

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



ITEM: 3.26
(ID # 17519)

MEETING DATE:

Tuesday, November 16, 2021


FROM : HUMAN RESOURCES AND RUHS-MC :

SUBJECT: HUMAN RESOURCES & RUHS-MC/CHC: Classification & Compensation Recommendation to adjust the salary of the Licensed Vocational Nurse classification series; and amend Ordinance No. 440 pursuant to Resolution No. 440-9230 submitted herewith, All Districts. [Total Cost - \$2,940,265, 100% Department Budget]

RECOMMENDED MOTION: That the Board of Supervisors:

1. Approve the recommendation to adjust the salary of the Licensed Vocational Nurse classification series; and
2. Amend Ordinance No. 440 pursuant to Resolution No. 440-9230.

ACTION: Policy


Brenda Diederichs, Assistant CEO / Human Resources Director 10/26/2021


Matthew Chang, Director 11/2/2021



Kim Saruwatari, Director of Public Health 11/3/2021


Jennifer Cruikshank, Chief Executive Officer - Health System 11/3/2021

MINUTES OF THE BOARD OF SUPERVISORS

On motion of Supervisor Jeffries, seconded by Supervisor Perez and duly carried by unanimous vote, IT WAS ORDERED that the above matter is approved as recommended and that Resolution 440-9230 is adopted as recommended.

Ayes: Jeffries, Spiegel, Washington, Perez and Hewitt
Nays: None
Absent: None
Date: November 16, 2021
xc: HR, RUHS-MC/CHC

Kecia R. Harper
Clerk of the Board
By: 
Deputy

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FINANCIAL DATA	Current Fiscal Year:	Next Fiscal Year:	Total Cost:	Ongoing Cost
COST	\$ 1,118,199	\$ 1,822,066	\$ 2,940,265	\$ 1,822,066
NET COUNTY COST	\$ 0	\$ 0	\$ 0	\$ 0
SOURCE OF FUNDS: Department Funds			Budget Adjustment: No	
			For Fiscal Year: 21/22	

C.E.O. RECOMMENDATION: Approve

BACKGROUND:

Summary

The Riverside University Health System's mission is to improve the health and well-being of patients and communities through dedication to exceptional and compassionate care, education, and research. The health system includes a 439-bed medical center in Moreno Valley, 14 Federally Qualified Health Centers, several primary and specialty clinics throughout Riverside County, and the Behavioral and Public Health departments.

The RUHS-MC/CHC has encountered recruitment and retention difficulties concerning their Licensed Vocational Nurse (LVN) staff. Turnover data for LVNs demonstrate a significant increase in vocational nursing staff separations for calendar year 2021 compared to the past few years. For calendar years 2018-2020, LVN turnover has been in the range of 13%-16% annually; however, even with only partial data for 2021 the turnover rate for LVNs is already at 21%. If this trend continues, the turnover rate will be just over 27% by the end of 2021, which reflects a significant change in the normal trend, which can be seen graphically in **Attachment 1**. This increase in turnover results in a high cost to RUHS-MC/CHC as the department must recruit, hire, and train new vocational nursing staff to backfill these critical vacancies.

Despite continual recruiting efforts, the County has not been able to keep up with the rate of attrition. Since January 1st of this year, for every LVN hired, the County loses roughly two LVNs. High turnover coupled with low recruiting numbers presents a significant challenge of maintaining the proper staffing for patient services, necessitating more expensive overtime and temporary staffing options. The growing shortage of support staff has forced some providers to cancel patient appointments, which affects both RUHS-MC/CHC's revenue and reputation in the community as a leading healthcare provider.

Recognizing the importance of retaining vocational nursing staff, the RUHS-MC/CHC requested that the Human Resources Department conduct a market study of the Licensed Vocational Nurse classification series. Market data was collected from the five surrounding counties and the 2021 Hospital Association of Southern California (HASC) report. The market survey results showed that the County of Riverside is approximately 18.38% below the market median at the minimum rate and 10.03% below the market median at the maximum rate of the journey-level Licensed Vocational Nurse II (**Attachment 2**).

The Human Resources Department recommends adjusting the LVN series to market. The entry-

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level and advanced-journey level classifications' salaries were adjusted in relation to the journey-level to preserve class series progression.

Salary Adjustments:

Licensed Vocational Nurse I: It is recommended to adjust the salary plan/grade from ESEU 154 (\$35,326 - \$52,232) to salary plan/grade ESEU 249 (\$43,453 - \$58,336). There are five incumbents in this classification.

Licensed Vocation Nurse II: It is recommended to adjust the salary plan/grade from SEU 134 (\$37,419 - \$55,341) to salary plan/grade SEU 198 (\$45,843 - \$61,544). There are 157 incumbents in this classification.

Licensed Vocation Nurse III: It is recommended to adjust the salary plan/grade from SEU 147 (\$39,458 - \$58,322) to salary plan/grade SEU 220 (\$48,364 - \$64,929). There are 56 incumbents in this classification.

Additional Fiscal Information:

To immediately bolster retention and preserve internal equity, RUHS-MC/CHC requested that all incumbents be given a pay rate increase equal to the increase to the maximum salary of their classification, unless receiving a greater increase to move to the new minimum salary. The requested pay rate increase maintains internal equity between junior and senior staff and will also help to prevent newly hired LVNs from coming in at rates inequitable with more experienced staff.

The total cost to adjust incumbent pay rates with the salary range increase is \$1,118,199 for the remainder of fiscal year 21/22 and \$1,822,066 for fiscal year 22/23. The breakdown by department is included below:

RUHS-MC/CHC: \$938,273 in salary benefits for the remainder of fiscal year 21/22 and \$1,528,882 for fiscal year 22/23.

Behavioral Health: \$123,384 in salary/benefits for the remainder of fiscal year 21/22 and \$201,050 for fiscal year 22/23.

Public Health: \$56,542 in salary/benefits for the remainder of fiscal year 21/22 and \$92,134 for fiscal year 22/23.

Impact on Residents and Businesses

Approval of the recommended LVN classification series salary increases will allow the County to hire and retain skilled staff to carry out departments' missions and better serve the public.

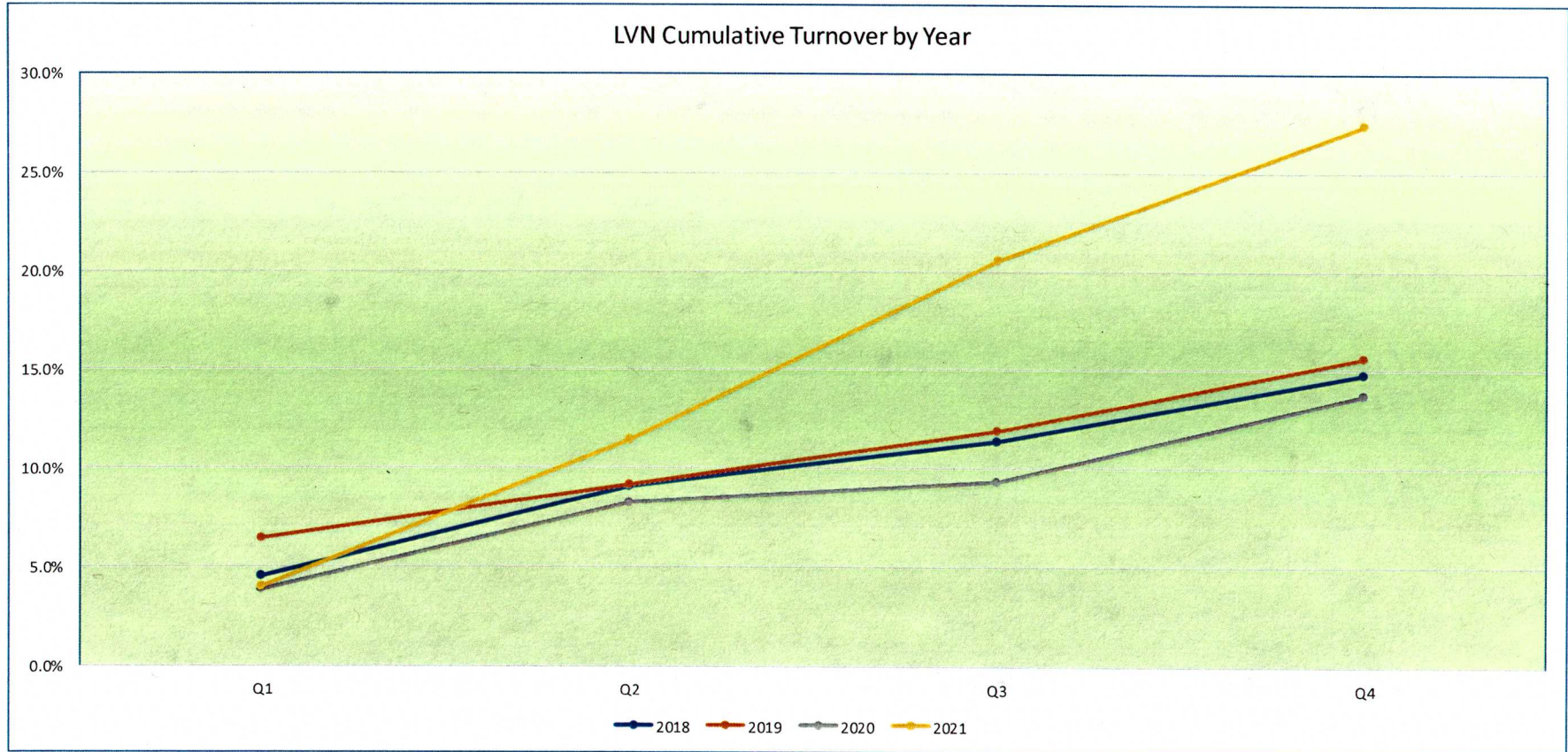
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Attachments:

1. Quarterly LVN Turnover by Year
2. LVN Market Survey Data
3. Resolution No. 440-9230



Quarterly LVN Turnover by Year



External Market Survey Data

Licensed Vocational Nurse II

Riv Co Class Code: 57748

Jurisdiction	Title	Job Code	Union	Min Salary	Max Salary	Spread	Salary w/Projected Inc.
Los Angeles County	Licensed Vocational Nurse II	5105	MOU	\$45,240	\$60,912	34.64%	
Orange County	<i>No comparable classification</i>	N/A					
San Bernardino County	Licensed Vocational Nurse II	12156	MOU	\$38,022	\$52,187	37.25%	
San Diego County	<i>No comparable classification</i>	N/A					
Ventura County	Primary Care Clinic LVN II	658	MOU	\$57,887	\$62,176	7.41%	
2021 HASC Report - Greater So. California	LVN	1002		\$46,446	\$66,643	43.48%	
	County Mean:			\$46,899	\$60,480	28.96%	
	County Median:			\$45,843	\$61,544	34.25%	
Riverside County	Licensed Vocational Nurse II	57748	MOU	\$37,419	\$55,341	47.90%	
	Dollar difference from Mean:			-\$9,480	-\$5,139		
	Percentage difference from mean:			-20.21%	-8.50%		
	Dollar difference from median:			-\$8,424	-\$6,203		
	Percentage difference from median:			-18.38%	-10.08%		

Notes: **Ventura:** PCC LVN II requires I.V. Therapy certification for assignment to certain units.

HASC: LVN (Job Code: 1002) market data is presented. Largest sample size of facilities: 140 vs 15 (Job Code: 1301) vs 20 (Job Code: 1504).

Run Date: 5/24/2021

Date Prepared/Revised: 9/8/2021

By: DP

RESOLUTION NO. 440-9230

BE IT RESOLVED by the Board of Supervisors of the County of Riverside, State of California, in regular session assembled on November 16, 2021, 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>
57747	Licensed Vocational Nurse I	ESEU 154	ESEU 249
57748	Licensed Vocational Nurse II	SEU 134	SEU 198
57749	Licensed Vocational Nurse III	SEU 147	SEU 220

ROLL CALL:

Ayes: Spiegel, Jeffries, Washington, Perez and Hewitt
Nays: None
Absent: None
Abstained:

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 R. Harper, Clerk of said Board

By 
Deputy

/kc

10/27/2021

440 Resolutions\KC

11.16.2021 3.26