Monterey County’s Four Major Hospitals

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Acknowledgements

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Survey Sponsors

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Joseph Werner, WIB Executive Director

Credits

Hospital Administrators of: Community Hospital of the Monterey Peninsula, George L. Mee Memorial Hospital, Natividad Medical Center, and Salinas Valley Memorial Healthcare System

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Janine Bouyea, Human Resources Administrator, Natividad Medical Center
Wendy Crawford, Human Resources Director, Salinas Valley Memorial Healthcare System

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...The training, hiring and retention of local residents to meet the current and future needs of the healthcare industry is a priority in Monterey County, according to HR Directors.
The Survey Process

About the Monterey County Workforce Investment Board

This labor market study and analysis of the healthcare industry related to Monterey County’s four hospitals, which include Community Hospital of the Monterey Peninsula, George L. Mee Memorial Hospital, Natividad Medical Center and Salinas Valley Memorial Healthcare System, was commissioned by the Monterey County Workforce Investment Board (WIB) to begin to address the workforce challenges that currently exist in the healthcare industry. The WIB membership is appointed by the Monterey County Board of Supervisors to oversee federal workforce development funds provided by the Department of Labor through the state of California to the local workforce investment areas. The role of the WIB is to develop strategic workforce policy by analyzing the current status of the workforce and developing solutions to future workforce needs and challenges. The WIB oversees a One-Stop Career Center system, which includes 18 federally mandated partnership agencies that meet the employment needs of the businesses and job seekers in Monterey County. The majority of WIB members are Chief Executive Officers of private sector businesses with optimum policy-making authority and serve as volunteers on this board. For more information, please visit our website at www.montereycountywib.org

About the Healthcare Advisory Roundtable (HART)

Monterey County’s healthcare industry includes four major hospitals and approximately 725 healthcare employers. Industry projections estimate that from 2001-2008, the industry will grow 18.8%, according to California’s Employee Development Department (EDD) Labor Market Information Division. The WIB believes that a well-trained, motivated workforce is essential to continue this cycle of growth and development. In anticipation of these industry needs, the WIB directed the development of a Healthcare Advisory Roundtable (HART) consisting of a knowledgeable group of industry representatives, to begin to address the workforce challenges, which currently exist in Monterey County. One of the goals of the HART was to integrate the workforce initiatives of the Healthcare Advisory Roundtable with the Monterey County Business Council’s Wellness & Lifestyle Cluster, as approved through the Monterey County Board of Supervisors.

Ms. Joanne Webster, Human Resources Director of CHOMP, chairs the Healthcare Advisory Roundtable. Ms. Webster has served as a board member for approximately 10 years on both the Private Industry Council and Workforce Investment Board of Monterey County. The membership of the HART is an open roundtable. All top employers of major corporations from the healthcare industry who have optimum policy-making authority within their organization are invited to attend HART meetings. Current members and participants include representatives from the four major hospitals, Hartnell College and Monterey Peninsula Community College, Victorian Home Care & Residential Care Homes, Choice Home Health Care and Care Solutions, Healthcare Academy at Seaside High School, the Monterey County Business Council, Social Services Aging and Adult Services, the Office for Employment Training, Clinica de Salud del Valle de Salinas, Monterey County Health Department, Monterey County Medical Society, Hospital Council of Northern & Central California, Central Coast VNA & Hospice, and the Employment Development Department. The HART’s first initiative was to produce a needs analysis across 16 specific healthcare positions that members believed would be the most critical to the future workforce of the healthcare industry in Monterey County.
The Survey Process, continued

Outcomes of the Survey

Below are five outcomes that the Healthcare Advisory Roundtable determined would be the value of a needs analysis of the healthcare industry specific to Monterey County:

1. **Providing a 5-Year Outlook**: Creating a report, which looks into the future to project workforce challenges and opportunities;
2. **Competitive Grant Writing**: Providing industry professionals with data that will allow them to search for grants that address their needs and having accurate local data readily available to support collaborative grant applications;
3. **Contributing as the Sectoral Part of the Wellness & Lifestyle Cluster**: Collecting workforce data that accurately describes the strengths, weaknesses, and opportunities in this targeted Wellness & Lifestyle Cluster;
4. **Matching Employer/Employee Needs with Local Training Opportunities**: Demonstrating and defining the needs of employers and employees to support opportunities for local training providers to create or enhance existing programs; and
5. **Promoting Healthcare Industry Careers**: Showcasing career opportunities within the healthcare industry for potential job seekers.

Survey Tool & Design Development

EDD labor market staff provided the HART with information surrounding what data the state already had related to Monterey County’s healthcare industry. EDD and WIB staff reviewed a list of Labor Market Information, classified healthcare occupations and the roundtable members discussed which occupations from the list they would like to see included in the development of a study. Subsequently, WIB staff circulated a survey including a list of 31 occupations selected by the HART members. Members were asked to rank the occupations in one of three categories, based on what they would like to see included in a needs analysis of the industry. Those three categories included: Critical, Important and No Information Needed. As a result, WIB staff received a total of 12 surveys from members of the roundtable. The results were tabulated and WIB staff identified which occupations ranked highest in both critical and important categories. Top occupations included: Registered Nurses, Occupational Therapists, Physical Therapists, Medical and Clinical Laboratory Technologists, Dental Hygienists, Diagnostic Medical Sonographers, Radiologic Technologists and Technicians, Pharmacy Technicians, Surgical Technologists, Licensed Practical and Licensed Vocational Nurses, Home Healthcare Aides, Nursing Aides, Orderlies, and Attendants.

The HART roundtable appointed a taskforce to work on drafting a comprehensive list of survey questions that addressed the immediate and future manpower needs of the healthcare industry. This tool was used to survey healthcare professionals in three categories as defined by the North America Industry Classification System (NAICS): Hospitals, Ambulatory Health Services and Residential Care Facilities. The study consisted of all employers with 25 or more employees. This report focuses solely on the responses from the Hospital category, representing the first tier of the project. Survey work has been conducted for the second tier of the project in the Ambulatory Health Services and Residential Care Facilities categories as well, and a similar report will be released in late 2007. One of the goals of the HART is to integrate the workforce initiatives of the roundtable with the Monterey County Business Council’s Wellness & Lifestyle Cluster. WIB staff has attended all meetings of the cluster and discussed the initiatives of the HART labor market survey project. A third tier of the project was proposed by the cluster, which includes acquiring the data on the needs of smaller employers within Monterey County with less than 25 employees. As directed by the full WIB board, staff will be pursuing the completion of both additional elements of the project.
Executive Summary

As outlined in the Healthcare Advisory Roundtable (HART) meetings, the Monterey County Workforce Investment Board (WIB) staff conducted a healthcare workforce survey to create a needs analysis across 16 specific healthcare positions. The purpose of this project was to analyze the employment needs, economic status, and training issues in Monterey County’s four major hospitals. Based on the information in this report, employers, career counselors, and training providers have a useful tool to address the current and future needs for the healthcare workforce. In addition, job seekers will have a quick reference to occupational statistics and requirements for in-demand healthcare positions.

The overriding goal of this initiative was to help Monterey County healthcare providers create new training and employment opportunities for local residents.

In the course of conducting this project, the WIB staff and the Human Resources Directors developed several significant findings regarding the healthcare workforce in Monterey County hospitals. These findings are discussed in detail in the Executive Summary Analysis (page 10).

Findings

- Within Monterey County, the local workforce cannot meet the employment needs of the hospitals, so recruiters are seeking potential employees from outside of the region, as well as internationally to fill positions.

- Due to the lack of regular full-time healthcare employees in Monterey County, hospital directors are utilizing creative but costly hiring practices to meet the needs of their respective facilities.

- With over $400 million per year in payroll and over 5,500 total employees, hospitals are among the largest employers in Monterey County.

- The training, hiring and retention of local residents to meet the current and future needs of the healthcare industry is a priority in Monterey County, according to HR Directors.

- HR Directors from all four of the Monterey County hospitals recognize the importance of providing quality service to their customers and are using industry-proven techniques to enhance the skills of the healthcare workforce.

- A federal reimbursement program that has previously been insufficient to meet operating costs, combined with an increasing population of uninsured and underinsured people in Monterey County, are the primary reasons for financial shortfall in hospital emergency departments, as reported by hospital HR directors.
Executive Summary, continued

**Highlights**

The Industry Overview section (page 20) contains charts and data that documents the broadest results of our study as summarized below:

- In Monterey County, 67% (2,253) of the employees in the designated occupations are employed in hospitals.

- Of those 2,253 employees, 37% (826 employees) work full-time. The remaining 63% (1,427 employees) are listed as part-time. (A distinction between permanent and temporary/contract personnel was not made in the survey tool.)

- Registered Nurses show the largest gap between full- and part-time employment statistics. Hospital respondents indicated that 76% (1,021) of their Registered Nurses (RNs) work part-time.

- In the past twelve months, hospitals have hired 274 new employees. Registered Nurses have experienced the largest growth, with 153 positions filled in the past year.

- Over the next twelve months, hospitals are expecting to hire 427 new employees. 39% of these new hires are expected to support planned growth, while 61% of the projected new hires will replace separated employees.

- Registered Nurses have the largest population of aging employees with 168, or 69% of the 243 employees over 55, as reported by two hospitals. This figure also represents 15% of the total RN population at the reporting hospitals.

- A Registered Nurse was most likely to be recruited from out of the area. 75% of respondents indicated that recruiting outside Monterey County for this position is necessary to meet needs.

- 75% of respondents indicated that Physical Therapists, Laboratory Technologists, and Respiratory Therapists have received the largest increase in pay and benefits.

- All four hospitals have responded that housing costs were the primary reason for an employment offer being rejected.

- The top three most valuable employment skills currently present in the healthcare workforce are solid ethics, patient confidentiality, and professional conduct in the workplace. The need for technical proficiency was not surveyed in this question.

- The ability to build customer relationships and bilingual skills in Spanish are the two most needed skills in the healthcare workforce, according to employers.
Executive Summary Analysis

Following the compilation of statistical data received from the healthcare survey responses, the WIB staff reviewed the findings with the HR Directors at all four hospitals. Additional questions were generated by the WIB staff, with the goal of further understanding the information received, and its impact on the future of Monterey County’s healthcare workforce. Responses by the HR Directors are summarized below:

Payroll

- With over $400 million per year in payroll and over 5,500 total employees, hospitals are among the largest employers in Monterey County.

Hospital HR Directors agree that hospitals are critical to the economic and social vitality of our community, and that building and maintaining a strong, local workforce is crucial to sustaining that vitality.

Full-time vs. Part-time employment

- Due to the lack of regular full-time healthcare employees in Monterey County, hospital directors are utilizing creative but costly hiring practices to meet the needs of their respective facilities.

All of the hospital HR Directors reported that part-time employees working at least 20 hours per week receive the same benefit package as full-time employees. Only one HR Director reported that part-time employees have a longer waiting period for benefit availability. While hiring part-time employees continues to be a significantly more expensive cost to the hospitals, due to the full benefit packages offered, the practice is necessary to sustain the level of the workforce required because of patient needs. Hospital HR Directors reported that there is an additional cost of up to $40,000 per year, in hiring two part-time employees as opposed to one full-time person, due to the estimated cost of the additional benefit package. Directors reported that a typical benefit package includes medical and dental coverage, vacation and personal leave time, sick pay, tuition reimbursement, and retirement plan contribution.

One potential solution to the higher incidence of part-time employees would be to increase the gender diversity of the workforce. According to HR Directors, the nursing staff at hospitals is 87%-90% female, in a total nursing population of 1,349 for Monterey County hospitals. The male nursing workforce only comprises 10%-13% of the workforce. HR Directors reported that male nursing staff seek out full-time employment more frequently. Upon examination, community college officials reported a similar male-to-female ratio of 10-12% in current nursing programs. Additionally, community college officials reported slightly higher percentages of males in classes of future graduates. However, with historically high attrition rates of male nursing students, an assumption can be made that the percentage of male nurses entering the workforce from upcoming classes will not drastically change. Therefore, hospitals and educational entities will need to directly address this issue. Efforts are underway to examine additional outreach and retention activities.

Hospital HR Directors indicated that the population of part-time employees in new hires is increasing, with one director stating that 70% of new hires work part-time. The directors
Executive Summary Analysis, continued

reported that there are several challenges to curtailing the financial impact of part-time employment. For instance, many employees require part-time positions because of the availability of more flexible hours. Directors also reported that the physical demands of some positions, particularly RNs, often necessitate older employees reducing their work hours. All four hospitals allow transitions from full-time to part-time employment to prevent the loss of a highly trained and experienced employee.

The shortage of regular full-time nurses in Monterey County hospitals has been reported to be responsible for nurses to be called in on short notice for overtime pay. Currently, the overtime rate is paid at 1.5 times the hourly wage. If properly staffed, overtime costs could be reduced, freeing up revenue that hospitals could use for services that are currently under-funded or nonexistent.

HR Directors reported that several healthcare positions (i.e. Respiratory Therapists, LVNs, RNs) are commonly hired as contract staff, where licensed practitioners move within the major local hospitals to render services on a temporary contract basis. Contract staff is not subject to a benefit package from the employer, but are often compensated at a higher hourly wage. These employees typically work at multiple facilities. HR Directors also indicated that some of these practitioners, such as Physical Therapists, often go into business for themselves, or join private facilities for more desirable work schedules. As a result, HR Directors reported difficulty in hiring regular full-time employees in these positions; a challenge they feel might be felt by smaller healthcare facilities as well. HR Directors stated that maintaining patient care levels through contract staffing may have an unfavorable impact on hospital personnel and financial resources due to the potentially transient nature of temporary employees.

Current Staffing

- The staffing levels of three Monterey County hospitals have increased due to the physical expansion of facilities, a larger range of services offered, and population growth in their respective communities.

Two HR Directors reported that their facilities are addressing immediate demands to expand emergency departments, which are currently supporting three to five times the amount of patients that the facilities can accommodate. Conversely, staff size reductions have been reported at one hospital due to reduced patient days, and budget cutbacks. Due to an aggressive administrative campaign however, prior-year losses are being addressed and have been significantly reduced.

Future Staffing

- A staff size increase of 19% is expected in the 16 positions studied by the survey, according to hospital HR Directors.

HR Directors reported that they are planning for continued employment and economic growth at their respective facilities caused by steady increases in the size of the communities they serve. Directors cited a higher percentage of aging community residents and an increased life expectancy of this aging population in Monterey County as specific reasons for the expansion.
Executive Summary Analysis, continued

Analysis of Employment Separations

- Employment separation percentages among the four hospitals remain consistent year over year, with one HR Director reporting a low of 12% and another reporting a high of 20%.

All four HR Directors agreed that long commute times, family issues, and cost of living are the primary reasons for employees separating, to varying degrees in each hospital. Behavioral issues are the major cause of involuntary separations, as reported by hospital HR Directors. Examples of this behavior include poor attendance, unsatisfactory work performance, and policy violations. It must be noted that involuntary terminations represent a very small percentage of overall separations and are closely monitored by hospital administration.

Specifically focusing on nursing separations, critical vacancies that need addressing, hospital directors reported that a high percentage of RNs reaching retirement age have stayed on in a part-time capacity instead of separating their employment from the hospital. The benefits to the hospital in allowing this transition are numerous. The hospital retains a well-trained and experienced employee, with knowledge of the facility’s policies and practices, and a proven commitment to their field. Directors reiterated that this personnel practice raises costs significantly.

Recruiting

- Within Monterey County, the local workforce cannot meet the employment needs of the hospitals, so recruiters are seeking employees from outside of the region, as well as internationally to fill positions.

Directors report applicants from across the country, job seekers that are drawn to Monterey County by the comparably high wages and quality of life that the area affords. Hospital directors indicated that these applicants are typically unaware of the impact of the cost of living increase that they will experience in the area, potentially affecting the acceptance or retention of employment.

With regards to international applicants, HR Directors reported active recruiting throughout Canada, as well as overseas. Directors stated that they are utilizing the U.S. Department of Labor’s H1-B Visa program for international recruits, and the NAFTA TN1 visa for Canadian applicants. The H-1B is a non-immigrant visa category that allows American businesses to temporarily employ foreign workers who have the equivalent to a Bachelor's Degree in “specialty occupations”, such as nursing. A NAFTA TN1 visa is a special United States immigration status unique to citizens of Canada and Mexico that allows citizens of those countries the opportunity to work in the United States under a limited set of occupations, including nursing, medical laboratory technologists, and physical therapists, for one year. HR Directors have stated that securing their employees’ right to work in the U.S. and providing assistance with immigration status and permanent residency remain priorities to the hospital, and provide a significant benefit to the new employees. However, one HR Director reported that these practices create additional nuances in the hospital that require increased knowledge, awareness and sensitivity of all concerned which will allow individuals to work effectively as a team. HR Directors reported that additional support was needed to assist employees in this area.

1 Source: U.S. Citizenship and Immigration Services website: [www.uscis.gov/portal/site/uscis](http://www.uscis.gov/portal/site/uscis), March 2007
Although recruitment occurs at the local level with all community colleges and post-secondary training providers, hospital HR Directors agree that there is a need for additional and improved healthcare training services. At one community college in Monterey County, there is a waiting list for entry into the nursing program. At the other nursing program in the county, there have been vacancies and low graduation rates over the last several years. This is due, in part, to the stringent math and science requirements for nursing and other healthcare positions, and the limited ability of the local K-12 system to prepare students to meet those requirements. Additionally, HR Directors reported that several healthcare training programs are unavailable in Monterey County, and listed examples such as Physical Therapist (Doctorate available in Oakland), Respiratory Therapist (Associate’s Degree available in Fremont), and Radiologic Technologist (Associate’s Degree available in Santa Cruz, with a two-year wait list). While this report does not focus on issues concerning training provided by public and proprietary training institutions, the information contained within the report will be used for subsequent recommendations regarding the diversity and quality of healthcare training available within Monterey County, after consulting with local training providers.

Hospital HR Directors reported that there is recruiting from the Santa Cruz, San Benito, and Santa Clara Counties to supplement local recruiting efforts. Additionally, one HR Director reported active recruitment primarily in San Luis Obispo County, with Monterey County as a secondary area for recruitment.

Local workforce

- The training, hiring and retention of local residents to meet current and future needs in the healthcare industry is a priority in Monterey County, according to HR Directors.

There is a need to improve the career paths for the unemployed and underemployed in our community. With an unemployment rate of 9.0% (March 2007) in Monterey County, HR Directors support the belief that the capacity to fill the majority of healthcare positions exists locally.

HR Directors stated that without continued facility expansion and development of our local healthcare workforce, patients might look to hospitals outside Monterey County in cases where local resources cannot meet patient demands. The result would be an adverse effect on the level of care and services that local facilities provide, and reduced revenue dollars that support the economic vitality of our community.

Hospital HR Directors reported that they have partnered with local high schools to attract potential students into the healthcare field, and have utilized scholarships and intern programs to generate interest. HR Directors are also making use of internal training programs to prepare existing employees for career advancement. Additionally, one facility has developed a phlebotomy course for people interested in pursuing a career in this profession. Another facility has developed a CNA training program onsite. To make a significant difference, these efforts need to be increased dramatically.

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2 Source: California EDD website: [www.edd.ca.gov](http://www.edd.ca.gov), March 2007, non-seasonally adjusted
Executive Summary Analysis, continued

Although data has not been assimilated on this topic, the HR Directors felt that retention rates of local employees were higher than out-of-area hires. It is important to note that one hospital director reported that 96% of their workforce resides in Monterey County. Another HR Director reported that 75% of its workforce came from outside of Monterey County, and that their facility’s retention rates of out-of-area employees are higher than those of local employees. The employment of local residents at the major hospitals is paramount if we are to improve the economic vitality of our local communities. The higher percentage of payroll that remains in the hands of local residents and is spent with local employers and businesses creates effective and economically self-sufficient communities. Additionally, training and employing local residents who may be currently unemployed or underemployed and enhancing their capacity to earn higher wages is a significant benefit that should be prioritized.

Workforce Skills

- **HR Directors from all four of the major Monterey County hospitals recognize the importance of providing quality service to their customers and are using industry-proven techniques to enhance the skills of the healthcare workforce.**

  It is readily recognized that healthcare professionals are more technically trained on the skill requirements of their position, and must be supported through hospital resources in obtaining and maintaining a high level of customer service.

  All of the HR Directors indicated that a significant portion of their staff is bilingual in Spanish. However, all facilities still seek to improve the current level due to the increase in Spanish-speaking people throughout Monterey County. In cases where staff resources are unavailable, a telephone-based translation service is in place in each hospital. Additionally, two hospital HR Directors reported that internal English as a Second Language (ESL) programs were in place to improve the staff’s bilingual capabilities, with medical terminology as the main focus of one of the programs. Interest in developing an internal ESL program through local training providers was expressed by the other HR Directors.

  The hospital HR Directors reported that they are required by law to conduct annual training and competency examinations with all personnel with regards to patient confidentiality, Health Insurance Portability and Accountability Act (HIPPA), medical skills assessment, and customer service, to ensure that specified standards are being met.
Executive Summary Analysis, continued

Emergency Services

- A federal reimbursement program that has previously been insufficient to meet operating costs, combined with an increasing population of uninsured and underinsured people in Monterey County, are the primary reasons for financial shortfalls in hospital emergency departments, as reported by hospital HR Directors.

By creating a financially viable emergency room system, which properly and effectively serves customers, we ensure that hospitals continue to integrate the other elements of their services so that the continuum of care is effective and financially solvent. For example, while receiving emergency room services, patients are referred to more profitable areas of the hospital, such as laboratory services, radiology, and the pharmacy. This allows the hospital to maintain its full service capacity and ensures that it has the ability to support its current workforce. HR Directors indicate that the lack of profitability in the emergency room is not due to the current salary and benefit structure for personnel or technical job requirements, when compared with other hospital departments. Most importantly, maintaining the vitality of hospital emergency departments is crucial to the healthcare needs of the county.
Recommendations

Cost Savings Associated with Full-Time Employment

- In an effort to reprogram resources, it is recommended that 50% of the current percentage of part-time nurses be transitioned to full-time employment, reducing expenses by nearly $10 million. Efforts should be made to create incentives for current part-time employees to consider full-time employment. It is also recommended that hospitals develop a structured plan, which achieves this goal over several years, without laying off any existing personnel.

As indicated in the study, there is a large cost benefit to increasing the overall number of full-time employees, particularly in nursing. With 1,021 of the registered nurses listed at part-time, and an extra part-time person costing hospitals nearly $40,000 in additional benefits, hospitals could conceivably save over $10 million per year by transitioning half of their existing part-time nurses to full-time. Additional cost savings could be realized if this recommendation was applied to other job classifications where similar circumstances exist.

- Since 90% of the nursing population is female and 76% of all nurses work part-time, it is recommended that an incentive strategy be developed to allow female nurses to have the capacity to work in full-time positions. Hospitals could investigate supportive services based on employee needs, which should also encourage more female nurses to work full-time.

- Due to the under-representation of males in the nursing workforce, it is recommended that hospitals, training providers and the K-12 system collaborate to encourage more male students (who are typically looking for full-time employment), to explore careers in nursing and allied healthcare positions. In addition, scholarships or subsidized incentive programs could be developed for under-represented populations to create more diversity in the workforce.

HR Directors stated that part-time employment is valuable to employees who require flexible hours, which allows for better coordination with personal and family needs. However, due to the costs involved with a predominantly part-time nursing staff, hospitals need to strike a balance between business needs and employee needs without impacting patient care.

- It is recommended that hospital administrators and training providers collaborate and encourage veteran employees to acquire the teaching credentials necessary so that they may instruct and mentor the future workforce.

The report indicates that due to the physical demands of many healthcare positions, veteran employees typically request a part-time schedule from HR Directors. Encouraging veteran employees to transition into teaching positions to train the future workforce could facilitate the integration of the culture of the medical business community into structured educational classroom training programs. Additionally, implementation of this recommendation could alleviate the current shortage of nursing instructors at local training providers.
Recommendations, continued

Hospital and School System Collaboration

- In an effort to train a qualified workforce to support the increasing need for nurses and allied healthcare workers, it is recommended that linkages between hospitals and the K-12 system be expanded, to focus on supporting the growth of skill development in the areas of math, science and reading. Additionally, these linkages will increase knowledge and awareness of healthcare professions.

Creating the linkages between hospitals and the K-12 system will ensure that the emerging workforce has the basic skill requirements necessary to begin comprehensive training for highly technical and skilled positions in the healthcare profession. This collaboration can more effectively influence the integration of the hospital and healthcare industry into the adult school and academy system at the ROP or high school level. This integration could include the sharing of curriculum development, labor market information regarding healthcare occupations that will be in demand in the next decade, and the overall importance of medical activities associated with the profession. Internships, job shadowing and externships could be utilized as well.

Workforce Housing

- It is recommended that "workforce housing" programs be explored, which establish a priority of affordable housing for the healthcare employees who work and wish to live within Monterey County.

HR Directors indicated in the report that they believe that retention rates of local employees were higher than those from out of the area. Additionally, all four HR Directors indicated in their survey responses that high housing costs are the primary reason for employee separation and the rejection of job offers. Affordable housing programs could be used as incentives to retain existing employees who experience economic hardships with the local cost of living, as well as attract experienced healthcare personnel who wish to work in this area. Developing and implementing this type of program would require a strong collaboration between county and city officials, local housing developers, federal housing authorities and the healthcare industry. Additionally, increasing the number of housing units throughout the county could increase the total number of high paying jobs available in the construction field, which would be an ancillary benefit should this program be adopted.

Develop Local Training Programs

- It is recommended that the local training providers and community colleges explore the addition of local training programs for Physical Therapists, Respiratory Care Therapists, and Radiologic Technologists.

The report indicates that several healthcare training programs are unavailable in Monterey County. Specifically, the HR Directors discussed the lack of local training for Physical Therapists, Respiratory Care Therapists, and Radiologic Technologists.
The Physical Therapy and Respiratory Care Therapy trainings are also not available regionally, so as a business opportunity, the hospitals and providers should consider creating these training programs locally. The community colleges or educational institutions could also create an improved educational cluster for medical professions. The local economy could benefit by the attraction of students interested in these training opportunities rather than exporting our local residents to distant training locations. In addition, the efforts between local workforce organizations and state organizations should be coordinated to ensure the dissemination of accurate labor market information, which conveys the training needs within the industry on a regular basis. Developing and maintaining an open line of communication between the HR Directors and the local training providers is equally important. Doing so will ensure that training programs are coordinated with current and emerging business and labor market demands, as well as with future projections.

**Cultural Responsiveness Development**

- **Due to the multi-cultural environment that currently exists in the workforce at hospitals in Monterey County, it is recommended that hospitals collaborate with local training providers to develop and implement a cultural responsiveness curriculum.**

As indicated in the report, hospitals recognize the need for a formalized program that trains existing employees, as well as out of area recruits, in cultural responsiveness. The hospitals could utilize this formal training program to assist recruits from outside of the area with assimilation into their new work environment, while also providing current employees with the ability to more effectively relate to the numerous cultures they work among on a daily basis. Most importantly, the training program would provide the workforce with the skills necessary to successfully interact with the different backgrounds and cultures of the patients that they serve.
Additional Findings

Trauma Center Consideration(s)

Over the course of the last five years, there has been discussion within the healthcare community regarding whether the need and the ability to fund a trauma center in Monterey County exists. While it is not within the scope of this report to recommend a trauma center in Monterey County, preliminary research demonstrates that local residents could benefit from the improved emergency care in the county and the increase in healthcare jobs.

Steady growth in local and visiting populations, combined with year over year increases in major trauma victim transports, indicates that the need for such a facility may soon become a priority. Currently, Monterey County patients requiring the services of a trauma center are flown to Santa Clara County for treatment at Regional Medical Center, Santa Clara Valley Medical Center, or Stanford University Hospital. In the final data reported for 2005, Monterey County airlifted 244 major trauma victims (MTV) to facilities outside of Monterey County. Santa Cruz County reported 234 MTV transports to Santa Clara County in the same time frame. However, hospital administrators have indicated that the current volume of major trauma patients in Monterey and Santa Cruz Counties does not meet the recommended level to maintain the clinical standards or the financial feasibility of a trauma center. California Emergency Medical Services (EMS) Authority guidelines require a minimum patient volume of 1,200 for Level 1 and 2 trauma centers, with a minimum population of 350,000. There are no minimum population or patient load requirements for Level 3 or 4 designation.

Should the hospitals and jurisdictions develop a plan for a local trauma facility, either through one hospital or a joint powers agreement, the workforce development system and training providers have to be prepared to meet the labor needs associated with such an endeavor. Hospitals in Santa Clara County employ Intensive Care Unit (ICU) nurses, clinical laboratory technologists, radiologists, and pharmacy technicians to support their trauma centers on a 24-hour, 7-day a week basis. Given the workforce issues addressed in this report, it would be in the hospitals’ and the community’s best interest to hire workers in these occupations locally for a new trauma center, rather than from outside of the area.

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3 Source: Monterey County EMS Agency website: [www.co.monterey.ca.us/health/EMS/](http://www.co.monterey.ca.us/health/EMS/), May 2007
4 Source: Santa Cruz County EMS Agency website: [www.santacruzhealth.org/phealth/ems/3ems.htm](http://www.santacruzhealth.org/phealth/ems/3ems.htm), May 2007
5 Source: California Emergency Medical Services Authority website: [www.emsa.ca.gov](http://www.emsa.ca.gov), May 2007
Hospital Industry Overview

• All four hospitals in Monterey County were presented with the Healthcare Survey Questionnaire in Appendix I. The Monterey County Workforce Investment Board staff received a 100% response rate from the Hospital category.

• Respondent employee counts range from 599 employees to 4,999 employees, according to EDD Labor Market data.

• Hospitals reported a total of 2,253 employees in the designated occupations. This figure, as seen in Exhibit – 1, represents 84% of the total jobs listed in the 2002 Labor Market Information studies.

• As stated in the Executive Summary, employers are expecting to hire 427 new employees in the next twelve months, an increase of 19% over current staffing levels in the designated positions.

• Registered Nurses will have the greatest number of employment opportunities with 232 new hires expected in the next year. Nursing Aides and Orderlies are next with 88 expected openings.

• Sonographers, Radiologic Technologists, and Vocational Nurses will see the largest percentage increase of their workforce, with 31%, 31%, and 30% increases, respectively.

Exhibit – 1
Healthcare Advisory Roundtable Survey - February 2007

<table>
<thead>
<tr>
<th>Survey Total</th>
<th>A</th>
<th>B</th>
<th>(A+B)/2</th>
<th>D</th>
<th>E=D/A</th>
<th>F</th>
<th>G=F/D</th>
<th>H</th>
<th>I</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hospitals</td>
<td>5159</td>
<td>6044</td>
<td>5604</td>
<td>3352</td>
<td>65%</td>
<td>662</td>
<td>20%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Registered Nurses</td>
<td>1749</td>
<td>2099</td>
<td>1879</td>
<td>1349</td>
<td>77%</td>
<td>232</td>
<td>17%</td>
<td>$34.04</td>
<td>$35.05</td>
</tr>
<tr>
<td>Occupational Therapists</td>
<td>31</td>
<td>36</td>
<td>34</td>
<td>22</td>
<td>71%</td>
<td>5</td>
<td>23%</td>
<td>$30.67</td>
<td>$47.02</td>
</tr>
<tr>
<td>Physical Therapists</td>
<td>73</td>
<td>87</td>
<td>80</td>
<td>31</td>
<td>42%</td>
<td>7</td>
<td>23%</td>
<td>$32.64</td>
<td>$44.05</td>
</tr>
<tr>
<td>Medical and Clinical Laboratory Technologists</td>
<td>63</td>
<td>68</td>
<td>66</td>
<td>72</td>
<td>114%</td>
<td>15</td>
<td>21%</td>
<td>$31.55</td>
<td>$43.36</td>
</tr>
<tr>
<td>Diagnostic Medical Sonographers</td>
<td>54</td>
<td>59</td>
<td>56</td>
<td>16</td>
<td>30%</td>
<td>5</td>
<td>31%</td>
<td>$30.17</td>
<td>$41.38</td>
</tr>
<tr>
<td>Radiologic Technologists and Technicians</td>
<td>92</td>
<td>100</td>
<td>96</td>
<td>68</td>
<td>74%</td>
<td>21</td>
<td>31%</td>
<td>$25.90</td>
<td>$36.92</td>
</tr>
<tr>
<td>Pharmacy Technicians</td>
<td>34</td>
<td>39</td>
<td>36</td>
<td>45</td>
<td>132%</td>
<td>7</td>
<td>16%</td>
<td>$15.09</td>
<td>$21.17</td>
</tr>
<tr>
<td>Surgical Technologists</td>
<td>88</td>
<td>106</td>
<td>97</td>
<td>40</td>
<td>45%</td>
<td>6</td>
<td>15%</td>
<td>$19.71</td>
<td>$25.73</td>
</tr>
<tr>
<td>Licensed Practical &amp; Licensed Vocational Nurses</td>
<td>97</td>
<td>92</td>
<td>94</td>
<td>105</td>
<td>108%</td>
<td>31</td>
<td>30%</td>
<td>$20.99</td>
<td>$30.61</td>
</tr>
<tr>
<td>Home Health Aides</td>
<td>24</td>
<td>25</td>
<td>25</td>
<td>5</td>
<td>21%</td>
<td>1</td>
<td>20%</td>
<td>$20.87</td>
<td>$20.87</td>
</tr>
<tr>
<td>Nursing Aides, Orderlies &amp; Attendants (MA &amp; Billing)</td>
<td>272</td>
<td>303</td>
<td>287</td>
<td>438</td>
<td>161%</td>
<td>88</td>
<td>20%</td>
<td>$15.50</td>
<td>$22.16</td>
</tr>
<tr>
<td>Respiratory Therapists</td>
<td>68</td>
<td>88</td>
<td>78</td>
<td>62</td>
<td>91%</td>
<td>9</td>
<td>15%</td>
<td>$28.21</td>
<td>$37.86</td>
</tr>
</tbody>
</table>
Survey: Hospital Employees Over Age 55

Two hospitals provided data regarding their aging workforce population, positioning Registered Nurses at the top of the list in Exhibit – 2:

Exhibit – 2
Hospital Employees Over Age 55

<table>
<thead>
<tr>
<th>Job Category</th>
<th>Total Over 55</th>
<th>% Of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registered Nurses / Nurse Practitioners</td>
<td>168</td>
<td>69%</td>
</tr>
<tr>
<td>Medical &amp; Clinical Laboratory Technologists</td>
<td>16</td>
<td>7%</td>
</tr>
<tr>
<td>Nursing Aides, Orderlies, and Attendants</td>
<td>17</td>
<td>7%</td>
</tr>
<tr>
<td>Licensed Practical &amp; Licensed Vocational Nurses</td>
<td>12</td>
<td>5%</td>
</tr>
<tr>
<td>Billing / Coding</td>
<td>7</td>
<td>3%</td>
</tr>
<tr>
<td>Respiratory Therapists</td>
<td>7</td>
<td>3%</td>
</tr>
<tr>
<td>Radiologic Technologists</td>
<td>4</td>
<td>2%</td>
</tr>
<tr>
<td>Occupational Therapists</td>
<td>3</td>
<td>1%</td>
</tr>
<tr>
<td>Pharmacy Technicians</td>
<td>2</td>
<td>1%</td>
</tr>
<tr>
<td>Surgical Technologists</td>
<td>3</td>
<td>1%</td>
</tr>
<tr>
<td>Home Health Aides</td>
<td>2</td>
<td>1%</td>
</tr>
<tr>
<td>Physical Therapists</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Diagnostic Medical Sonographers</td>
<td>1</td>
<td>0%</td>
</tr>
<tr>
<td>Radiologic Technologists - Specialized</td>
<td>1</td>
<td>0%</td>
</tr>
<tr>
<td>Medical Assistants</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Total Hospital Employees Over 55</td>
<td>243</td>
<td></td>
</tr>
</tbody>
</table>

Job Skill Requirements

Employers were asked about the skills that they believe are currently apparent in their workforce (Exhibit – 3). The healthcare questionnaire also asked respondents which employment skills were required in their workforce (Exhibit – 4). Additionally, educational requirements for the surveyed positions were researched separately, and are included below for informational purposes.

- Of the 16 job descriptions surveyed, 75% require education beyond a High School diploma, including certificate and degree programs.
- Three entry-level jobs comprise the remaining 25%: Pharmacy Technician, Home Health Aides/ Nursing Aides/Attendants. These positions require only a one- to twelve-month on-the-job training period.
- 75% of employers indicated that solid ethics and patient confidentiality, flexibility in work practices, the ability to effectively communicate verbally and in writing, and a professional attitude in the workplace were the qualities most apparent in their workforce (Exhibit – 3).
- One-half of survey respondents indicated that customer relationship skill, and the ability to speak and understand Spanish are two of the qualities needed most in the healthcare field (Exhibit – 4).
Exhibit – 3
Which qualities do you believe are most apparent in your workforce?

<table>
<thead>
<tr>
<th>Quality</th>
<th>Percentage</th>
<th>Indicated</th>
<th>Surveyed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Solid ethics / patient confidentiality</td>
<td>75%</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Flexible work practices, such as hours worked or multi-tasking</td>
<td>75%</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Ability to communicate effectively both written and verbal</td>
<td>75%</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Professional conduct and attitude in the workplace</td>
<td>75%</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Accountability</td>
<td>50%</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Working collaboratively as a team</td>
<td>50%</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Customer relationships</td>
<td>50%</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Bi-lingual skills in Spanish</td>
<td>25%</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Other</td>
<td>0%</td>
<td></td>
<td>4</td>
</tr>
</tbody>
</table>

Exhibit – 4
Which qualities are needed the most?

<table>
<thead>
<tr>
<th>Quality</th>
<th>Percentage</th>
<th>Indicated</th>
<th>Surveyed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer relationships</td>
<td>50%</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Bi-lingual skills in Spanish</td>
<td>50%</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Working collaboratively as a team</td>
<td>25%</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Solid ethics / patient confidentiality</td>
<td>25%</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Flexible work practices, such as hours worked or multi-tasking</td>
<td>25%</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Ability to communicate effectively both written and verbal</td>
<td>25%</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Professional conduct and attitude in the workplace</td>
<td>25%</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Accountability</td>
<td>0%</td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>Other</td>
<td>0%</td>
<td></td>
<td>4</td>
</tr>
</tbody>
</table>

Wages

Hospitals were asked to report the lowest and highest wages for each of the positions listed (Exhibit – 5). A more in-depth presentation of averages is listed within the occupational section of the report (pages 26-37). It is summarized as follows:

- Registered Nurses were reported by HR Directors to have the highest average wage of the positions identified. The lowest average wage reported for this position is $34.04. The average high-end hourly wage is $53.05.
- Jobs previously identified as entry-level start at a low average of $15.09 (Pharmacy Technician) to a high average of $22.16 (Nursing Aides and Attendants).
- Average low wage across all job descriptions covered in the study is $24.14. The average high salary is $33.65.
Hospital Industry Overview, continued

Exhibit – 5
Hospital Wage Analysis

<table>
<thead>
<tr>
<th></th>
<th>Avg.</th>
<th>Avg.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Lowest</td>
<td>Highest</td>
</tr>
<tr>
<td>Registered Nurses / Nurse Practitioners</td>
<td>$34.04</td>
<td>$53.05</td>
</tr>
<tr>
<td>Occupational Therapists</td>
<td>$30.67</td>
<td>$47.02</td>
</tr>
<tr>
<td>Physical Therapists</td>
<td>$32.64</td>
<td>$44.05</td>
</tr>
<tr>
<td>Medical &amp; Clinical Laboratory Technologists</td>
<td>$31.55</td>
<td>$43.36</td>
</tr>
<tr>
<td>Diagnostic Medical Sonographers</td>
<td>$30.17</td>
<td>$41.38</td>
</tr>
<tr>
<td>Respiratory Therapists</td>
<td>$28.21</td>
<td>$37.86</td>
</tr>
<tr>
<td>Radiologic Technologists</td>
<td>$25.90</td>
<td>$36.92</td>
</tr>
<tr>
<td>Radiologic Technologists - Specialized</td>
<td>$25.74</td>
<td>$36.29</td>
</tr>
<tr>
<td>Licensed Practical &amp; Licensed Vocational Nurses</td>
<td>$20.99</td>
<td>$30.61</td>
</tr>
<tr>
<td>Billing / Coding</td>
<td>$21.13</td>
<td>$29.62</td>
</tr>
<tr>
<td>Surgical Technologists</td>
<td>$19.71</td>
<td>$25.73</td>
</tr>
<tr>
<td>Pharmacy Technicians</td>
<td>$15.09</td>
<td>$21.17</td>
</tr>
<tr>
<td>Home Health Aides</td>
<td>$20.87</td>
<td>$20.87</td>
</tr>
<tr>
<td>Nursing Aides, Orderlies, and Attendants</td>
<td>$13.68</td>
<td>$20.20</td>
</tr>
<tr>
<td>Medical Assistants</td>
<td>$11.68</td>
<td>$16.66</td>
</tr>
</tbody>
</table>

Hiring Challenges

The healthcare survey also questioned employers about obstacles in their recruiting and hiring processes (Exhibit – 6-8).

- 100% of hospitals indicated that there were not enough training agencies for the occupations they will need for their hiring future.
- Employers stated significant hiring challenges regarding specific positions. All hospitals reported difficulty in recruiting Registered Nurses, Physical Therapists, and Respiratory Therapists. 75% of respondents recruit outside Monterey County for Registered Nurses alone.
- Physical Therapists, Respiratory Therapists, and Radiologic Technologists are next, with 50% of hospitals recruiting these positions from outside of the county.
- 0% of the employers surveyed indicated that they recruit all of their employees from within Monterey County. In addition, one respondent could not provide data regarding recruitment areas.

Exhibit – 6
Are there enough agencies out there to provide training for occupations that you will be hiring for in the near future?

<table>
<thead>
<tr>
<th>Answered</th>
<th>Surveyed</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>0%</td>
</tr>
<tr>
<td>NO</td>
<td>100%</td>
</tr>
<tr>
<td>Did Not Answer</td>
<td>0%</td>
</tr>
</tbody>
</table>
Hospital Industry Overview, continued

Geographical Recruitment Areas
While listed as a single question on the questionnaire, Exhibits – 7 and 8 separate the responses for graphical purposes:

Exhibit – 7
What occupations do you recruit locally?

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Did Not Answer</th>
<th>Registered Nurse</th>
<th>Physical Therapist</th>
<th>Occupational Therapist</th>
<th>Medical Assistant</th>
<th>LVN</th>
<th>Clerical</th>
<th>All local</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>25%</td>
<td>25%</td>
<td>25%</td>
<td>25%</td>
<td>25%</td>
<td>25%</td>
<td>25%</td>
<td>0%</td>
</tr>
</tbody>
</table>

Exhibit – 8
What occupations do you recruit out of the area?

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Answered</th>
<th>Surveyed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registered Nurse</td>
<td>75%</td>
<td>4</td>
</tr>
<tr>
<td>Physical Therapist</td>
<td>50%</td>
<td>2</td>
</tr>
<tr>
<td>Respiratory Therapists</td>
<td>50%</td>
<td>2</td>
</tr>
<tr>
<td>Radiologic Technologists and Technicians</td>
<td>50%</td>
<td>2</td>
</tr>
<tr>
<td>Occupational Therapists</td>
<td>25%</td>
<td>1</td>
</tr>
<tr>
<td>Medical and Clinical Lab Techs</td>
<td>25%</td>
<td>1</td>
</tr>
</tbody>
</table>

Employment Offer Challenges
- All four responding hospitals have experienced an employment offer that was rejected. 100% of those responding have indicated that housing costs were the most prominent reason for the offer rejection. 3 of the 4 hospitals also cited family issues as a reason of refusal (Exhibit – 9).
- Of interest, 0% of respondents indicated that an offer rejection was given due to poor working conditions, or lack of training opportunities (Exhibit – 9).

Exhibit – 9
Have you experienced making an employment offer to candidates, which has not been accepted?

<table>
<thead>
<tr>
<th>Answered</th>
<th>Surveyed</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>100%</td>
</tr>
<tr>
<td>NO</td>
<td>0%</td>
</tr>
<tr>
<td>Did Not Answer</td>
<td>0%</td>
</tr>
</tbody>
</table>

If you checked yes, what is the most prominent reason they have listed to reject your offer?

<table>
<thead>
<tr>
<th>Reason</th>
<th>Answered</th>
<th>Surveyed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing costs</td>
<td>100%</td>
<td>4</td>
</tr>
<tr>
<td>Family issues</td>
<td>75%</td>
<td>3</td>
</tr>
<tr>
<td>Low pay</td>
<td>50%</td>
<td>2</td>
</tr>
<tr>
<td>Moving costs</td>
<td>25%</td>
<td>1</td>
</tr>
<tr>
<td>Location, lack of opportunities for family in community</td>
<td>25%</td>
<td>1</td>
</tr>
<tr>
<td>Poor working conditions</td>
<td>0%</td>
<td>4</td>
</tr>
<tr>
<td>Lack of career ladder or training opportunities</td>
<td>0%</td>
<td>4</td>
</tr>
</tbody>
</table>
Surveyed Occupations

This section presents data regarding the individual occupations that were queried in the survey. While the main report focuses on general workforce issues as they pertain to the hospitals, this section will provide readers with job-specific information as captured by the survey tool.

The information listed on each page includes the job title, job description, and a list of sample tasks that may be performed within the occupation. Wages, educational requirements, and survey data results are also included for each occupation.

Job titles, descriptions, and sample tasks are taken from the U.S. Department of Labor’s Occupational Information Network (O*Net), which can be found at www.onetcenter.org. Additional information not listed in the report, including nationwide statistics for each occupation, or educational providers, can be located at this website address.

Survey respondents were asked to provide the lowest and highest wages paid for each of the occupations. The average wage is the total divided by the number of responses. The median is the mid-point – half above, half below. The range is the highest and lowest wages reported within the category.

All data provided by the individual hospitals regarding specific occupations was considered confidential, and was destroyed after the completion of the report.

Surveyed Occupations

- Registered Nurse / Nurse Practitioner
- Occupational Therapist
- Physical Therapist
- Medical and Clinical Laboratory Technologist
- Diagnostic Medical Sonographer
- Radiologic Technologist and Technician
- Pharmacy Technician
- Surgical Technician
- Licensed Practical / Licensed Vocational Nurse
- Home Health Aide
- Nursing Aide / Orderly / Attendant
- Respiratory Therapist
Survey Response: Four hospitals with 1,349 employees (328 FT and 1,021 PT)

Description

Assesses patient health problems and needs, develops and implements nursing care plans, and maintains medical records. Administers nursing care to ill, injured, convalescent, or disabled patients. May advise patients on health maintenance and disease prevention or provide case management.

Sample Tasks

- Administers local, inhalation, intravenous, and other anesthetics.
- Administers stipulated emergency measures, and contacts obstetrician when deviations from standard are encountered during pregnancy or delivery.
- Advises and consults with specified personnel concerning necessary precautions to be taken to prevent possible contamination or infection.
- Conducts specified laboratory tests.
- Contracts independently to render nursing care, usually to one patient, in hospital or private room.

Wages

<table>
<thead>
<tr>
<th></th>
<th>Lowest</th>
<th>Highest</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average</td>
<td>$34.04</td>
<td>$53.05</td>
</tr>
<tr>
<td>Median</td>
<td>$34.00</td>
<td>$53.00</td>
</tr>
<tr>
<td>Range</td>
<td>$32.55 - 35.85</td>
<td>$42.67 - 63.06</td>
</tr>
</tbody>
</table>

O*Net 29-1111 – Registered Nurse / Nurse Practitioner

Survey Results

- 50% of employers reported high turnover for this position.
- 100% of employers reported difficulty in recruiting for this position.
- 50% of employers reported a significant increase in pay and benefits for this position.
- 75% of employers stated they recruit out of the area for this position.

Education Requirement

- Two-year Associates (AA) Degree

Demand

- Employers expect to hire in the next 12 months: 232
- New hires projected for growth in this position: 83
- New hires projected as replacements in this position: 149
Occupational Therapist

Survey Response: Four hospitals with 22 employees (8 FT and 14 PT)

Description

Assesses, plan, organize and participate in rehabilitative programs that help restore vocational, homemaking and daily living skills, as well as general independence to disabled persons.

Sample Tasks

- Completes and maintains necessary records.
- Consults with rehabilitation team to select activity programs and coordinate occupational therapy with other therapeutic activities.
- Designs and constructs special equipment, such as splints and braces.
- Lays out material for individual’s use and cleans and repairs tools after therapy sessions.
- Plans programs and social services to help patients learn work skills and adjust to disabilities.

Wages

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
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</thead>
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<tr>
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<td><strong>Lowest</strong></td>
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<tr>
<td><strong>Average</strong></td>
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O*Net 29-1122 – Occupational Therapist

Survey Results

- 25% of employers reported high turnover for this position.
- 50% of employers reported difficulty in recruiting for this position.
- 50% of employers reported a significant increase in pay and benefits for this position.
- 25% of employers stated they recruit out of the area for this position.

Education Requirement

- Four-year Bachelors (BA/BS) Degree

Demand

- Employers expect to hire in the next 12 months: 5
- New hires projected for growth in this position: 1
- New hires projected as replacements in this position: 4
Physical Therapist

Survey Response: Four hospitals with 31 employees (15 FT and 16 PT)

Description

Assess, plan, organize and participate in rehabilitative programs that improve mobility, relieve pain, increase strength and decrease or prevent deformity of patients suffering from disease or injury.

Sample Tasks

- Administers manual exercises to improve and maintain function.
- Administers massage, applying knowledge of massage techniques and body physiology.
- Administers traction to relieve pain, using traction equipment.
- Administers treatment involving application of physical agents, using equipment, moist packs, ultraviolet and infrared lamps, and ultrasound machines.
- Confers with medical practitioners to obtain additional information, suggest revisions in treatment and integrate physical therapy into patient’s care.

Wages

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<tr>
<th>Hourly</th>
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</thead>
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<tr>
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O*Net 29-1123 – Physical Therapist

Survey Results

- 50% of employers reported high turnover for this position.
- 100% of employers reported difficulty in recruiting for this position.
- 75% of employers reported a significant increase in pay and benefits for this position.
- 50% of employers stated they recruit out of the area for this position.

Education Requirement

- Masters Degree (MA/MS)

Demand

- Employers expect to hire in the next 12 months: 7
- New hires projected for growth in this position: 2
- New hires projected as replacements in this position: 5
**Medical & Clinical Laboratory Technologist**

*Survey Response: Four hospitals with 72 employees (47 FT and 25 PT)*

### Description

Perform complex medical laboratory tests for diagnosis, treatment and prevention of disease. May train or supervise staff.

### Sample Tasks

- Analyzes samples of biological material for chemical content or reaction.
- Calibrates and maintains equipment used in quantitative and qualitative analysis such as spectrophotometers, calorimeters, flame photometers, and computer-controlled analyzers.
- Communicates with physicians, family members and researchers requesting technical information regarding tests results.
- Conducts chemical analysis of body fluids, including blood, urine, and spinal fluid to determine presence of normal and abnormal components.
- Conducts research under direction of Microbiologists or Biochemist.

### Wages

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<tr>
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**O*Net 29-2011 – Medical & Clinical Laboratory Technologist**

#### Survey Results

- 100% of employers reported difficulty in recruiting for this position.
- 75% of employers reported a significant increase in pay and benefits for this position.
- 25% of employers stated they recruit out of the area for this position.

#### Education Requirement

- Four-year Bachelors (BA/BS) Degree

#### Demand

- Employers expect to hire in the next 12 months: 15
- New hires projected for growth in this position: 6
- New hires projected as replacements in this position: 9
Diagnostic Medical Sonographer

Survey Response: Four hospitals with 16 employees (11 FT and 5 PT)

Description

Perform diagnostic medical procedures to determine OB/GYN, abdominal and vascular conditions using ultrasound imaging modalities, medical apparatus and supplies.

Sample Tasks

- Prepares examination room, equipment and material as needed for patient examinations.
- Positions patients, selects equipment and techniques for individual patient examinations.
- Develops film, records videotape, produces digital hard copy, monitors and optimizes diagnostic image quality.
- Performs bedside patient examinations; reviews and evaluates results of exams and gives preliminary reports to the physician.
- Performs quality assurance data analysis and prepares summaries, performs routine maintenance on ultrasonography equipment.

Wages

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O*Net 29-2032 – Diagnostic Medical Sonographer

Survey Results

- 100% of employers reported difficulty in recruiting for this position.
- 50% of employers reported a significant increase in pay and benefits for this position.

Education Requirement

- Two-year Associates (AA) Degree

Demand

- Employers expect to hire in the next 12 months: 5
- New hires projected for growth in this position: 3
- New hires projected as replacements in this position: 2
Radiologic Technologist and Technician

Survey Response: Four hospitals with 68 employees (43 FT and 25 PT)

Description
Take X-rays and CAT scans or administer non-radioactive materials into patient’s blood stream for diagnostic purposes. Includes technologists who specialize in other modalities, such as computed tomography and magnetic resonance. Includes workers whose primary duties are to demonstrate portions of the human body on X-ray film or fluoroscopic screen.

Sample Tasks
- Administers oral or injected contrast media to patients.
- Assigns duties to radiologic staff to maintain patient flow and achieve production goals.
- Demonstrates new equipment, procedures, and techniques and provides technical assistance to staff.
- Develops departmental operating budget and coordinates purchase of supplies and equipment.
- Explains procedures and observes patients to ensure safety and comfort during scan.

Wages

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O*Net 29-2034 – Radiologic Technologist and Technicians

Survey Results
- 25% of employers reported ease in recruiting for this position.
- 25% of employers reported high turnover for this position.
- 25% of employers reported difficulty in recruiting for this position.
- 25% of employers reported a significant increase in pay and benefits for this position.
- 50% of employers reported difficulty in recruiting specialized technicians.

Education Requirement
- Two-year Associates (AA) Degree

Demand
- Employers expect to hire in the next 12 months: 21
- New hires projected for growth in this position: 11
- New hires projected as replacements in this position: 10
Pharmacy Technician

Survey Response: Four hospitals with 45 employees (24 FT and 21 PT)

Description

Prepare medications under the direction of a pharmacist. May measure, mix, and count out, label, and record amounts and dosages of medications.

Sample Tasks

- Assists pharmacist to prepare and dispense medication.
- Cleans equipment and sterilizes glassware according to prescribed methods.
- Counts stock and enters data in computer to maintain inventory records.
- Mixes pharmaceutical preparations, fills bottles with prescribed tablets and capsules and types labels for bottles.
- Prepares intravenous (IV) packs, using sterile technique under supervision of hospital pharmacist.

Wages

<table>
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<td>$11.81 – 27.10</td>
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O*Net 29-2052 – Pharmacy Technician

Survey Results

- 50% of employers reported high turnover for this position.
- 50% of employers reported ease in recruiting for this position.

Education Requirement

- Post secondary vocational training / certification program

Demand

- Employers expect to hire in the next 12 months: 7
- New hires projected for growth in this position: 2
- New hires projected as replacements in this position: 5
Surgical Technologist

Survey Response: Four hospitals with 40 employees (30 FT and 10 PT)

Description

Assist in operations, under the supervision of surgeons, registered nurses or other surgical personnel. May help set up operating room, prepare and transport patients for surgery, adjust lights and equipment, pass instruments and other supplies to surgeon’s assistants, hold retractors, cut sutures and help count sponges, needles, supplies and instruments.

Sample Tasks

- Aids team to don gowns and gloves.
- Assists team members to place and position patient on table.
- Cleans operating room.
- Counts sponges, needles, and instruments before and after operation.
- Hands instruments and supplies to surgeon, holds retractors and cuts sutures and performs other tasks as directed by surgeon during operation.

Wages

<table>
<thead>
<tr>
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<th>Highest</th>
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<tbody>
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<td>$18.38 - 33.17</td>
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O*Net 29-2055 – Surgical Technologist

Survey Results

- 25% of employers reported high turnover for this position.
- 25% of employers reported ease in recruiting for this position.

Education Requirement

- Post secondary vocational training / certificate program

Demand

- Employers expect to hire in the next 12 months: 6
- New hires projected for growth in this position: 1
- New hires projected as replacements in this position: 5
Survey Response: Four hospitals with 105 employees (44 FT and 61 PT)

Description

Care for ill, injured, convalescent or disabled persons in hospitals, nursing homes, clinics, private homes, group homes and similar institutions. May work under the supervision of a registered nurse. Licensing required.

Sample Tasks

- Administers specified medication orally, by subcutaneous or intramuscular injection and notes time and amount on patient’s charts.
- Applies compresses, ice bags and hot water bottles.
- Assembles and uses such equipment as catheters, tracheotomy tubes, and oxygen suppliers.
- Assists in delivery, care and feeding of infants.
- Baths, dresses and assists patients in walking and turning.

Wages

<table>
<thead>
<tr>
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<th>Lowest</th>
<th>Highest</th>
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<tbody>
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O*Net 29-2061 – Licensed Practical / Licensed Vocational Nurses

Survey Results

- 25% of employers reported ease in recruiting for this position.
- 25% of employers indicated that they recruit locally for this position.

Education Requirement

- Post secondary vocational training / certificate program

Demand

- Employers expect to hire in the next 12 months: 31
- New hires projected for growth in this position: 12
- New hires projected as replacements in this position: 19
Home Health Aide

Survey Response: Four hospitals with 5 employees (3 FT and 2 PT)

Description

Provide routine, personal healthcare, such as bathing, dressing or grooming to the elderly, convalescent or disabled persons in the home of patients or in a residential care facility.

Sample Tasks

- Administers prescribed oral medication under written direction of physician or as directed by home care nurse or aide.
- Assists patients into and out of bed, automobiles, or wheelchair, to lavatory, and up and down stairs.
- Changes bed linens, washes and irons patient’s laundry and cleans patient’s quarters.
- Entertains patient, reads aloud, plays cards and other games with patient.
- Maintains records of services performed and of apparent condition of patient.

Wages

<table>
<thead>
<tr>
<th>Wages</th>
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<th>Highest</th>
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<td>$20.87</td>
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O*Net 31-1011 – Home Health Aide

Survey Results

- 25% of employers reported ease in recruiting for this position.
- 25% of employers reported high turnover for this position.

Education Requirement

- 30 day, On-the-Job Training program

Demand

- Employers expect to hire in the next 12 months: 1
- New hires projected for growth in this position: 0
- New hires projected as replacements in this position: 1
Nursing Aide, Orderly & Attendant

Survey Response: Four hospitals with 438 employees (237 FT and 201 PT)

Description

Provide basic patient care under the direction of nursing staff. Perform duties, such as feed, bathe, dress, and groom or move patients, or change linens.

Sample Tasks

- Administers catheterizations, bladder irrigations, enemas, and douches.
- Administers massages and alcohol rubs.
- Administers medication as directed by physician or nurse.
- Assists patient to walk.
- Bathes, grooms and dresses patients.

Wages

<table>
<thead>
<tr>
<th></th>
<th>Lowest</th>
<th>Highest</th>
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<tbody>
<tr>
<td><strong>Hourly</strong></td>
<td>$13.68</td>
<td>$20.20</td>
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<td><strong>Median</strong></td>
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<td><strong>Range</strong></td>
<td>$9.10 - 16.42</td>
<td>$14.98 – 24.16</td>
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</table>

O*Net 31-1012 – Nursing Aide, Orderly & Attendant

Survey Results

- 25% of employers reported ease in recruiting for this position.
- 25% of employers reported high turnover for this position.

Education Requirement

- 30 day, On-the-Job Training program

Demand

- Employers expect to hire in the next 12 months: 88
- New hires projected for growth in this position: 45
- New hires projected as replacements in this position: 43
Respiratory Therapist

Survey Response: Four hospitals with 62 employees (36 FT and 26 PT)

Description
Assess, treat, and care for patients with breathing disorders. Assume primary responsibility for all respiratory care modalities, including the supervision of respiratory therapy technicians. Initiate and conduct therapeutic procedures; maintain patient records; and select, assemble, check and operate equipment.

Sample Tasks
- Consults with physician in an event of adverse reactions.
- Demonstrates respiratory care procedures to trainees and other health care personnel.
- Determines most suitable method of administering inhalants, precautions to be observed, and potential modifications needed, compatible with physician’s orders.
- Determines requirements for treatment, such as type and duration of therapy and medication and dosages.
- Inspects and tests respiratory therapy equipment to ensure equipment is functioning safely and efficiently.

Wages

<table>
<thead>
<tr>
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O*Net 29-1126 – Respiratory Therapist

Survey Results
- 25% of employers reported high turnover for this position.
- 100% of employers reported difficulty in recruiting for this position.
- 75% of employers reported a significant increase in pay and benefits for this position.
- 50% of employers stated they recruit out of the area for this position.

Education Requirement
- Two-year Associates (AA) Degree

Demand
- Employers expect to hire in the next 12 months: 9
- New hires projected for growth in this position: 2
- New hires projected as replacements in this position: 7
The quality and workforce needs of the healthcare industry is very important to the Monterey County Workforce Investment Board and your comments are integral in order for us to understand and provide accurate, detailed and timely labor market information. To help us provide opportunities that meet the needs of our healthcare system, please review this survey. You will be receiving a call from EDD Labor Market Analyst, Eric Alexander, shortly to review the survey with you. Thank you.

| Name: | Organization: |
| Phone: | Email Address: |

1. Please indicate a number associated with the following questions:

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<th>Part time</th>
<th>Hired Last Year</th>
<th>Will Hire in next 12 Months</th>
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<th>How many new hired based on: Replacements</th>
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<tr>
<td>Medical &amp; Clinical Laboratory Technologists</td>
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### Appendix I: Survey Tool, continued

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<th>Which are the most difficult to recruit?</th>
<th>Which have experienced the highest raise in pay &amp; benefits?</th>
<th>Which are the easiest to recruit?</th>
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<tr>
<td>Licensed Practical / Licensed Vocational Nurses</td>
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<tr>
<td>Home Health Aides</td>
<td>☐</td>
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<tr>
<td>Nursing Aides, Orderlies, and Attendants</td>
<td>☐</td>
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<tr>
<td>Medical Assistants</td>
<td>☐</td>
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<tr>
<td>Billing / Coding</td>
<td>☐</td>
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<tr>
<td>Respiratory Care Practitioners</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Which qualities do you believe are the most apparent in your workforce?</th>
<th>Which qualities are needed the most?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working collaboratively as a team</td>
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<tr>
<td>Solid ethics / patient confidentiality</td>
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<tr>
<td>Accountability</td>
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<tr>
<td>Flexibility in work practices, such as hours worked or multi-tasking</td>
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<tr>
<td>Customer relationships</td>
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<tr>
<td>Ability to communicate effectively both written and verbal</td>
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<tr>
<td>Professional conduct and attitude in the workplace</td>
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<tr>
<td>Bi-lingual skills in Spanish</td>
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</tbody>
</table>

Other:

1. Are there enough agencies out there to provide training for the occupations that you will be hiring in the near future?
   - Yes ☐  No ☐

2. What occupations do you recruit locally and which do you recruit for out of the area? Why?

3. Have you experienced making an employment offer to candidates, which has not been accepted?
   - Yes ☐  No ☐

If you checked yes, what is the most prominent reason they have listed to reject your offer? *(If you check more than one box, please rank in the right hand column)*

- Low pay ☐
- Poor working conditions ☐
- Housing costs ☐
- Moving costs ☐
- Family issues ☐
- Lack of career ladder or training opportunities ☐

Other:
Health Care Industry Labor Market Study
Monterey County Hospitals - Spring 2007