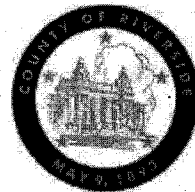


**SUBMITTAL TO THE BOARD OF SUPERVISORS  
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA**



**ITEM**  
3.56  
(ID # 8618)

**MEETING DATE:**

Tuesday, December 11, 2018

**FROM :** HUMAN RESOURCES AND RUHS Medical Center :

**SUBJECT:** HUMAN RESOURCES and RUHS- MEDICAL CENTER: Classification and Compensation recommendation to adjust salaries of the Registered Nurse and Assistant Nurse Manager classifications with the designations of RCRMC or RUHS-MC, Specialty Care-T1, Specialty Care-T2, and Specialty Care-T3; adjust the salaries of Nurse Practitioner I-III classifications, including those with the designation of CE, Desert, RCRMC, and Specialty Care-T1; and amend Ordinance No. 440 pursuant to Resolution No. 440-9102 submitted herewith, All Districts. [Current Year Cost - \$3,766,602, Ongoing Cost - \$6,945,460] [Source of Funds - RUHS Enterprise Fund]

**RECOMMENDED MOTION:** That the Board of Supervisors:

1. Approve salary adjustments for the Registered Nurse and Assistant Nurse Manager classifications with the designations of RCRMC or RUHS-MC, Specialty Care-T1, Specialty Care-T2, and Specialty Care-T3.
2. Approve salary adjustments for the Nurse Practitioner I-III classifications including those with the designations of CE, Desert, RCRMC, and Specialty Care-T1.
3. Amend Ordinance No. 440 pursuant to Resolution No. 440-9102.

**ACTION:** Policy

*Brenda Diederichs*  
Brenda Diederichs, Assistant CEO / Human Resources Director

12/6/2018

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**MINUTES OF THE BOARD OF SUPERVISORS**

On motion of Supervisor Tavaglione, seconded by Supervisor Ashley and duly carried by unanimous vote, IT WAS ORDERED that the above matter is approved as recommended and that Resolution 440-9102 is adopted as recommended.

**Ayes:** Jeffries, Tavaglione, Washington, Perez and Ashley  
**Nays:** None  
**Absent:** None  
**Date:** December 11, 2018  
**xc:** HR, RUHS-Medical Center

Kecia Harper-Ihem  
Clerk of the Board  
By *[Signature]*  
Deputy

**SUBMITTAL TO THE BOARD OF SUPERVISORS COUNTY OF RIVERSIDE,  
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<b>FINANCIAL DATA</b>	<b>Current Fiscal Year:</b>	<b>Next Fiscal Year:</b>	<b>Total Cost:</b>	<b>Ongoing Cost</b>
<b>COST</b>	\$ 3,766,602	\$ 0	\$ 0	\$6,945,460
<b>NET COUNTY COST</b>	\$ 0	\$ 0	\$ 0	\$ 0
<b>SOURCE OF FUNDS:</b> RUHS Enterprise Fund			<b>Budget Adjustment:</b> No	
			<b>For Fiscal Year:</b> 18/19	

**C.E.O. RECOMMENDATION:** Approve

**BACKGROUND:**

**Summary**

The Riverside University Health System Medical Center's (RUHS-MC) mission is to provide quality healthcare services to the residents of Riverside County. It includes the 439-bed medical center in Moreno Valley, 10 Federally Qualified Health Centers, several primary and specialty clinics throughout Riverside County, and the departments of Behavioral and Public Health. The RUHS Medical Center has been the foundation of healthcare, community wellness, and medical education in Riverside County for many years and employs about 6,000 team members.

The RUHS-MC has encountered recruitment and retention difficulties concerning their registered nurse staff. RUHS turnover data of registered nurses shows that there was a significant increase in nursing staff separations from Fiscal Year 2016-2017 to Fiscal Year 2017-2018 (Attachment A). Registered nurses throughout the hospital play a vital role in providing the necessary healthcare for patients and ensuring the medical center stays compliant with state nursing requirements. This increase in turnover results in significant costs to the RUHS-MC as the department must recruit, hire, and train new nursing staff to replace those who have left. Also, high turnover presents a constant challenge of maintaining the proper staffing for patient services, necessitating the use of more expensive temporary staffing services.

Recognizing the importance of retaining skilled nursing staff, the RUHS-MC requested that the Human Resources Department conduct a market study of the Registered Nurse classification salaries. Classification and market data of comparable journey level Registered Nurse classifications was collected and reviewed for the surrounding counties that have county operated hospitals. The study findings showed that the County of Riverside Registered Nurse III - RCRMC classification is below the market by 18% at the minimum of the salary range and about 5.5% below the market at the maximum of the salary range (Attachment B).

The Human Resources Department worked collaboratively with the RUHS-MC to develop sustainable salary ranges for the Registered Nurse levels (I-V) with the designations RCRMC, Specialty Care-T1, Specialty Care-T2, and Specialty Care-T3. To avoid compaction issues between the Registered Nurses and the Assistant Nurse Managers, it was determined that the Assistant Nurse Manager classifications would also need to have the ranges adjusted. Therefore, it is recommended that a 5.5% market adjustment be approved for the Registered Nurse I through V and Assistant Nurse Manager Classifications with the following designations:

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RCRMC or RUHS-MC, Specialty Care-T1, Specialty Care-T2, and Specialty Care-T3. Additional adjustments are being recommended to address the larger disparity at the bottom of the ranges by removing 5 steps from the bottom of the respective Registered Nurse and Assistant Nurse Manager classifications. These adjustments will allow the department to recruit and retain skilled nursing staff to provide the needed patient care to residents of Riverside County.

Additional market review was conducted on the Nurse Practitioner series. Classification and market data of comparable journey level Nurse Practitioner classifications was also collected and reviewed. The study findings showed that the County of Riverside Nurse Practitioner II - RCRMC classification is below the market by approximately 23% at the minimum of the salary range but about 8% above the market at the maximum of the salary range (Attachment C). Therefore, it is recommended that the salaries of the Nurse Practitioner classifications also be adjusted, but only at the minimum of the salary ranges and not at the maximum of the salary range. The recommended adjustment is to remove 7 steps from the bottom of the salary ranges for the respective Nurse Practitioner classifications. This includes the Nurse Practitioner I through III levels, as well as those with the designation of CE, Desert, RCRMC, and Specialty Care-T1.

The Human Resources Department recognizes there may be other critical areas within the hospital that require review and will work with RUHS-MC to ensure these classifications are competitive with the market in a manner that is also fiscally responsible to the County.

**Salary Adjustments**

**Registered Nurse I - RCRMC:** It is recommended to adjust the salary plan/grade from ESEN 500/L13 (\$53,481 - \$73,942) to salary plan/grade ESEN 645/L8 (\$64,678 - \$78,009). There are 65 incumbents in this class.

**Registered Nurse I - Specialty Care-T1:** It is recommended to adjust the salary plan/grade from ESEN 655/L13 (\$64,738 - \$86,809) to salary plan/grade ESEN 691/L8 (\$75,934 - \$91,584). There are 23 incumbents in this class.

**Registered Nurse I - Specialty Care-T2:** It is recommended to adjust the salary plan/grade from ESEN 560/L13 (\$61,924 - \$83,592) to salary plan/grade ESEN 677/L8 (\$73,120 - \$88,190). There are 7 incumbents in this class.

**Registered Nurse I - Specialty Care-T3:** It is recommended to adjust the salary plan/grade from ESEN 525/L13 (\$59,110 - \$80,376) to salary plan/grade ESEN 668/L8 (\$70,306 - \$84,797). There are 3 incumbents in this class.

**Registered Nurse II - RCRMC:** It is recommended to adjust the salary plan/grade from SEN 598/L16 (\$57,947 - \$86,809) to salary plan/grade SEN 693/L11 (\$70,196 - \$91,584). There are 45 incumbents in this class.

**Registered Nurse II - Specialty Care-T1:** It is recommended to adjust the salary plan/grade from SEN 690/L16 (\$69,205 - \$99,677) to salary plan/grade SEN 743/L11 (\$80,583 - \$105,159).

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There are 59 incumbents in this class.

**Registered Nurse II - Specialty Care-T2:** It is recommended to adjust the salary plan/grade from SEN 665/L16 (\$66,390 - \$96,461) to salary plan/grade SEN 733/L11 (\$77,987 - \$101,766). There are 15 incumbents in this class.

**Registered Nurse II - Specialty Care-T3:** It is recommended to adjust the salary plan/grade from SEN 638/L16 (\$63,576 - \$93,244) to salary plan/grade SEN 714/L11 (\$75,390 - \$98,372). There are 9 incumbents in this class.

**Registered Nurse III - RCRMC:** It is recommended to adjust the salary plan/grade from SEN 636/L18 (\$62,788 - \$99,227) to salary plan/grade SEN 719/L13 (\$76,065 - \$104,685). There are 118 incumbents in this class.

**Registered Nurse III - Specialty Care-T1:** It is recommended to adjust the salary plan/grade from SEN 703/L18 (\$74,045 - \$112,095) to salary plan/grade SEN 787/L13 (\$85,911 - \$118,261). There are 154 incumbents in this class.

**Registered Nurse III - Specialty Care-T2:** It is recommended to adjust the salary plan/grade from SEN 696/L18 (\$71,231 - \$108,879) to salary plan/grade SEN 765/L13 (\$83,450 - \$114,867). There are 91 incumbents in this class.

**Registered Nurse III - Specialty Care-T3:** It is recommended to adjust the salary plan/grade from SEN 687/L18 (\$68,417 - \$105,622) to salary plan/grade SEN 747/L13 (\$80,988 - \$111,473). There are 97 incumbents in this class.

**Registered Nurse IV - RCRMC:** It is recommended to adjust the salary plan/grade from SEN 693/L16 (\$69,875 - \$104,679) to salary plan/grade SEN 773/L11 (\$84,621 - \$110,437). There are 30 incumbents in this class.

**Registered Nurse IV - Specialty Care-T1:** It is recommended to adjust the salary plan/grade from SEN 748/L16 (\$81,132 - \$117,547) to salary plan/grade SEN 809/L11 (\$95,008 - \$124,012). There are 86 incumbents in this class.

**Registered Nurse IV - Specialty Care-T2:** It is recommended to adjust the salary plan/grade from SEN 725/L16 (\$78,318 - \$114,330) to salary plan/grade SEN 799/L11 (\$92,411 - \$120,618). There are 42 incumbents in this class.

**Registered Nurse IV - Specialty Care-T3:** It is recommended to adjust the salary plan/grade from SEN 715/L16 (\$75,504 - \$111,113) to salary plan/grade SEN 793/L11 (\$89,814 - \$117,224). There are 35 incumbents in this class.

**Registered Nurse V - RCRMC:** It is recommended to adjust the salary plan/grade from SEN 699/L16 (\$73,714 - \$110,429) to salary plan/grade SEN 791/L11 (\$89,263 - \$116,503). There is 1 incumbent in this class.

**Registered Nurse V - Specialty Care-T1:** It is recommended to adjust the salary plan/grade from SEN 778/L16 (\$84,971 - \$123,297) to salary plan/grade SEN 837/L11 (\$99,650 -

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\$130,079). There are 14 incumbents in this class.

**Registered Nurse V - Specialty Care-T2:** It is recommended to adjust the salary plan/grade from SEN 760/L16 (\$82,156 - \$120,080) to salary plan/grade SEN 823/L11 (\$97,053 - \$126,685). There are 7 incumbents in this class.

**Registered Nurse V - Specialty Care-T3:** It is recommended to adjust the salary plan/grade from SEN 735/L16 (\$79,342 - \$116,864) to salary plan/grade SEN 802/L11 (\$94,456 - \$123,291). There are 2 incumbents in this class.

**Assistant Nurse Manager - RUHS-MC:** It is recommended to adjust the salary plan/grade from SEN 583/L28 (\$57,602 - \$118,495) to salary plan/grade SEN 691/L23 (\$69,602 - \$125,012). There are 4 incumbents in this class.

**Assistant Nurse Manager - Specialty Care-T1:** It is recommended to adjust the salary plan/grade from SEN 689/L28 (\$68,859 - \$131,363) to salary plan/grade SEN 728/L23 (\$77,135 - \$138,588). There are 14 incumbents in this class.

**Assistant Nurse Manager - Specialty Care-T2:** It is recommended to adjust the salary plan/grade from SEN 662/L28 (\$66,045 - \$128,146) to salary plan/grade SEN 712/L23 (\$75,252 - \$135,194). There are 8 incumbents in this class.

**Assistant Nurse Manager - Specialty Care-T3:** It is recommended to adjust the salary plan/grade from SEN 637/L28 (\$63,231 - \$124,929) to salary plan/grade SEN 698/L23 (\$73,369 - \$131,800). There are 8 incumbents in this class.

**Nurse Practitioner I:** It is recommended to adjust the salary plan/grade from ESEN 550/L23 (\$61,321 - \$110,136) to salary plan/grade ESEN 684/L16 (\$73,850 - \$110,136). There are no incumbents in this class.

**Nurse Practitioner I - CE:** It is recommended to adjust the salary plan/grade from EMCO 297/L23 (\$66,355 - \$119,184) to salary plan/grade EMCO 399/L16 (\$79,913 - \$119,184). There are no incumbents in this class.

**Nurse Practitioner I - Desert:** It is recommended to adjust the salary plan/grade from ESEN 692/L12 (\$91,353 - \$122,511) to salary plan/grade ESEN 743/L5 (\$110,105 - \$122,511). There are no incumbents in this class.

**Nurse Practitioner I - RCRMC:** It is recommended to adjust the salary plan/grade from ESEN 663/L23 (\$66,355 - \$119,184) to salary plan/grade ESEN 707/L16 (\$79,913 - \$119,184). There are no incumbents in this class.

**Nurse Practitioner II:** It is recommended to adjust the salary plan/grade from SEN 694/L23 (\$70,373 - \$126,444) to salary plan/grade SEN 777/L16 (\$84,766 - \$126,444). There are 4 incumbents in this class.

**Nurse Practitioner II - CE:** It is recommended to adjust the salary plan/grade from MCO 512/L23 (\$76,151 - \$136,830) to salary plan/grade MCO 595/L16 (\$91,726 - \$136,830). There is

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1 incumbent in this class.

**Nurse Practitioner II - Desert:** It is recommended to adjust the salary plan/grade from SEN 799/L16 (\$94,283 - \$140,662) to salary plan/grade SEN 861/L9 (\$113,611 - \$140,662). There are no incumbents in this class.

**Nurse Practitioner II - RCRMC:** It is recommended to adjust the salary plan/grade from SEN 718/L23 (\$76,151 - \$136,830) to salary plan/grade SEN 796/L16 (\$91,726 - \$136,830). There are 3 incumbents in this class.

**Nurse Practitioner III:** It is recommended to adjust the plan/grade from SEN 704/L23 (\$74,194 - \$133,334) to salary plan/grade SEN 792/L16 (\$89,377 - \$133,334). There are 4 incumbents in this class.

**Nurse Practitioner III - CE:** It is recommended to adjust the salary plan/grade from MCO 556/L23 (\$80,286 - \$144,286) to salary plan/grade MCO 613/L16 (\$96,715 - \$144,286). There are no incumbents in this class.

**Nurse Practitioner III - Desert:** It is recommended to adjust the salary plan/grade from DTSN 773/L23 (\$94,262 - \$148,330) to salary plan/grade SEN 860/L11 (\$113,575 - \$148,330). There are 5 incumbents in this class.

**Nurse Practitioner III - RCRMC:** It is recommended to adjust the salary plan/grade from SEN 741/L23 (\$80,286 - \$144,286) to salary plan/grade SEN 817/L16 (\$96,715 - \$144,286). There are 10 incumbents in this class.

**Nurse Practitioner III - Specialty Care-T1:** It is recommended to adjust the salary plan/grade from SEN 793/L23 (\$91,543 - \$158,608) to salary plan/grade SEN 849/L16 (\$107,973 - \$158,608). There is 1 incumbent in this class.

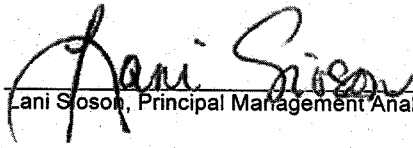
**Impact on Residents and Businesses**

Approval of the recommended salary adjustments will allow the department to retain skilled nursing staff to provide the necessary patient care to the residents of Riverside County.

**Attachments:**

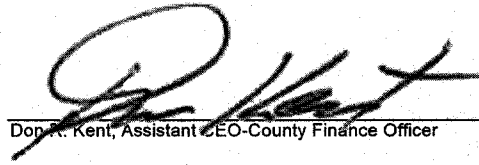
- A. RUHS-MC Registered Nurse Turnover Data
- B. Registered Nurse III - RCRMC Market Survey
- C. Nurse Practitioner II - RCRMC Market Survey
- D. Resolution No. 440-9102

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Ani Soson, Principal Management Analyst

12/6/2018



Don R. Kent, Assistant CEO-County Finance Officer

12/6/2018

RESOLUTION NO. 440-9102

BE IT RESOLVED by the Board of Supervisors of the County of Riverside, State of California, in regular session assembled on December 11, 2018, that pursuant to Section 8(c) of Ordinance No. 440, the Assistant County Executive Officer/Human Resources Director is authorized to amend the Class and Salary Listing of Ordinance No. 440, operative the beginning of the pay period following approval, as follows:

<u>Job Code</u>	<u>Class Title</u>	<u>From Salary Plan/Grade</u>	<u>To Salary Plan/Grade</u>
74023	Assistant Nurse Manager – RUHS-MC	SEN 583/L28	SEN 691/L23
74024	Assistant Nurse Manager – SPC-T1	SEN 689/L28	SEN 728/L23
74025	Assistant Nurse Manager – SPC-T2	SEN 662/L28	SEN 712/L23
74026	Assistant Nurse Manager – SPC-T3	SEN 637/L28	SEN 698/L23
73980	Nurse Practitioner I	ESEN 550/L23	ESEN 684/L16
73779	Nurse Practitioner I - CE	EMCO 297/L23	EMCO 399/L16
73788	Nurse Practitioner I - Desert	ESEN 692/L12	ESEN 743/L5
74030	Nurse Practitioner I - RCRMC	ESEN 663/L23	ESEN 707/L16
73982	Nurse Practitioner II	SEN 694/L23	SEN 777/L16
73780	Nurse Practitioner II - CE	MCO 512/L23	MCO 595/L16
73789	Nurse Practitioner II - Desert	SEN 799/L16	SEN 861/L9
74031	Nurse Practitioner II - RCRMC	SEN 718/L23	SEN 796/L16
73984	Nurse Practitioner III	SEN 704/L23	SEN 792/L16
73781	Nurse Practitioner III - CE	MCO 556/L23	MCO 613/L16
73790	Nurse Practitioner III - Desert	DTSN 773/L18	SEN 860/L11
74032	Nurse Practitioner III - RCRMC	SEN 741/L23	SEN 817/L16
74033	Nurse Practitioner III – SPC-T1	SEN 793/L23	SEN 849/L16

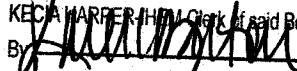


Job Code	Class Title	From Salary Plan/Grade	To Salary Plan/Grade
74036	Registered Nurse I – RCRMC	ESEN 500/L13	ESEN 645/L8
74037	Registered Nurse I – SPC-T1	ESEN 655/L13	ESEN 691/L8
74038	Registered Nurse I – SPC-T2	ESEN 560/L13	ESEN 677/L8
74039	Registered Nurse I – SPC-T3	ESEN 525/L13	ESEN 668/L8
74040	Registered Nurse II – RCRMC	SEN 598/L16	SEN 693/L11
74041	Registered Nurse II – SPC-T1	SEN 690/L16	SEN 743/L11
74042	Registered Nurse II – SPC-T2	SEN 665/L16	SEN 733/L11
74043	Registered Nurse II – SPC-T3	SEN 638/L16	SEN 714/L11
74044	Registered Nurse III – RCRMC	SEN 636/L18	SEN 719/L13
74045	Registered Nurse III – SPC-T1	SEN 703/L18	SEN 787/L13
74046	Registered Nurse III – SPC-T2	SEN 696/L18	SEN 765/L13
74047	Registered Nurse III – SPC-T3	SEN 687/L18	SEN 747/L13
74048	Registered Nurse IV – RCRMC	SEN 693/L16	SEN 773/L11
74049	Registered Nurse IV – SPC-T1	SEN 748/L16	SEN 809/L11
74050	Registered Nurse IV – SPC-T2	SEN 725/L16	SEN 799/L11
74051	Registered Nurse IV – SPC-T3	SEN 715/L16	SEN 793/L11
74052	Registered Nurse V – RCRMC	SEN 699/L16	SEN 791/L11
74053	Registered Nurse V – SPC-T1	SEN 778/L16	SEN 837/L11
74054	Registered Nurse V – SPC-T2	SEN 760/L16	SEN 823/L11
74055	Registered Nurse V – SPC-T3	SEN 735/L16	SEN 802/L11

## ROLL CALL:

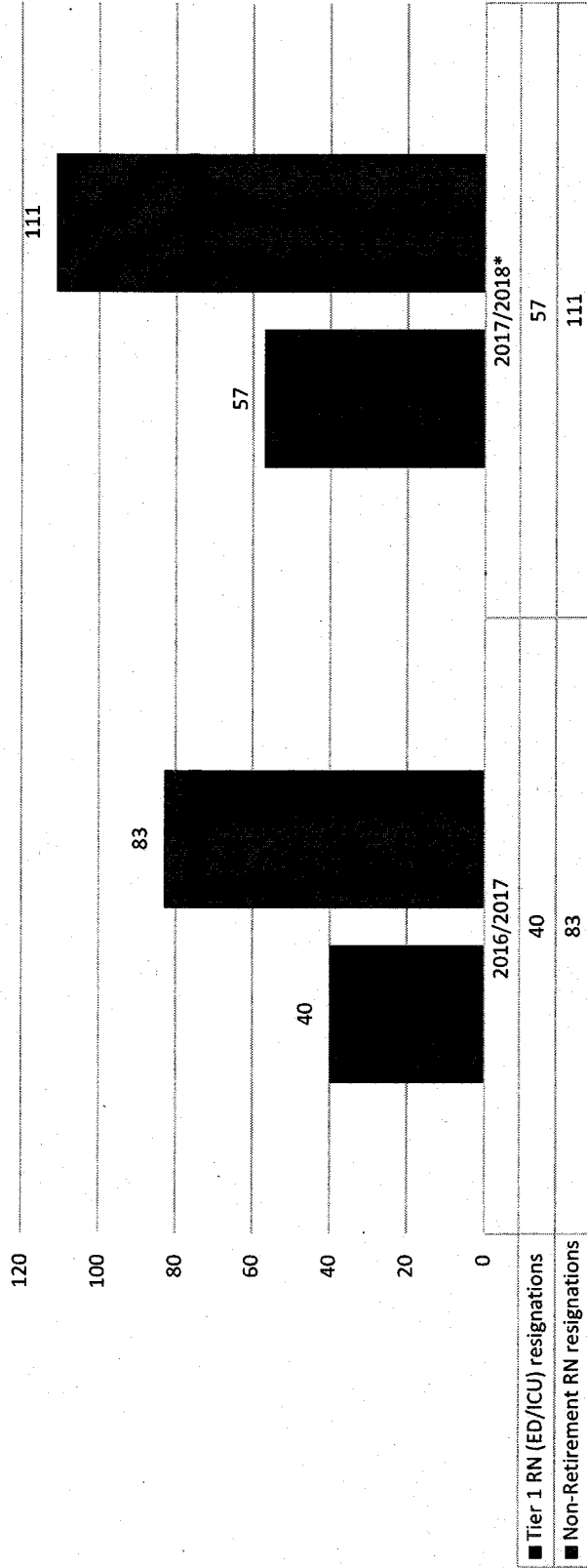
Ayes: Jeffries, Tavaglione, Washington, Perez and Ashley  
 Nays: None  
 Absent: None

The foregoing is certified to be a true copy of a resolution duly adopted by said Board of Supervisors on the date therein set forth.

KECIA HARPER-THOMAS, Clerk of said Board  
 By:  Deputy

# Turnover is impacting RUHS

RN Resignations Comparison 16/17 to 17/18  
\*Annualized



■ Tier 1 RN (ED/ICU) resignations ■ Non-Retirement RN resignations



# External Market Survey Data

## Registered Nurse III - RCRMC

Riv Co Class Code: 74044

Jurisdiction	Title	Min Salary	Max Salary	Spread
Los Angeles County	Registered Nurse II	\$78,910	\$114,956	45.68%
Orange County	n/a			
San Bernardino County	Registered Nurse II - ARMC	\$70,429	\$103,875	47.49%
San Diego County	n/a			
Ventura County	Registered Nurse II	\$79,827	\$95,462	19.59%
<b>Riverside County</b>				
	County Mean:	\$76,389	\$104,764	37.15%
	County Median:	\$78,910	\$103,875	31.64%
	Registered Nurse III - RCRMC	\$62,788	<b>\$99,227</b>	58.04%
	Dollar Difference from Mean:	-\$13,601	-\$5,537	
	Percentage difference from mean:	-17.80%	-5.29%	
	Dollar difference from median:	-\$16,122	-\$4,648	
	Percentage difference from median:	-20.43%	-4.47%	

Notes: OC/SD: No County Hospital. Staff Nurses at Clinic and Behavioral Health Sites

Run Date:

Date Prepared/Revised: 12/5/2018

By:

# External Market Survey Data

## Nurse Practitioner II - RCRMC

Riv Co Class Code:

Jurisdiction	Title	Min Salary	Max Salary	Spread
Los Angeles County	Nurse Practitioner	\$109,229	\$159,126	45.68%
Orange County	Nurse Practitioner II	\$105,352	\$127,421	20.95%
San Bernardino County	Nurse Practitioner II	\$83,658	\$123,781	47.96%
San Diego County	Certified Nurse-Practitioner	\$85,842	\$105,435	22.83%
Ventura County	Nurse Practitioner	\$107,693	\$115,616	7.36%
HASC	Nurse Practitioner	\$111,072	\$166,712	
	County Mean:	\$98,355	\$126,276	28.39%
	County Median:	\$105,352	\$123,781	17.49%
<b>Riverside County</b>	<b>Nurse Practitioner II - RCRMC</b>	<b>\$76,151</b>	<b>\$136,830</b>	<b>79.68%</b>
	Dollar Difference from Mean:	-\$22,204	\$10,555	
	Percentage difference from mean:	-22.58%	8.36%	
	Dollar difference from median:	-\$29,201	\$13,050	
	Percentage difference from median:	-27.72%	10.54%	

Notes:

Run Date:

Date Prepared/Revised: 12/5/2018

By: