

County of Santa Clara

Employee Services Agency

Human Resources Department

County Government Center, East Wing

70 West Hedding Street, 8th Floor

San Jose, California 95110-1705



DATE: February 4, 2022

TO: Honorable Members of the Board of Supervisors
Jeffrey V. Smith, M.D., J.D., County Executive

FROM: John P. Mills, Director, Employee Services Agency

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John P. Mills
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SUBJECT: Off-Agenda Report RE: Nurse Recruitment Support, Vacancy and Turnover Rates, and Retention

At the November 16, 2021 meeting of the Board of Supervisors, Supervisor Chavez requested that Administration provide a report, to coincide with the Mid-Year Budget Review, relating to the status of the engagement of a firm to support nurse recruitment; current vacancy rates in RNPA-represented classifications, including turnover rates and retention; and progress on development of retention programs. This report provides the requested information.

Status of the engagement of a firm to support nurse recruitment

The Employee Services Agency—Human Resources Department (ESA-HR) has conducted an analysis of existing contracts with search firms to determine if these contracts can be utilized to support nurse recruitment. While promising, the existing contracts are limited in scope and do not encompass the Board's direction. A scope of work encompassing all nursing competency areas is being finalized to release a Request for Proposals (RFP). A Request for Special Qualifications (RFSQ) process is also being evaluated, to be used to support recruitment for specialized nursing competencies as the need arises, or for additional nursing competencies that may be created. Additionally, the ESA-HR Nurse Recruitment Team is partnering with the ESA-HR Talent Sourcing Team on a comprehensive contract with Indeed to augment advertising on that platform for nurse recruitment, as specialized postings on Indeed have proven fruitful in the past.

Current vacancy rates, turnover rates, and retention in RNPA-represented classifications

As of the November 16, 2021 report-back to the Board, the vacancy rate for RNPA-represented classifications was 11.3%, compared to the national average vacancy rate of 9.9%. As of January 24, 2022, the vacancy rate for RNPA-represented classifications is 10.2%.

The turnover rate for all coded RNPA-represented classifications is depicted in the table below:

Board of Supervisors: Mike Wasserman, Cindy Chavez, Otto Lee, Susan Ellenberg, S. Joseph Simitian

County Executive: Jeffrey V. Smith

Turnover rate for all coded RNPA-represented classifications by calendar year

	CY 2018	CY 2019	CY 2020	CY 2021
RNPA Turnover Rate	6.9%	10.2%	7.4%	9.2%

The retention rate for all coded RNPA-represented classifications is depicted in the table below:

Retention rate for all coded RNPA-represented classifications by calendar year

	CY 2018	CY 2019	CY 2020	CY 2021
RNPA Retention Rate	92.9%	92.7%	92.9%	92.2%

Progress on development of retention programs

In addition to the Health System's efforts to create a professional nurse development program, ESA-HR is working to implement the training program recruitment plan for the 70 new unclassified Clinical Nurse III/II/I (Clinical Nurse) positions added to the Santa Clara Valley Medical Center Hospitals and Clinics. The Health System's past practice was to bring trainees on as unbenefited extra help, but the intent is for the department to hire trainees into these benefited unclassified positions. Incumbents would occupy these unclassified positions while they are in a training capacity, and then be transferred into vacant permanent nursing positions.

cc: Chief Board Aides
Miguel Marquez, Chief Operating Officer
James R. Williams, County Counsel
Tiffany Lennear, Clerk of the Board of Supervisors
Thuy Pham, Office of Budget & Analysis
Paul Lorenz, Chief Executive Officer, Santa Clara Valley Medical Center Hospitals & Clinics
Anita Asher, Acting Human Resources Director