurse positions requested for the Hospital's FY 10/11 Budget.

FORM 11: APPROVAL OF NURSE REGISTRY AMENDMENTS

FINANCIAL IMPACT

Funding for these registry services is 100% Hospital Enterprise funded and does not require additional County funds.

ATTACHMENT

Attachment "A" – List of Participating Nurse Registry Contractors for RFQ MCARC104

REVIEW/APPROVAL

County Purchasing concurs with the request and County Counsel approves the amendments to form.

FORM 11: APPROVAL OF NURSE REGISTRY AMENDMENTS

ATTACHMENT "A"

LIST OF PARTICIPATING NURSE REGISTRY CONTRACTORS FOR RFQ MCARC-104:

In alphabetical order

- 1) Allstar Staffing
- 2) Associated Healthcare Professionals
- 3) HRN Services
- 4) Juno
- 5) Maxim
- 6) Medstaff
- 7) Nurse Staffing Group, LLC
- 8) Pro Care One
- 9) Procel
- 10) Protem
- 11) SOS Nurses
- 12) Westways

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Job			
<u>Code</u>	<u>+/-</u>	<u>Department ID</u>	<u>Class Title</u>
73992	+70	4300187200	Registered Nurse V

Ayes: Buster, Tavaglione, Stone, Benoit, and Ashley
Nays: None
Absent: None

KECIA HARPER-IHEM, Clerk of said Board

By: _____
Deputy

05.18.10 3.63

**SUBMITTAL TO THE BOARD OF SUPERVISORS
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA**

952



FROM: Riverside County Regional Medical Center

SUBMITTAL DATE:
February 23, 2010

SUBJECT: AMENDMENT TO THE PROFESSIONAL SERVICES AGREEMENT(S) FOR TEMPORARY NURSING SERVICES

RECOMMENDED MOTION: That the Board of Supervisors:

1. Approve and authorize the Chairman to execute the amendments to the professional services agreements with twelve (12) Contractors as listed in Attachment "A" for the period between March 1, 2010 through June 30, 2010, in an aggregate amount of \$14,500,000, and;
2. Authorize the Purchasing Agent, in accordance with Ordinance No. 459.4, to exercise the renewal option, for four (4) additional one-year periods, based on the availability of fiscal funding, and to sign amendments that do not change the substantive terms of the agreement, and;
3. Authorize the Purchasing Agent to move dollars between these agreements as the need dictates as long as the aggregate amount does not exceed \$17,500,000 annually, and;
4. Authorize the Purchasing Agent to execute agreements not to exceed \$100,000 annually with any additional qualified Nurse Registries who agree to the same uniform rates, and;
5. Approve the Uniform Rates for Nurse Registry Services as listed in Attachment "B.", and;
6. Receive the report on Use of Registries for Registered Nurse Staffing in Attachment "C".

(Continued on Page 2)

Douglas Bagley

DOUGLAS BAGLEY
Hospital Administrator

FINANCIAL DATA	Current F.Y. Total Cost:	\$ 14,500,000	In Current Year Budget:	Yes
	Current F.Y. Net County Cost:	\$ 0	Budget Adjustment:	No
	Annual Net County Cost:	\$ 0	For Fiscal Year:	FY 09/10
SOURCE OF FUNDS: 100% - Hospital Enterprise Funds				Positions To Be Deleted Per A-30 <input type="checkbox"/>
				Requires 4/5 Vote <input type="checkbox"/>

C.E.O. RECOMMENDATION:

APPROVE

BY: *Debra Cournoyer*

Debra Cournoyer

County Executive Office Signature _____

MINUTES OF THE BOARD OF SUPERVISORS

On motion of Supervisor Stone, seconded by Supervisor Ashley and duly carried, IT WAS ORDERED to approve the contract amendments for 90 days.
IT WAS FURTHER ORDERED, that a final decision on nursing registries be made during the budget process.

Ayes: Buster, Stone, Benoit and Ashley
Nays: None
Absent: Tavaglione
Date: February 23, 2010
xc: RCRMC, Purchasing, E.O., COB

Kecia Harper-Ihem
Clerk of the Board
By: *Kecia Harper-Ihem*

Deputy

ATTACHMENTS FILED
WITH THE CLERK OF THE BOARD

3.45

FORM APPROVED COUNTY COUNSEL
BY: *Neal R. Kipnis* DATE: 2/16/10
NEAL R. KIPNIS
Purchasing: *Billy Cornett*
Billy Cornett, Purchasing Manager
Departmental Concurrence

Dep't Recomm.: ☐ Consent ☒ Policy ☒
Per Exec. Ofc.: ☐ Consent ☒ Policy ☒

BOARD OF SUPERVISORS**FORM 11: AMENDMENT TO THE PROFESSIONAL SERVICES AGREEMENT(S) FOR
TEMPORARY NURSING SERVICES****PAGE 2****BACKGROUND**

Riverside County Regional Medical Center (RCRMC) utilizes nurse registries to supplement hospital nursing staff as a measure to ensure appropriate levels of nurse staff for safe patient care and to meet licensure standards. Code 42 of Federal Regulations requires hospitals certified to participate in Medicare to "have adequate numbers of licensed registered nurses, licensed practical (vocational) nurses, and other personnel to provide nursing care to patients as needed." As patient volume increases yearly, maintaining the appropriate number of nursing staff is critical to the delivery of quality patient care. Therefore, in order to avoid service curtailments and to ensure safe and optimum patient care, nurse registries are needed to augment hospital staffing needs.

Attachment "C" is a report on use of Registered Nurses (RN's), as requested by the Board (12/22/09; #3.55).

PRICE REASONABLENESS

In May, 2009, County Purchasing released a Request for Qualifications (RFQ-MCARC-104) on behalf of the Riverside County Regional Medical Center (RCRMC), to seek qualified vendors for nurse registry services. An RFQ notice was sent to ninety-four vendors and was advertised on the Riverside County Purchasing website. Forty (40) responses were received, with statement of qualifications submitted by forty (40) vendors.

The statement of qualifications submitted by the vendors was reviewed by an evaluation team consisting of personnel from Purchasing and the Riverside County Regional Medical Center (RCRMC). The evaluation team reviewed and scored each statement of qualifications based on the overall responsiveness and general understanding to the RFQ requirements, the vendor's ability and experience, references, financials, credentials, resumes, licenses, certifications and Joint Commission Certification. Uniform rates were set forth in RFQ MCARC-104.

The vendors who met the RFQ qualifications have agreed to the County of Riverside proposed uniform rates; and these contractors's will be contacted to provide services based on the County's discretion and the contractor's availability to provide temporary nursing staff.

ATTACHMENT

Attachment "A" – List of Participating Nurse Registry Contractors for RFQ MCARC-104
Attachment "B" – Uniform Rates for Nurse Registry Services for RFQ MCARC-104
Attachment "C" – RCRMC Report on Use of Registries for Registered Nurse Staffing
Amendments to the Professional Service Agreement(s) for Temporary Nurse Registry

REVIEW/APPROVAL

County Purchasing concurs with the request and County Counsel approves the contract to form.

ATTACHMENT "A"

LIST OF PARTICIPATING NURSE REGISTRY CONTRACTORS FOR RFQ MCARC-104:

In alphabetical order

- 1) Allstar Staffing
- 2) Associated Healthcare Professionals
- 3) HRN Services
- 4) Juno
- 5) Maxim
- 6) Medstaff
- 7) Nurse Staffing Group, LLC
- 8) Pro Care One
- 9) Procel
- 10) Protem
- 11) SOS Nurses
- 12) Westways

ATTACHMENT "B"

Uniform Rates for Nurse Registry Services for RFQ MCARC-104

CLASSIFICATION	RATE PER HOUR	RATE PER HOUR
	7:00.a.m and 7.30 p.m.	7:00 p.m. and 7.30 a.m. (Includes Shift Differentials)
RN	\$49	\$53
Specialty RN	\$54	\$58
Critical Care RN	\$56	\$60
LVN	\$35	\$36
CNA	\$22	\$23
SURGICAL SCRUB TECHNICIAN	\$31	\$32

ATTACHMENT "C"

Riverside County Regional Medical Center Report on Use of Registries for Registered Nurse Staffing

This report addresses the issues associated with use of nurse registry by RCRMC.

1. Cost

There is little difference between the cost of Registry registered nurses (RNs) and County employed RNs, when total costs for each are compared for similar RN positions.

The cost comparison under the new Registry RN contract versus County cost is demonstrated in the chart below. County salaries are computed on the average 2008-2009 salary for the required years of experience and comparable classification, specialty / critical care differential, shift differential, benefits, and compensated absence pay.

	COUNTY _ NURSING STAFF _ RATE		PER DIEM NURSING REGISTRY RATE	
	DAY SHIFT RATE 7.a.m and 7.30 pm	NIGHT SHIFT RATE 7 p.m. and 7.30 am	DAY SHIFT RATE 7.a.m and 7.30 pm	NIGHT SHIFT RATE 7 p.m. and 7.30 am
CLASSIFICATION	HOURLY _ RATE	HOURLY _ RATE	HOURLY _ RATE	HOURLY _ RATE
RN	\$49.29	\$52.62	\$49.00	\$53
SPRN	\$53.29	\$56.62	\$54.00	\$58
CCRN	\$57.29	\$60.62	\$56.00	\$60

2. Proportion of Registry and County RN Hours

It is not the case that Registry hours constitute a large proportion of the total RN hours. For FY 08/09, Registry paid hours represented 11% of total hours paid, while County employed RN paid hours amounted to 89%. In a few nursing units the proportion is higher than the average. In FY 06/07, the peak of registry use, paid hours for Registry were 29% of the total. There has been a substantial reduction in proportionate use of Registry RNs since that time, but County employed RNs were always the substantial majority.

3. Hiring of County Employed RNs

There has been an active and successful program to recruit and train County employed nurses, which has more than doubled the number of County employed RNs. In

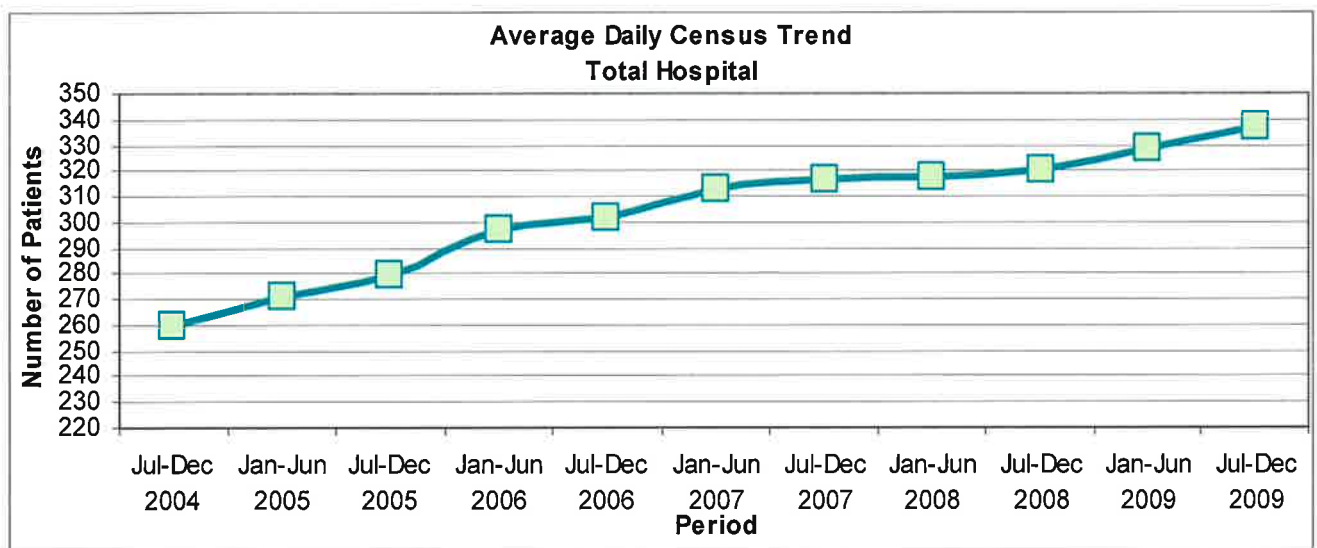
ATTACHMENT "C"

Riverside County Regional Medical Center Report on Use of Registries for Registered Nurse Staffing

January, 2003, RCRMC had 358 permanent County employed RNs. By January, 2010, that number had grown to 786, an increase of 220%. This program continues.

4. Workload increase

There has been a steady increase in hospital workload. For the first half of 2003 (January – June) the Inpatient Average Daily Census (ADC) was 246. For the last half of 2009 (July – Dec) the ADC was 336, an increase of 36%. This has significantly increased need for nurses.

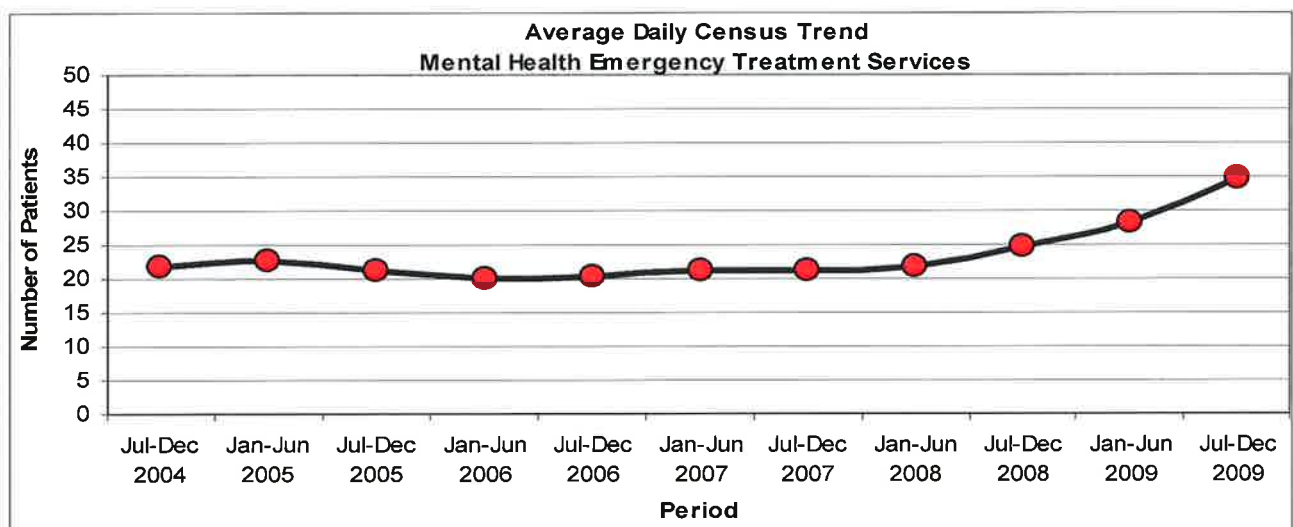
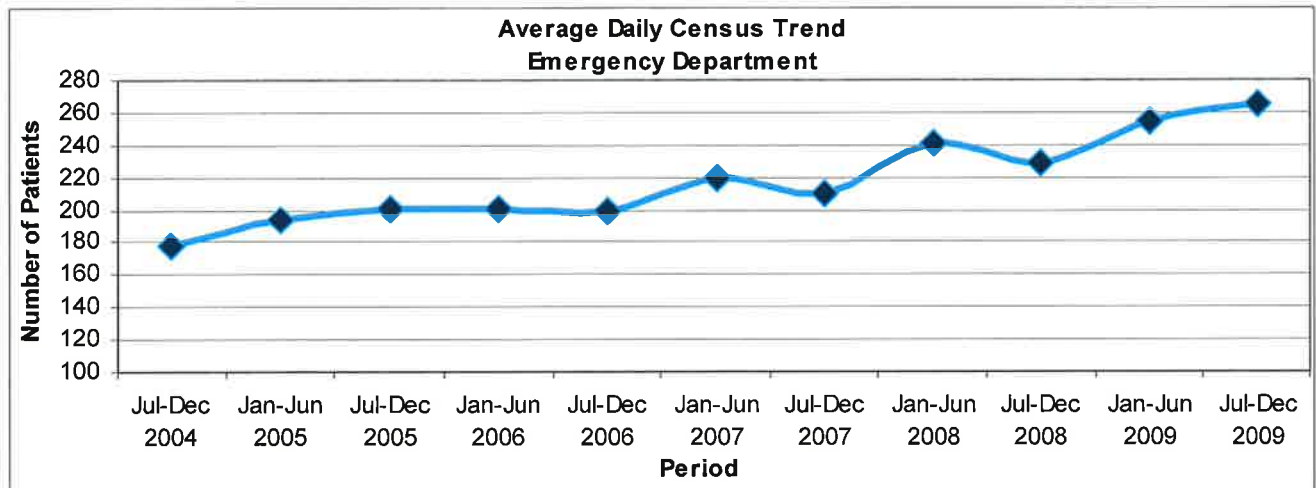


Additionally, the simple growth numbers do not reflect the shift within census from lower to higher acuity patients (such as the addition of telemetry capability to medical/surgical beds).

The following graphs demonstrate a similar increase in workload in the Emergency Department and the Mental Health Emergency Treatment services.

ATTACHMENT "C"

Riverside County Regional Medical Center Report on Use of Registries for Registered Nurse Staffing



5. Nurse Staffing Ratios

In 2004, new State regulations went into effect on a phased basis establishing minimum hospital licensed nurse staffing ratios, increasing the demand for, and shortage of, nurses in hospitals. In January 2008, the final increases to the licensed ratios went into effect.

Thus, nurse recruitment efforts in recent years have had to address four separate needs: (1) Registry replacement, (2) Workload growth, (3) Higher acuity, and (4) Increased mandatory staffing ratios; plus, more recently, replacement of early

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Riverside County Regional Medical Center Report on Use of Registries for Registered Nurse Staffing

retirement employees and furlough hours (83,000 RN hours have been lost due to furloughs, requiring replacement by overtime and Registry).

6. Recent Trends in Registry Nurse Usage

Over the past three years, use of Registry RNs declined significantly despite the above factors driving the need for more RNs.

FY 2006/07	\$18,242,464
FY 2007/08	\$16,699,215
FY 2008/09	\$12,307,466

7. Desirable versus Undesirable Use of Registry Nurses

Use of Registry nurses is not desirable for the majority of staffing needs. However, use of registries is more desirable than permanent County employees in certain situations. These include the following: (A) short term staffing needs, resignations; (B) variation in workload; (C) balance of experienced and inexperienced nurses.

(A) Short Term Staffing Coverage

Registry RNs are appropriate for short term staffing coverage, such as vacations, illness, FMLA, resignations, Jury Duty, Military Leave, etc

(B) Variation in Workload

Hospital patient census is not level, and in fact changes every day. Since RCRMC is an acute care hospital with an average length of stay well less than a week, significant changes in daily patient volume can occur in a matter of days. To illustrate, for calendar year 2009, the average daily inpatient census (ADC) was 332. However, the range was from a low of 278 to a high of 400.

If a hospital hired full time permanent staff for the peak volume, or even for the average, there would be many days of surplus staff hours and unnecessary cost incurred.

It is not unusual for hospitals to plan for permanent staffing at only 80% of the ADC. RCRMC is currently at about 89%.

Registry availability is an important tool for managing cost for a fluctuating workload. The alternative would be to require permanent employees to take involuntary unpaid time off, a practice which is followed by some hospitals, but is not used by Riverside County.

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Riverside County Regional Medical Center Report on Use of Registries for Registered Nurse Staffing

(C) Need for Experience/Inexperience Balance, and Limitations on Absorption Rate for New Staff

From a patient safety perspective, there are limitations to the advisable proportion of inexperienced nurses in a unit. While new RN hiring has been extensive and successful, there are pragmatic limitations on how many new staff can be in the mix of staff. Through we generally prefer to have County employees; there are conditions where it is preferable to have an experienced Registry Nurse rather than an inexperienced County nurse. It is necessary to manage the absorption rate for new nurses in a manner that allows new hires to develop the necessary experience. We push the absorption rate to the highest level that professional judgment tells us is safe.

8) Continuing Refinement of Nurse Retention Program

In the past the hospital has relied on preceptors - nurses trained to mentor new nurses into professional nursing and/or specialty training. Due to the variation in preceptor understanding of his/her role, this program has not met our desired outcome for retaining nurses over the long haul as well as, in some cases, producing nurses confident in their roles. This problem is being addressed in several ways.

First, mandatory and supplemental training has been provided to the preceptors. The education department works closely with the preceptors to achieve measurable outcomes. Preceptors who are not capable of meeting the desired objectives, either due to temperament or skill level, are not asked to continue in this role. Second, rather than hire new graduates into critical care areas, we are creating a pipeline of nurses who will be ready for critical care training, having achieved the basics on a medical/surgical unit. All nurse managers participate in this interview process, selecting those who are most interested/likely to advance toward specialization. Third, to prepare the new nurses for their roles as professional nurses and for further advancement in to specialty areas, RCRMC started a new Nurses Residency Program with structured learning using the preceptors and simulation training to prepare nurses in a non threatening environment for the roles they will be performing on the nursing units. The pilot for the program was implemented in the Fall of 2009. Forty new nurses are scheduled for the program this Spring.

It should be noted that the proposed Education Building for RCRMC is designed to meet the objectives of this program.

9) Reasons for Nurses Leaving County Service

The following are the reasons given by nurses to their nurse managers in exit interviews, for leaving County service. The period covered is June 2008 – December 2009.

ATTACHMENT "C"

Riverside County Regional Medical Center Report on Use of Registries for Registered Nurse Staffing

Reason	Number	Percentage
Higher Pay	50	26%
Personal/Family Problems	34	18%
Moved from Area	31	16%
Termed for cause	25	13%
Resigned – no reason given	18	9%
Retired	16	8%
Resigned in lieu of release	8	4%
Resigned for illness	6	3%
Probationary Release	3	2%
Other	3	2%
TOTAL	194	

While salary is certainly one of the reasons for departure, it does not account for the majority of departures.

10) **Quality of Registry Nurses**

Registry RNs are required to meet both the level of preparation and the same performance standards as our regular staff. If the Registry nurse received training and experience elsewhere, state regulations and accreditation standards require us to determine whether they meet our performance standards. This is the same requirement imposed on us when hiring County employed nurses trained elsewhere. If the registry nurse does not meet our performance expectations, they are released from service and made a "Do Not Return" for performance reasons. This can be done quickly, or immediately if indicated. We find ourselves releasing both Registry and County employed nurses for performance reasons. Since January 2009, the number of nurses who left County service for performance issues is similar to the number of registry nurses released for similar concerns.

11. **Evidence of Nursing Shortage**

The nursing shortage for experienced nurses continues. Although there is a perceived easing of the shortage due to both the increased supply of nurses from recent statewide expansion of nurse training programs, and the impact from the downturn of the economy. The aging workforce has also created demands on employers as nurses are

ATTACHMENT "C"

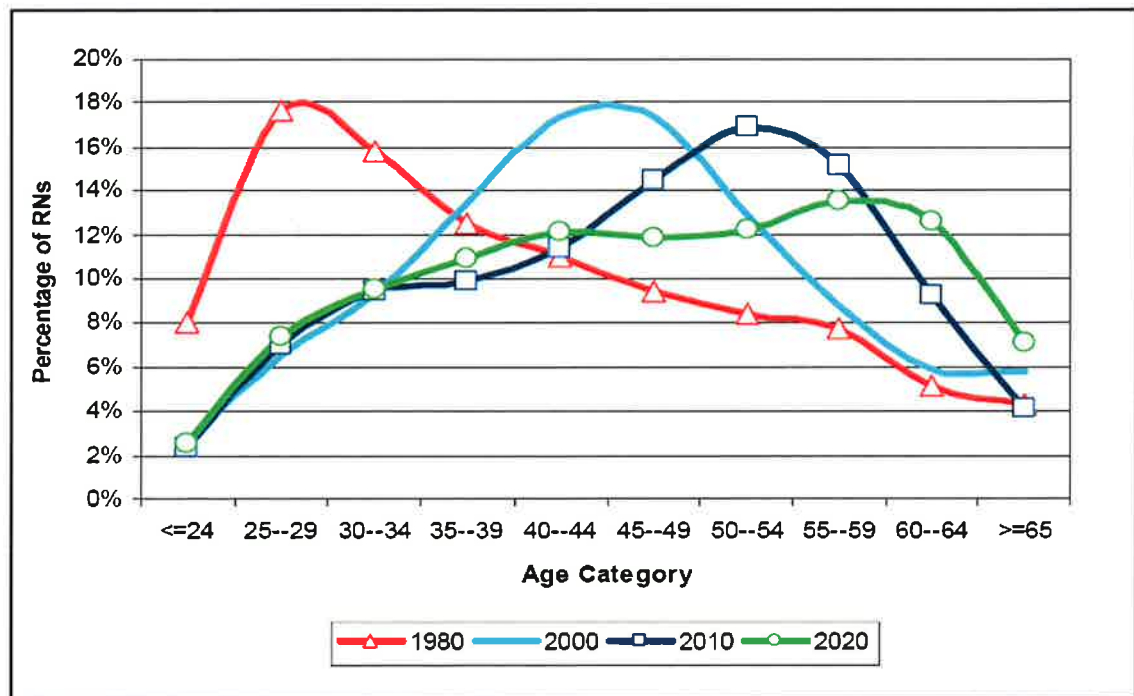
Riverside County Regional Medical Center Report on Use of Registries for Registered Nurse Staffing

not inclined to work the hours they did when they were younger, have family care giver obligations and begin to experience their own health care problems that restrict some of their ability to provide care.

Numerous research studies clearly document the continuing and projected nurse shortage.

The following two graphs depict the impact of the aging of the workforce and the impact of delayed retirements on the projected shortage.

Exhibit 4. Age Distribution Trend of the RN Population

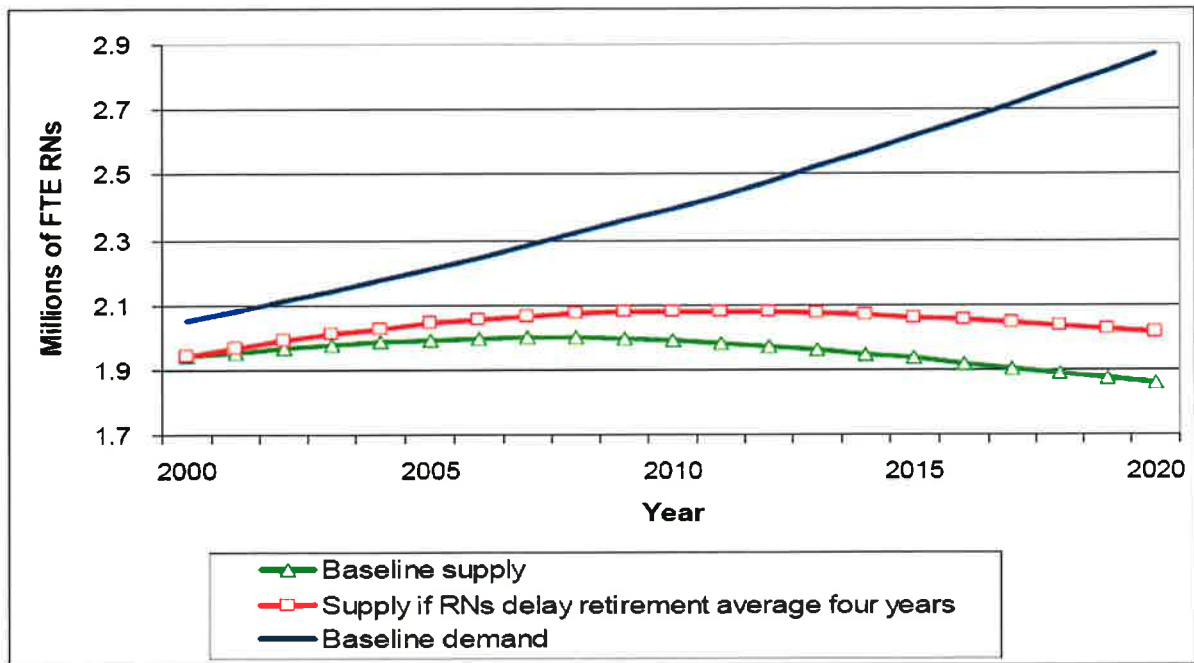


Sources: 1980 and 2000 SSRN; NSM projections for 2010 and 2020.

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Riverside County Regional Medical Center Report on Use of Registries for Registered Nurse Staffing

Exhibit 14. Impact of Changing Retirement Patterns on FTE RN Supply



Below are excerpts from recent publications regarding both national and state trends on the shortage:

- On July 2, 2009, the U.S. Bureau of Labor Statistics (BLS) reported that the healthcare sector of the economy is continuing to grow, despite significant job losses in nearly all major industries. Hospitals, long-term care facilities, and other ambulatory care settings added 21,000 new jobs in June 2009, a month when 467,000 jobs were eliminated across the country. As the largest segment of the healthcare workforce, RNs likely will be recruited to fill many of these new positions.
- Analysts with the Bureau of Labor Statistics project that more than 587,000 new RN jobs will be created through 2016.
- In the July/August 2009 [Health Affairs](#), Dr. Peter Buerhaus and coauthors found that despite the current easing of the nursing shortage due to the recession, the U.S. nursing shortage is projected to grow to 260,000 registered nurses by 2025. A shortage of this magnitude would be twice as large as any nursing shortage experienced in this country since the mid-1960s. In the article titled [The Recent Surge In Nurse Employment: Causes And Implications](#), the researchers point to a rapidly aging workforce as a primary contributor to the projected shortage.

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Riverside County Regional Medical Center Report on Use of Registries for Registered Nurse Staffing

- In the November 26, 2008 [*Journal of the American Medical Association*](#), workforce analyst Dr. Peter Buerhaus stated: "Over the next 20 years, the average age of the RN will increase and the size of the workforce will plateau as large numbers of RNs retire. Because demand for RNs is expected to increase during this time, a large and prolonged shortage of nurses is expected to hit the US in the latter half of the next decade."
- The average age of an RN in California is over 47, so as they approach retirement, the statewide shortage will likely worsen. The California Institute for Nursing and Healthcare (CINHC) projects California will have a shortfall of 108,000 nurses by 2020.
- California officials say the state will need to train more than 206,000 additional health care workers by 2014 to meet increased demand stemming from population growth (California Healthline June 3, 2009).