



INTEROFFICE MEMORANDUM

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PERSONNEL DEPT.

DATE: February 6, 2007
TO: Bonita J. Sorenson, M.D., M.B.A., Deputy State Health Officer
FROM: Jean Marie Malecki, M.D., M.P.H., F.A.C.P.M.
Director Palm Beach County Health Department
SUBJECT: Palm Beach County Health Department Nursing Matrix

Introduction:

The enclosed proposal addresses a well know problem in the nursing recruitment and retention area. Addressing the alarming nursing vacancy rates is a challenge. Founded on current market analysis, the Palm Beach County Health Department has created a nursing salary matrix that we hope will enhance the current staffing environment.

Background:

According to several trustworthy sources including, the Kaiser Family Foundation, the American Nursing Association and the Association of American Colleges of nursing the data regarding current and future nursing shortage are staggering.

In April 2006, officials with the Health Resources and Services Administration (HRSA) released projections that the nation's nursing shortage would grow to more than one million nurses by the year 2020. According to a 2005 survey by the American College of Health Executives on the Top Issues Confronting Hospitals, 85% of hospital CEOs reported having a shortage of registered nurses.

The United States is in the midst of a nursing shortage that is expected to intensify as baby boomers age and the need for health care grows. The chief federal response addressing the current nursing shortage—the Nurse Reinvestment Act of 2002—includes both recruitment and retention strategies. http://www.kaiseredu.org/topics_im.asp?imID=1&parentID=61&id=138

Palm Beach County, like the rest of the State of Florida, has experienced difficulty recruiting Public Health Nurses in the past decade. Several marketing strategies have been tried but it appears that the main challenge in recruitment and retention of Public Health Nursing staff is directly related to economic factors. As quoted in the South Florida Hospital News, January 2007:

Palm Beach County Health Department Nursing Matrix

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“Florida’s high cost of living, especially home prices, is having a dual effect. It is preventing some new healthcare workers from relocating to South Florida, while simultaneously pushing current workers out. Employees who cannot obtain the American dream of home ownership here are willing to relocate to get it. In addition, high energy costs are forcing job seekers to reprioritize their job criteria. Commuting time and distance has become a large factor in a potential employee’s willingness to accept a position.”

This seemingly insurmountable hurdle is making all of us think more creatively about our approach to attracting new employees and keeping experienced employees in a rewarding work environment.

Market Analysis: (See Nursing Appendix A)

Hospitals and private agencies are offering nurses annual salaries well over \$50,000. The starting salary offered to our Public Health Nurses is \$34,820. The hospital salary scale escalates considerably with experience and seniority. In addition to the basic salary incentive, most institutions are now offering sign on bonuses, relocation expenses and a menu of work-site perks such as daycare, dry cleaning, stock options, tuition reimbursement and other goods and services.

At best, our Public Health Nurses can expect a modest annual increase decided by the State Legislature. It is abundantly clear that, although any Public Health Practitioner knows that Public Health has its own unique appeal, the only attraction to Public Health right now is the regular work hours and the State benefits.

Most Palm Beach Health Department Centers are operating at a significantly understaffed ratio. By overloading our current nurses we risk having them burn-out. The loss of even a small percentage of our remaining nursing staff would have a negative impact on the public at large.

Recommendation: (See Nursing Appendix B)

Palm Beach County Health Department Senior Management has worked diligently with senior nursing staff to address the immediate recruitment and retention concerns regarding Public Health Nurses.

Attached in Nursing Appendix B is the proposed Palm Beach County Health Department Nursing Salary Matrix. If implemented as soon as possible in this fiscal year we are confident that our nursing vacancy rates will decline.

Finance and Accounting have been instrumental in estimating costs and budgeting for implementation of this proposal.

We recommend the approval and implementation of this proposal in the shortest possible delay.

APPENDIX A
NURSING
MARKET ANALYSIS

| Position Title | 25 th Percentile | Median | 75 th Percentile | Reference (Based on jobs in Palm Beach County) |
|----------------------------|-----------------------------|----------|-----------------------------|---|
| Long Term Care Nurse | \$51,035 | \$55,999 | \$60,618 | Salary.com |
| Staff Nurse – Nursing Home | \$48,021 | \$50,973 | \$54,530 | Salary.com |
| Home Care Nurse | \$54,527 | \$59,276 | \$64,839 | MinorityNurse.com |
| Registered Nurse | \$54,224 | \$59,586 | \$64,205 | Hotjobs.com |
| Certified Nurse Midwife | \$76,856 | \$84,125 | \$90,141 | Salary.com |

| Position | Location | Compensation | Comments (Based on local hospitals) |
|----------------------|-------------------------|--|---|
| Staff RN | Boca Community Hospital | \$20+ per hour | Increases depending on years of experience |
| Per Diem RN | Boca Community Hospital | \$32 / hour on days \$38 / hour on nights | Per diem nurses are not considered staff and therefore have no benefits |
| Staff RN | Tenant Health Care | \$42,640 - \$70+ per annual | Increases with merit, performance, and specialty areas (ER, CCU, etc.) |
| Staff RN | Broward | \$26 / hour | |
| Clinical Coordinator | Broward | \$35 / hour | (floor supervisor) |

APPENDIX A
NURSING
MARKET ANALYSIS
(Continued)

**Comparing Average Full-time Annual Income
By Geographic Location**

| | 2004 | Increase from 2003 |
|-----------------------|-----------------|---------------------------|
| New England | \$57,000 | 8% |
| Mid-Atlantic | \$53,300 | 0% |
| East North Central | \$53,600 | 11% |
| West North Central | \$49,300 | 9% |
| South Atlantic | \$54,900 | 11% |
| East South Central | \$52,100 | 17% |
| West South Central | \$56,000 | 15% |
| Mountain | \$56,700 | 17% |
| Pacific | \$64,800 | 11% |

Unlicensed Assistive Personnel SOURCE: *Nursing2004*,
Volume 34, Number 10

APPENDIX B

Palm Beach County Health Department Nursing Salary Matrix

Recruitment:

All new hires will receive the new base rate of pay according to the appropriate classification.
(The Competitive Areas Differential is not included.)

In addition a *"hard to fill"* designation will be assigned to those positions that include one or more of the following criteria:

- Case management responsibilities.
- dealing with complex clients;
- adverse working conditions;

(Examples may include working with clients who have communicable diseases, are medically fragile or working in environmentally isolated areas, or in potentially threatening situations.)

Current "hard to fill" positions include: TB, HIV, STDV, Healthy Star Healthy Family Nurses, Homeless Programs and School Health.

Positions designated "Hard to fill" will receive a special adjustment up to 10% above their annual salary, prorated on the percentage of time spent in this "hard to fill" function. Most of these positions will be classified as Registered Nursing Specialists (RNS) with the exception of 3 designated positions in School Health who are Nursing Program Specialists.

A large number nursing positions that had to be deleted due to prolonged vacancy were in these "Hard to fill" areas.

Retention:

- Current nursing salaries will be brought up to the new annual base rate of pay within the respective classification.
- Nurses whose salaries are already at or above the new base rate of pay will receive a flat rate of \$1,380 increase to their current annual salary.
- Nurse currently working in "hard to fill" positions will be brought up to the new annual base rate of pay for their classification and will received a special adjustment of up to 10% of their current annual salary prorated based on the percentage of time spent in this "hard to fill" function.

**PALM BEACH COUNTY HEALTH DEPARTMENT
 CAREER SERVICE NURSING SALARY MATRIX**

(This does NOT include the Competitive Area Differential)

| ABBREVIATION | CLASSIFICATION | NEW BASE (Annual salary) |
|---------------------|---|-------------------------------------|
| LPN | Licensed Practical Nurse | \$29,000 |
| SLPN | Senior Licensed Practical Nurse | \$32,000 |
| RN | Registered Nurse | \$37,000 |
| CHN | Community Health Nurse | \$38,000 |
| SCHN | Senior Community Health Nurse | \$41,000 |
| RNS | Registered Nurse Specialist | \$43,000 |
| NPS | Nurse Program Specialist | \$47,000 |
| CHNS | Community Health Nursing Supervisor | \$47,000 |
| SCHNS | Senior Community Health Nursing Supervisor | \$52,000 |
| CHNC | Community Health Nursing Consultant | \$64,000 |
| ARNP | Advanced Registered Nurse Practitioner | \$62,000 |
| ARNPS | Advanced Registered Nurse Practitioner Specialist | \$64,000 |



**PALM BEACH COUNTY HEALTH DEPARTMENT
 OPS NURSING SALARY MATRIX**

| ABBREVIATION | CLASSIFICATION | NEW BASE (Hourly rate) |
|---------------------|--|-----------------------------------|
| LPN | Licensed Practical Nurse | \$15.00 |
| SLPN | Senior Licensed Practical Nurse | \$16.00 |
| RN | Registered Nurse | \$17.00 |
| CHN | Community Health Nurse | \$18.00 |
| SCHN | Senior Community Health Nurse | \$21.00 |
| RNS | Registered Nurse Specialist | \$22.50 |
| NPS | Nurse Program Specialist | \$24.00 |
| CHNS | Community Health Nursing Supervisor | \$24.00 |
| SCHNS | Senior Community Health Nursing Supervisor | \$26.50 |
| CHNC | Community Health Nursing Consultant | \$28.00 |
| ARNP | Advanced Registered Nurse Practitioner | \$30.00 |
| | | |

References:

http://www.kaiseredu.org/topics_im.asp?imID=1&parentID=61&id=138
<http://www.nursingshortage.org/members/members.html>
<http://www.aacn.nche.edu/Media/shortageresource.htm>
<http://www.nursingworld.org/readroom/fsshortage.htm>
<http://www.ache.org/PUBS/research/ceoissues.cfm>
<http://www.southfloridahospitalnews.com/specialfocus/default.asp?articleID=1643>

bhf

cc: Enclosure
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Leslie Homsted, Florida Nurses Association
Palm Beach County Health Department Human Resources Department
Palm Beach County Health Department Finance and Accounting
Palm Beach County Health Department Nursing Administration

KEY

Less than 1.0 FTE % shown next to name

Less than 1.0 FTE plus Hard to fill Position receiving 10%

Hard to Fill Positions receiving less than 10% additive % shown in Column P

Positions Re-Classified to Registered Nurse Specialist

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KEY

[REDACTED]

Less than 1.0 FTE plus Hard to fill Position receiving 10%

[REDACTED]

Hard to Fill Positions receiving less than 10% additive % shown in Column P

[REDACTED]

Positions Re-Classified to Registered Nurse Specialist

[REDACTED]

[REDACTED]