

VACANCIES AND RECRUITMENT AND RETENTION STRATEGIES IN HEALTH CARE



Wyoming Department of Employment
Research & Planning

Wyoming Private Health Care Employment for 2007



Preliminary data. Source: Bureau of Labor Statistics, Quarterly Census of Employment and Wages. Extracted October 10, 2008.

Vacancies and Recruitment and Retention Strategies in Health Care

Wyoming Department of Employment
Gary W. Child, Director

Research & Planning
Tom Gallagher, Manager

Prepared by:
Sara Saulcy

Edited by:
Phil Ellsworth
April Szuch

Reviewed by:
David Bullard
Valerie A. Davis
Lisa Knapp
Carol Toups

Submitted for Printing November 2008
©2008 by the Wyoming Department of Employment, Research & Planning



Department of Employment Nondiscrimination Statement

The Department of Employment does not discriminate on the basis of race, color, religion, national origin, sex, age, or disability. It is our intention that all individuals seeking services from our agency be given equal opportunity and that eligibility decisions be based upon applicable statutes, rules, and regulations.

Research & Planning
P.O. Box 2760
Casper, WY 82602-2760
Phone: (307) 473-3807
Fax: (307) 473-3834
Website: <http://doe.state.wy.us/LMI>
“Your Source for Wyoming Labor Market Information”

Table of Contents

About the Cover	5
Vacancies and Recruitment and Retention Strategies in Health Care	6
Overview	6
Key Points	6
Table 1: Wyoming Nonagricultural Wage and Salary Employment (in Thousands), 2000-2007	7
Table 2: Occupational Staffing Levels for Hospitals in the U.S. and Wyoming, May 2005	8
Table 3: Occupational Staffing Levels for Hospitals in South Dakota and Wyoming, May 2005	9
Survey	10
Frequently Used Terms and Acronyms	10
Recruitment and Retention	11
Figure 1: Average Difficulty Rating for Recruiting Nursing Staff in Wyoming Health Care Industries, Weighted	11
Table 4: Wyoming Health Care Industry Use and Employer Opinion of Effectiveness of Employee Recruitment and Retention Strategies, Weighted	12
Table 5: Wyoming Health Care Industry Use and Employer Opinion of Effectiveness of Employee Recruitment and Retention Strategies by Intended Use, Weighted	14
Traveling and Temporary Nursing Staff	16
Figure 2: Estimated Percentage of Wyoming Hospitals and Nursing & Residential Care Facilities Employing Traveling and Temporary Nursing Staff, Weighted	16
Figure 3: Estimated Percentage of Wyoming Hospitals and Nursing & Residential Care Facilities Employing Traveling and Temporary Nursing Staff by Nurse Type, Weighted	17
Positions Budgeted For But Not Under Active Recruitment	17
Figure 4: Estimated Number of Traveling or Temporary Nursing Staff Employed by Wyoming Hospitals and Nursing & Residential Care Facilities, Weighted	18
Figure 5: Average Number of Open Positions by Nurse Type in Wyoming Health Care Firms With Positions Budgeted For But Not Under Active Recruitment, Weighted	19
Job Vacancies by Industry Subsector	19
Table 6: Summary of Estimated Job Vacancy Characteristics in Wyoming Health Care Industries, Weighted	20
Nurse Vacancy Characteristics	21
Table 7: Summary of Estimated Job Vacancy Characteristics of Nursing Staff in Wyoming Health Care Industries, Weighted	22
Figure 6: Estimated Number of Wyoming Nursing Staff Vacancies by Industry, Weighted	23
Table 8: Wyoming Estimated Total Positions by Selected Occupations and Industries, May 2007, Weighted	23
Vacancy Characteristics of Major Occupational Groups	23
Figure 7: Estimated Vacancy Rates for Wyoming Nursing Staff by Industry, Weighted	24
Table 9: Estimated Number of Vacancies and Percentage of Vacancies That Are for Full-Time Positions in Wyoming Health Care Industries by Selected Standard Occupational Classification (SOC), Weighted	25
Table 10: Estimated Average Weeks Vacant for Wyoming Health Care Industry Vacancies by Selected Standard Occupational Classification (SOC), Weighted	25
Table 11: Estimated Percentage of Vacancies Requiring More Than a High School Education in Wyoming Health Care Industries by Selected Standard Occupational Classification (SOC), Weighted	26
Table 12: Estimated Percentage of Vacancies Requiring Licensure, Certification, or Professional Registration in Wyoming Health Care Industries by Selected Standard Occupational Classification (SOC), Weighted	27
Table 13: Estimated Percentage of Vacancies Requiring One or More Years of Experience in Wyoming Health Care Industries by Selected Standard Occupational Classification (SOC), Weighted	27

Table 14: Estimated Average Hourly Wage for Vacancies in Wyoming Health Care Industries by Selected Standard Occupational Classification (SOC), Weighted	28
--	----

Additional Research	28
----------------------------	-----------

Table 15: Estimated Percentage of Vacancies With One or More Benefits in Wyoming Health Care Industries by Selected Standard Occupational Classification (SOC), Weighted	29
--	----

Summary	29
----------------	-----------

References	30
-------------------	-----------

Appendix	33
-----------------	-----------

Methodology	33
--------------------	-----------

Appendix Table 1: Occupational Staffing Levels for Hospitals in Montana and Wyoming, May 2005	35
---	----

Appendix Table 2: Occupational Staffing Levels for Hospitals in North Dakota and Wyoming, May 2005	36
--	----

References	37
-------------------	-----------

Appendix Table 3: Estimated Vacancies in Wyoming Ambulatory Care Firms by Standard Occupational Classification (SOC), Summer 2007, Weighted	37
---	----

Appendix Table 4: Estimated Vacancies in Wyoming Hospitals by Standard Occupational Classification (SOC), November 2007	38
---	----

Appendix Table 5: Estimated Vacancies in Wyoming Nursing & Residential Care Facilities by Standard Occupational Classification (SOC), Fall 2007, Weighted	39
---	----

Questionnaires	40
-----------------------	-----------

Wyoming Health Care Job Vacancy Survey 2007: Ambulatory Care	40
--	----

Wyoming Health Care Survey 2007: Hospitals	50
--	----

Wyoming Health Care Job Vacancy Survey 2007: Nursing & Residential Care	54
---	----

About the Cover

The health care employment data in the map were extracted from the Quarterly Census of Employment and Wages (QCEW), a cooperative program with the Bureau of Labor Statistics.

The QCEW program provides a quarterly count of employment and wages reported by employers for 98% of U.S. jobs. These data are available by industry for the nation and for each county, metropolitan statistical area, and state. Research & Planning publishes QCEW data in the monthly newsletter *Wyoming Labor Force Trends* and at http://doe.state.wy.us/LMI/toc_202.htm.

Vacancies and Recruitment and Retention Strategies in Health Care

by: Sara Saulcy, Senior Economist

The demand for nurses in Wyoming is expected to increase as more nurses enter traditional retirement age (Saulcy, 2008). To evaluate the nursing situation in the state, the Wyoming Healthcare Commission contracted with Research & Planning during 2007 to provide a study of vacancies, recruitment, and retention among health care firms. The job vacancy results in this report represent initial offers rather than the final conditions under which individuals are hired.

Overview

It is important to note that the current study was conducted at a time of substantial employment growth in Wyoming driven by the current energy expansion. Total employment in Wyoming in 2000 was 239,300 jobs (see Table 1, page 7). Over the next seven years, employment rose steadily to 288,100 in 2007, a change of 20.4%. Manufacturing was the only sector to see a decline in employment (-1.9%). While mining drove much of the overall growth, gains in health care & social assistance employment were substantial as well. Employment in this sector rose from 16,400 in 2000 to 20,900 in 2007, a net gain of 4,500 (27.4%). Within the industry, ambulatory health care services increased the most, from 5,900 to 7,800 (32.2%). Nursing & residential care facilities gained 600 jobs (15.4%), while employment in hospitals increased by 200 (7.1%). Much of the growth occurred in firms that serve older populations (Cowan, 2008).

Data indicate that Wyoming's health care industry, particularly hospitals, employs a different mix of labor than the

Key Points

- ▶ The highest vacancy rate for registered nurses was in hospitals (6.1%).
- ▶ Hospitals also had the highest vacancy rate of the three health care subsectors (12.4%).
- ▶ Nursing & residential care vacancies were open 26.1 weeks on average, the highest of any health care subsector.
- ▶ Asking nurses which benefits are most important to them may help firms identify changes they can make to improve recruitment and retention.

U.S. and other states. Table 2 (see page 8) and Table 3 (see page 9) show the 2005 employment distribution for Wyoming hospital occupations compared to the U.S. and South Dakota (see Appendix Table 1 and Appendix Table 2, pages 35 and 36, for Montana, North Dakota, and Wyoming staffing patterns). In the U.S., 3.4% of hospital employment was in management occupations. While Wyoming's employment in management was 5.6%, South Dakota's employment in management was closer to the U.S. distribution at 2.4%. South Dakota was also similar to the U.S. in the percentage of staff employed as registered nurses (RNs; 27.4% in South Dakota, 27.2% in the U.S., and 23.0% in Wyoming). Wyoming appeared to rely more on staff employed in healthcare support occupations than did the U.S. and South Dakota. The

Table 1: Wyoming Nonagricultural Wage and Salary Employment (in Thousands), 2000-2007

Industry	Year								Change, 2000-2007	
	2000	2001	2002	2003	2004	2005	2006	2007	n	%
Total Nonagricultural Wage and Salary Employment	239.3	245.4	247.9	250.0	255.4	263.9	277.3	288.1	48.8	20.4%
Total Private	178.6	183.9	185.3	186.5	190.8	198.8	211.8	221.2	42.6	23.9%
Goods Producing	45.3	47.9	47.3	47.1	48.8	53.2	60.6	63.8	18.5	40.8%
Natural Resources & Mining	16.3	18.4	17.9	18.3	20.2	22.7	26.6	27.3	11.0	67.5%
Construction	18.5	19.5	19.9	19.5	19.2	20.7	23.9	26.3	7.8	42.2%
Manufacturing	10.4	10.0	9.5	9.3	9.4	9.7	10.2	10.2	-0.2	-1.9%
Service Providing	194.1	197.5	200.6	202.9	206.5	210.8	216.6	224.4	30.3	15.6%
Trade, Transportation, Warehousing, & Utilities	48.1	48.6	48.5	48.4	49.3	50.7	52.6	55.2	7.1	14.8%
Wholesale Trade	6.4	6.9	7.0	7.0	7.3	7.8	8.2	8.8	2.4	37.5%
Retail Trade	30.1	30.3	30.1	29.9	30.0	30.4	30.9	31.9	1.8	6.0%
Transportation, Warehousing, & Utilities	11.6	11.4	11.3	11.6	11.9	12.6	13.5	14.5	2.9	25.0%
Information	4.0	4.1	4.1	4.2	4.3	4.3	4.1	4.0	0.0	0.0%
Financial Activities	9.2	9.5	10.0	10.2	10.5	10.8	11.1	11.4	2.2	23.9%
Professional & Business Services	14.7	15.7	15.6	15.5	15.3	15.8	17.1	18.4	3.7	25.2%
Educational & Health Services	18.2	19.3	19.9	20.8	21.5	22.0	22.6	23.2	5.0	27.5%
Educational Services	1.9	1.9	1.9	2.0	2.1	2.3	2.4	2.3	0.4	21.1%
Health Care & Social Assistance	16.4	17.4	18.0	18.8	19.4	19.8	20.2	20.9	4.5	27.4%
Ambulatory Health Care Services	5.9	6.3	6.6	7.0	7.3	7.4	7.7	7.8	1.9	32.2%
Offices of Physicians	2.5	2.7	2.8	2.9	3.0	3.0	3.1	3.2	0.7	28.0%
Hospitals	2.8	2.8	2.8	2.7	2.7	2.9	2.9	3.0	0.2	7.1%
Nursing & Residential Care Facilities	3.9	4.1	4.3	4.3	4.3	4.4	4.4	4.5	0.6	15.4%
Social Assistance	3.8	4.2	4.4	4.8	5.0	5.2	5.2	5.6	1.8	47.4%
Leisure & Hospitality	30.0	29.6	30.3	30.8	31.5	32.0	32.6	33.5	3.5	11.7%
Other Services	9.1	9.3	9.6	9.6	9.7	9.9	11.1	11.7	2.6	28.6%
Government	60.8	61.5	62.7	63.5	64.5	65.1	65.4	67.0	6.2	10.2%
Federal Government	7.5	7.4	7.5	7.6	7.6	7.5	7.3	7.3	-0.2	-2.7%
State Government	13.7	14.0	14.5	14.8	15.5	15.5	15.3	15.5	1.8	13.1%
Local Government	39.6	40.1	40.7	41.0	41.5	42.2	42.9	44.2	4.6	11.6%
Education	21.6	20.7	20.8	20.9	21.1	21.3	21.7	22.4	0.8	3.7%
Hospitals	5.2	5.4	5.6	5.6	5.6	5.9	6.0	6.2	1.0	19.2%

Source: Wyoming Department of Employment, Research & Planning. (n.d.). *Wyoming nonagricultural wage and salary employment*. Current Employment Statistics. Retrieved March 20, 2008, from <http://doe.state.wy.us/LMI/CES/naanav9002.htm>

percentage of employment in healthcare support for Wyoming was 19.2%; for the U.S. it was 13.2% and for South Dakota it was 15.4%. While the relationship between staffing policies and patient safety in Wyoming is not completely clear, a study prepared for the U.S. Department of Health and Human Services, Agency for Healthcare Research and Quality (2007), found that higher RN-to-patient ratios resulted in “lower

hospital-related mortality, failure to rescue, and other patient outcomes” (page v).

Other studies suggest that reducing the time nurses spend on non-nursing tasks such as clerical activities increases the amount of time they can devote to direct patient care (Medical News Today,

Text continued on page 10

Table 2: Occupational Staffing Levels for Hospitals in the U.S. and Wyoming, May 2005

Standard Occupational Classification Title and Code	U.S. Employment	Column Percentage	U.S. Hourly Mean Wage	Wyoming Employment	Column Percentage	Wyoming Hourly Mean Wage
Management (11)	180,990	3.4%	\$39.25	505	5.6%	\$33.91
Business & Financial Operations (13)	85,730	1.6%	\$24.05	103	1.1%	\$21.71
Computer & Mathematical Science (15)	47,550	0.9%	\$27.12	52	0.6%	\$19.76
Architecture & Engineering (17)	4,680	0.1%	\$26.76	ND	ND	ND
Life, Physical, & Social Science (19)	30,390	0.6%	\$28.07	40	0.4%	\$24.60
Community & Social Services (21)	125,570	2.4%	\$20.21	150	1.7%	\$20.11
Legal (23)	1,020	0.0%	\$39.85	ND	ND	ND
Education, Training, & Library (25)	25,130	0.5%	\$25.52	12	0.1%	\$20.55
Arts, Design, Entertainment, Sports, & Media (27)	9,200	0.2%	\$20.34	ND	ND	ND
Healthcare Practitioner & Technical (29)	2,701,560	51.5%	\$25.99	3,836	42.7%	\$23.03
Registered Nurses (29-1111)	1,424,860	27.2%	\$27.76	2,065	23.0%	\$23.44
Licensed Practical/Vocational Nurses (29-2061)	187,420	3.6%	\$16.70	211	2.4%	\$15.32
Healthcare Support (31)	690,930	13.2%	\$11.98	1,727	19.2%	\$11.03
Home Health Aides (31-1011)	18,470	0.4%	\$10.88	32	0.4%	\$9.93
Nursing Aides, Orderlies, & Attendants (31-1012)	403,500	7.7%	\$11.09	1,264	14.1%	\$10.06
Protective Service (33)	46,150	0.9%	\$13.92	85	0.9%	\$12.23
Food Preparation & Serving Related (35)	152,340	2.9%	\$10.46	436	4.9%	\$9.16
Building & Grounds Cleaning & Maintenance (37)	194,880	3.7%	\$10.34	445	5.0%	\$9.91
Personal Care & Service (39)	24,470	0.5%	\$11.68	138	1.5%	\$12.13
Sales & Related (41)	12,150	0.2%	\$13.37	ND	ND	ND
Office & Administrative Support (43)	797,590	15.2%	\$13.74	1,127	12.5%	\$11.97
Construction & Extraction (47)	15,060	0.3%	\$21.94	12	0.1%	\$22.44
Installation, Maintenance, & Repair (49)	55,780	1.1%	\$17.24	132	1.5%	\$15.95
Production (51)	28,510	0.5%	\$14.47	80	0.9%	\$9.89
Transportation & Material Moving (53)	16,940	0.3%	\$12.40	ND	ND	ND
Total, All Occupations	5,246,630	100.0%	\$21.10	8,980	98.4%	\$17.84

ND: Not disclosable due to confidentiality of information.

Sources: Occupational Employment Statistics. *Wyoming occupational employment and wages May 2006*, <http://doe.state.wy.us/LMI/200602EDS/TOC000.htm>, May 2005 national industry-specific occupational employment and wage estimates, http://www.bls.gov/oes/2005/may/naics3_622000.htm

Table 3: Occupational Staffing Levels for Hospitals in South Dakota and Wyoming, May 2005

Standard Occupational Classification Title and Code	South Dakota Employment	South Dakota Percentage	South Dakota Hourly Mean Wage	Wyoming Employment	Wyoming Percentage	Wyoming Hourly Mean Wage
Management (11)	467	2.4%	\$40.01	505	5.6%	\$33.91
Business & Financial Operations (13)	338	1.7%	\$21.99	103	1.1%	\$21.71
Computer & Mathematical Science (15)	246	1.3%	\$23.69	52	0.6%	\$19.76
Architecture & Engineering (17)	ND	ND	ND	ND	ND	ND
Life, Physical, & Social Science (19)	35	0.2%	\$32.74	40	0.4%	\$24.60
Community & Social Services (21)	406	2.1%	\$19.12	150	1.7%	\$20.11
Legal (23)	ND	ND	ND	ND	ND	ND
Education, Training, & Library (25)	ND	ND	ND	ND	ND	ND
Arts, Design, Entertainment, Sports, & Media (27)	65	0.3%	\$19.52	ND	ND	ND
Healthcare Practitioner & Technical (29)	9,524	49.1%	\$23.32	3,836	42.7%	\$23.03
Registered Nurses (29-1111)	5,304	27.4%	\$24.43	2,065	23.0%	\$23.44
Licensed Practical/Vocational Nurses (29-2061)	496	2.6%	\$14.11	211	2.4%	\$15.32
Healthcare Support (31)	2,982	15.4%	\$10.41	1,727	19.2%	\$11.03
Home Health Aides (31-1011)	112	0.6%	\$9.35	32	0.4%	\$9.93
Nursing Aides, Orderlies, & Attendants (31-1012)	1,998	10.3%	\$9.78	1,264	14.1%	\$10.06
Protective Service (33)	85	0.4%	\$12.92	85	0.9%	\$12.23
Food Preparation & Serving Related (35)	886	4.6%	\$9.51	436	4.9%	\$9.16
Building & Grounds Cleaning & Maintenance (37)	888	4.6%	\$9.87	445	5.0%	\$9.91
Personal Care & Service (39)	397	2.0%	\$10.54	138	1.5%	\$12.13
Sales & Related (41)	ND	ND	ND	ND	ND	ND
Office & Administrative Support (43)	2,336	12.1%	\$11.96	1,127	12.5%	\$11.97
Construction & Extraction (47)	33	0.2%	\$19.26	12	0.1%	\$22.44
Installation, Maintenance, & Repair (49)	263	1.4%	\$16.84	132	1.5%	\$15.95
Production (51)	198	1.0%	\$11.09	80	0.9%	\$9.89
Transportation & Material Moving (53)	142	0.7%	\$13.13	ND	ND	ND
Total, All Occupations	19,377	99.6%	\$18.45	8,980	98.8%	\$17.84

ND: Not disclosable due to confidentiality of information.

Sources: Occupational Employment Statistics. *Wyoming occupational employment and wages May 2006*, <http://doe.state.wy.us/LMI/200602EDS/TOC000.htm>; *May 2005 national industry-specific occupational employment and wage estimates*, http://www.bls.gov/oes/2005/may/naics3_622000.htm

Text continued from page 7

2008). South Dakota's percentage of employment in office & administrative support occupations more closely mirrored Wyoming's. Office & administrative support employment in hospitals was 12.1% in South Dakota, 12.5% in Wyoming, and 15.2% in the U.S.

Projected population growth and demographic changes will contribute to increased demand for health care services. These changes will affect the skills and occupations required to adequately care for an increasingly elderly population (Saulcy, 2008).

If Wyoming's health care industry is to meet the demand for labor, it is essential to understand how firms recruit and retain workers. It is also important to understand how firms compensate for staffing shortages through the use of traveling and temporary staff. High vacancy rates in critical occupations may lead to a reduction in the quality of care. Research has found that a lack of support staff resulted in nurses having to focus more time on paperwork than on caring for their patients (Joint Commission on Accreditation of Healthcare Organizations, 2002).

In this report we examine current recruitment and retention strategies used by health care firms. We also evaluate the perceived effectiveness of the strategies, firms' incorporation of temporary and traveling staff into their staffing mix, and estimated vacancies across health care industries and occupations.

Survey

Between mid-August and mid-September 2007, 427 ambulatory care firms were sent questionnaires. A total of 261 usable

Frequently Used Terms and Acronyms

CNA: Certified nursing assistant, included in the Standard Occupational Classification (SOC) of nursing aides, orderlies, & attendants.

LPN: Licensed practical nurse.

NAICS: North American Industry Classification System in which the most detailed industry level is a six-digit classification number.

OES: Occupational Employment Statistics.

QCEW: Quarterly Census of Employment and Wages.

RN: Registered nurse.

Sector: A two-digit industry within NAICS.

SOC: Standard Occupational Classification, a standardized method for classifying occupations. *Major group* is the highest level of aggregation while *detailed occupation* classifies unique occupations.

Subsector: A three-digit industry within NAICS. Research & Planning surveyed three health care subsectors: ambulatory health care services, hospitals, and nursing & residential care facilities.

responses were received, resulting in a response rate of 62.7% (see the Appendix, beginning on page 33, for complete methodology and questionnaires).

Beginning in October 2007, a total of 107 nursing & residential care facilities received a questionnaire similar to the ambulatory care questionnaire. Results from firms in

other residential care facilities – such as child group foster homes, group homes for the hearing impaired, and juvenile group halfway homes – were excluded because respondents indicated that the majority do not typically employ health care workers. Of the 75 firms remaining, 52 provided usable responses, for a response rate of 69.3%.

Data for hospitals were collected in three phases. The first two phases, in January and November 2007, involved retrieving job vacancy data from the state's 22 hospitals' websites. The third phase, in early 2008, involved sending a questionnaire to the 22 hospitals to collect information not available through the Internet or administrative records. The questionnaire was similar to the first portion of the questionnaires sent to ambulatory care firms and nursing & residential care facilities. A total of 16 hospitals responded, yielding a response rate of 72.7%.

Through these surveys, Research &

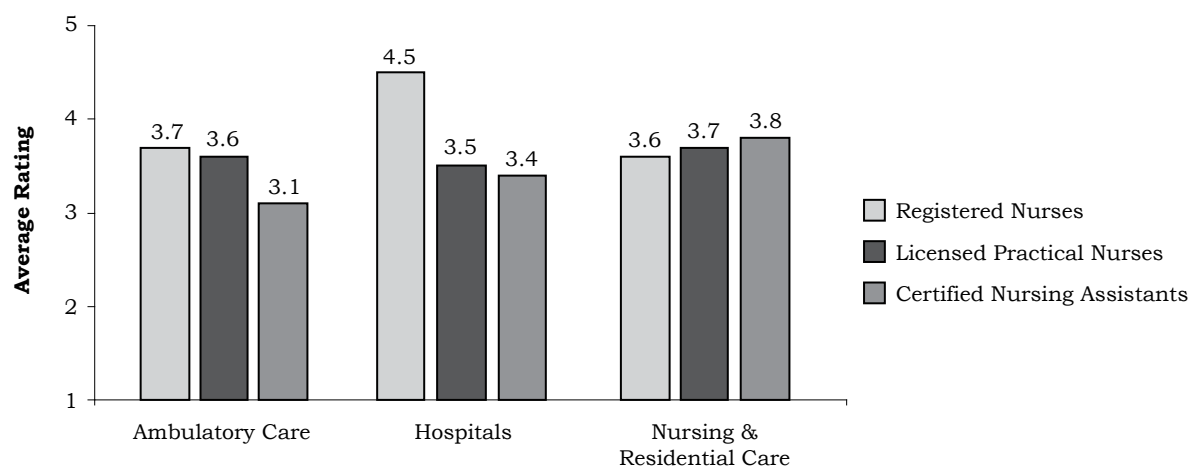
Planning sought to find common themes that help describe ways firms meet the need for labor. Although data were weighted to balance the results across industries, the validity may be more difficult to establish for questions with few responses.

Recruitment and Retention

Employers were asked to rate the difficulty of recruiting nursing staff. A Likert scale was used where 1 equals “not at all difficult to recruit” and 5 equals “very difficult to recruit.” Figure 1 shows that, on average, hospitals found it more difficult to recruit RNs than did ambulatory care firms and nursing & residential care facilities. The average difficulty rating by hospitals for recruiting RNs was 4.5; for ambulatory care it was 3.7 and for nursing & residential care, 3.6. Possibly due to their difficulty recruiting RNs, hospitals generally draw from a larger labor market pool, including neighboring states, for RN hires than do ambulatory care or nursing & residential care (Harris, 2007, 2008).

Figure 1: Average Difficulty Rating for Recruiting Nursing Staff in Wyoming Health Care Industries^a, Weighted

Scale: 1 = Not at all difficult, 5 = Very difficult



^aObtained from a survey of Ambulatory Care firms in summer 2007, Nursing & Residential Care in fall 2007, and Hospitals in early 2008.

Ratings for difficulty recruiting licensed practical nurses (LPNs) were closer together across industries, with only a 0.2 spread between the highest and lowest average ratings. The highest difficulty rating for recruiting LPNs was for nursing & residential care (3.7) while the lowest was for hospitals (3.5).

The difficulty rating for recruiting certified nursing assistants (CNAs) was highest for nursing & residential care (3.8). The lowest was for ambulatory care at 3.1,

and hospitals fell in the middle at 3.4. Exacerbating the difficulty recruiting CNAs into nursing & residential care was the exit rate for CNAs. In fourth quarter 2004, the exit rate for CNAs was approximately 22.0%, higher than for hospitals or ambulatory care (Leonard & Szuch, 2008).

Table 4 summarizes employers' opinions of the effectiveness of recruitment and retention strategies. Nursing & residential care facilities and hospitals were asked to rate eight different strategies, while

Table 4: Wyoming Health Care Industry Use and Employer Opinion of Effectiveness^a of Employee Recruitment and Retention Strategies^b, Weighted

Average Effectiveness Scores Scale: 1 = Not at all effective 5 = Very effective

Recruitment/ Retention Strategy	Ambulatory Care	Hospitals			Nursing & Residential Care		
	All Staff	Registered Nurses	Licensed Practical Nurses	Certified Nursing Assistants	Registered Nurses	Licensed Practical Nurses	Certified Nursing Assistants
On-Site Day Care/ Sick Care Programs	Score: 3.3	Score: 3.3	Score: 3.0	Score: 3.3	Score: 3.0	Score: 3.0	Score: 4.0
Usage (% of Firms)	2.0%	25.1%	21.4%	25.0%	4.9%	3.6%	1.7%
Health Benefits	Score: 3.9	Score: 3.4	Score: 3.4	Score: 3.4	Score: 3.4	Score: 3.6	Score: 3.0
Usage (% of Firms)	47.8%	100.0%	100.0%	100.0%	50.0%	45.6%	49.1%
Loan Forgiveness	Score: 3.3	Score: 4.2	Score: 4.0	Score: 2.0	Score: 3.3	Score: 3.5	Score: 3.0
Usage (% of Firms)	1.5%	31.3%	21.4%	6.3%	4.9%	3.6%	3.3%
Retirement Plan	Score: 3.8	Score: 3.5	Score: 3.5	Score: 3.4	Score: 3.0	Score: 3.0	Score: 2.7
Usage (% of Firms)	42.3%	93.8%	92.9%	93.8%	42.6%	40.3%	40.0%
Sign-On Bonus	Score: 3.0	Score: 3.4	Score: 3.0	Score: 3.0	Score: 2.2	Score: 2.7	Score: 2.6
Usage (% of Firms)	5.1%	56.3%	14.2%	12.5%	18.0%	17.8%	18.3%
Tuition Reimbursement	Score: 3.3	Score: 3.7	Score: 3.4	Score: 3.4	Score: 3.1	Score: 3.1	Score: 3.2
Usage (% of Firms)	7.4%	87.5%	71.4%	81.3%	15.0%	16.3%	20.3%
On-the-Job Training	Score:	Score: 3.7	Score: 3.7	Score: 3.8	Score: 2.9	Score: 2.7	Score: 2.9
Usage (% of Firms)	Not Surveyed About This Strategy	81.3%	71.4%	75.0%	27.9%	28.1%	38.3%
Flexible Scheduling	Score:	Score: 3.5	Score: 3.6	Score: 3.6	Score: 3.4	Score: 3.4	Score: 3.3
Usage (% of Firms)	Not Surveyed About This Strategy	85.7%	71.4%	75.0%	40.0%	38.2%	39.0%

^aScores exclude firms that reported they did not know if the strategy was used, but reported on the effectiveness of the strategy. Percentages may not sum to 100.0% due to rounding.

^bData collected for Ambulatory Care facilities in summer 2007, Nursing & Residential Care in fall 2007, and Hospitals in early 2008.

ambulatory care firms were asked about seven strategies. Ambulatory care firms were not asked to differentiate strategy use for different staff types. Also, we requested information from hospitals and nursing & residential care facilities for nurses only. We then asked firms that used a particular strategy to rate its effectiveness on a scale from 1 to 5, where 1 equals “not at all effective” and 5 equals “very effective.”

Two recruitment and retention strategies most commonly used by all three industries were health benefits and retirement plans. All hospitals indicated they offered health benefits to recruit or retain nurses. The same result was encountered in the online job vacancy survey of hospitals. Slightly fewer ambulatory care firms and nursing & residential care facilities indicated using health benefits. However, ambulatory care firms reported the highest average effectiveness score for health benefits (3.9). This result suggests that ambulatory care firms not using this strategy (52.2%) might consider using it as a way to improve success with recruitment and retention. The lowest score was 3.0 for CNAs in nursing & residential care facilities. Health benefits may be less important to CNAs, who are younger on average than LPNs or RNs (Leonard & Szuch, 2008).

More than 90.0% of all hospitals used retirement benefits, compared to approximately 40.0% of ambulatory care firms and nursing & residential care facilities. Ambulatory care firms reported offering a retirement plan less frequently than health benefits (42.3% compared to 47.8%). However, as with health benefits, ambulatory care firms reported the highest average score for its effectiveness. Similarly, nursing & residential care facilities employing CNAs reported the lowest effectiveness score for retirement benefits (2.7). The reasons for this being less

effective for CNA recruitment and retention may be similar to those for health benefits; many CNAs are younger and may not consider retirement benefits to be a priority.

Across all health care firms, the least commonly used strategy for recruitment and retention was on-site day care or sick care programs, with hospitals using it most often (approximately 20%-25% of firms). Despite the low use, on-site day care or sick care programs appears to be a relatively effective strategy. Nursing & residential care facilities rated the effectiveness of this strategy at 4.0 for CNAs. Younger workers, who might potentially replace retiring staff, are more likely to have young children. Health care and other firms could collaborate to create on-site day care or sick care programs as a way to improve recruitment and retention.

Another potential avenue to improve recruitment and retention is greater use of tuition reimbursement. More than two-thirds of hospital firms used this strategy and found it at least somewhat effective, with the highest rating being for RNs (3.7). For LPNs and CNAs, the score was slightly lower (3.4 for each). Ambulatory care firms reported the lowest use (7.4%) for tuition reimbursement, but those that used it indicated that it was at least somewhat effective (3.3). Nursing & residential care facilities reported slightly lower effectiveness scores (3.1 for RNs and LPNs, 3.2 for CNAs). Given that only 15.0% of nursing & residential care facilities used the strategy with RNs, tuition reimbursement might be an added incentive to recruit and retain much-needed nursing staff.

Two other strategies offer potential to improve recruitment and retention among hospitals: on-the-job training and flexible scheduling (ambulatory care firms were not surveyed about these strategies). Flexible scheduling may include part-time hours or adjusted full-time hours (e.g., four 10-hour

days instead of five 8-hour days). These options were offered by 71.4% of hospitals. For the firms that used them, the average effectiveness score was 3.7 for on-the-job training and 3.6 for flexible scheduling. The results suggest that these strategies are relatively effective but underused options for improving recruitment and retention.

Flexible scheduling presents its own challenges. Hospital administrators indicated that in order to accommodate flexible schedules, more people are required to fill the shifts: Two part-time nurses are needed to cover a single full-time shift that was previously covered by one full-time nurse (Leonard, 2008a). Having adequate staff available to cover shifts requires one of two conditions:

1. The quantity of available labor must grow so two or more individuals can fill a single full-time shift.
2. Full-time employment must be made

more attractive to prospective employees so that fewer individuals are required.

Flexible scheduling also offers a potential solution for nursing & residential care facilities. While only approximately 40% of firms used the strategy with nursing staff, the average effectiveness score was 3.4 for RNs and LPNs, and 3.3 for CNAs. As with hospitals, this may only be feasible for nursing & residential care if enough nurses were recruited. On-the-job training was not considered particularly effective for nursing & residential care (2.9 for RNs and CNAs, 2.7 for LPNs).

Table 5 presents more detail of how firms used various strategies. In most cases, if a strategy was used, it was used for both recruitment and retention (e.g., health benefits, retirement plan). Hospitals

Text continued on page 16

Table 5: Wyoming Health Care Industry Use and Employer Opinion of Effectiveness^a of Employee Recruitment and Retention Strategies by Intended Use^b, Weighted

Average Effectiveness Scores Scale: 1 = Not at all effective 5 = Very effective

Recruitment/ Retention Strategy	Ambulatory Care	Hospitals			Nursing & Residential Care		
	All Staff	Registered Nurses	Licensed Practical Nurses	Certified Nursing Assistants	Registered Nurses	Licensed Practical Nurses	Certified Nursing Assistants
On-Site Day Care/ Sick Care Programs	Score: 3.3	Score: 3.3	Score: 3.0	Score: 3.3	Score: 3.0	Score: 3.0	Score: 4.0
How Is Incentive Used?	% of Firms	% of Firms	% of Firms	% of Firms	% of Firms	% of Firms	% of Firms
Recruitment	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Retention	0.5%	6.3%	0.0%	6.3%	0.0%	0.0%	0.0%
Both Recruitment and Retention	1.5%	18.8%	21.4%	18.8%	4.9%	3.6%	1.7%
Health Benefits	Score: 3.9	Score: 3.4	Score: 3.4	Score: 3.4	Score: 3.4	Score: 3.6	Score: 3.0
How Is Incentive Used?	% of Firms	% of Firms	% of Firms	% of Firms	% of Firms	% of Firms	% of Firms
Recruitment	7.7%	0.0%	0.0%	0.0%	11.7%	7.0%	10.2%
Retention	15.4%	6.3%	0.0%	6.3%	10.0%	10.5%	10.2%
Both Recruitment and Retention	24.7%	93.8%	100.0%	93.8%	28.3%	28.1%	28.8%

Table continued on next page

Table continued from previous page

Recruitment/ Retention Strategy	Ambulatory Care	Hospitals			Nursing & Residential Care		
	All Staff	Registered Nurses	Licensed Practical Nurses	Certified Nursing Assistants	Registered Nurses	Licensed Practical Nurses	Certified Nursing Assistants
Loan Forgiveness	Score: 3.3	Score: 4.2	Score: 4.0	Score: 2.0	Score: 3.3	Score: 3.5	Score: 3.0
How Is Incentive Used?	% of Firms	% of Firms	% of Firms	% of Firms	% of Firms	% of Firms	% of Firms
Recruitment	0.0%	12.5%	0.0%	6.3%	3.3%	1.8%	1.7%
Retention	0.5%	0.0%	0.0%	0.0%	1.6%	1.8%	0.0%
Both Recruitment and Retention	0.9%	18.8%	21.4%	0.0%	0.0%	0.0%	1.7%
Retirement Plan	Score: 3.8	Score: 3.5	Score: 3.5	Score: 3.4	Score: 3.0	Score: 3.0	Score: 2.7
How Is Incentive Used?	% of Firms	% of Firms	% of Firms	% of Firms	% of Firms	% of Firms	% of Firms
Recruitment	3.3%	0.0%	0.0%	0.0%	8.2%	5.3%	6.7%
Retention	20.3%	6.3%	0.0%	6.3%	8.2%	8.8%	8.3%
Both Recruitment and Retention	18.7%	87.5%	92.9%	87.5%	26.2%	26.3%	25.0%
Sign-On Bonus	Score: 3.0	Score: 3.4	Score: 3.0	Score: 3.0	Score: 2.2	Score: 2.7	Score: 2.6
How Is Incentive Used?	% of Firms	% of Firms	% of Firms	% of Firms	% of Firms	% of Firms	% of Firms
Recruitment	4.6%	25.0%	7.1%	0.0%	9.8%	7.1%	8.3%
Retention	0.5%	0.0%	0.0%	0.0%	1.6%	1.8%	0.0%
Both Recruitment and Retention	0.0%	31.3%	7.1%	12.5%	6.6%	8.9%	10.0%
Tuition Reimbursement	Score: 3.3	Score: 3.7	Score: 3.4	Score: 3.4	Score: 3.1	Score: 3.1	Score: 3.2
How Is Incentive Used?	% of Firms	% of Firms	% of Firms	% of Firms	% of Firms	% of Firms	% of Firms
Recruitment	1.7%	12.5%	7.1%	6.3%	1.7%	1.8%	6.8%
Retention	1.8%	25.0%	21.4%	18.8%	3.3%	3.6%	1.7%
Both Recruitment and Retention	3.9%	50.0%	42.9%	56.3%	10.0%	10.9%	11.9%
On-the-Job Training	Score:	Score: 3.7	Score: 3.7	Score: 3.8	Score: 2.9	Score: 2.7	Score: 2.9
How Is Incentive Used?	% of Firms	% of Firms	% of Firms	% of Firms	% of Firms	% of Firms	% of Firms
Recruitment	Not Surveyed About This Strategy	6.3%	14.3%	18.8%	6.6%	7.0%	8.3%
Retention		12.5%	0.0%	0.0%	4.9%	5.3%	6.7%
Both Recruitment and Retention		62.5%	57.1%	56.3%	16.4%	15.8%	23.3%
Flexible Scheduling	Score:	Score: 3.5	Score: 3.6	Score: 3.6	Score: 3.4	Score: 3.4	Score: 3.3
How Is Incentive Used?	% of Firms	% of Firms	% of Firms	% of Firms	% of Firms	% of Firms	% of Firms
Recruitment	Not Surveyed About This Strategy	0.0%	0.0%	0.0%	8.3%	7.3%	6.8%
Retention		14.3%	14.3%	18.8%	6.7%	5.5%	5.1%
Both Recruitment and Retention		71.4%	57.1%	56.3%	25.0%	25.5%	27.1%

*Scores exclude firms that reported they did not know if the strategy was used, but reported on the effectiveness of the strategy. Percentages may not sum to 100.0% due to rounding.

^bData collected for Ambulatory Care facilities in summer 2007, Nursing & Residential Care in fall 2007, and Hospitals in early 2008.

Text continued from page 14

had two exceptions. The most commonly used strategies were sign-on bonuses and tuition reimbursement for RNs. One-fourth of hospitals used sign-on bonuses for recruitment; the same percentage used tuition reimbursement as a retention strategy. However, in both cases, more firms used the strategies for both recruitment and retention. The use of sign-on bonuses would most likely be a way to attract staff to a particular facility.

In contrast, tuition reimbursement usually includes the stipulation that staff must stay for a specified period of time; if they leave early they must pay back the facility the cost of the tuition. For example, the terms of the Nurse Education Loan Repayment Program, sponsored by the U.S. Department of Health and Human Services, Health Resources and Services Administration (HRSA), specify that to be eligible for student loan payment by HRSA, a person will remain working at the assigned critical shortage area site for a minimum of two years, unless approved for a site change. Otherwise the nurse must repay the entire amount to HRSA

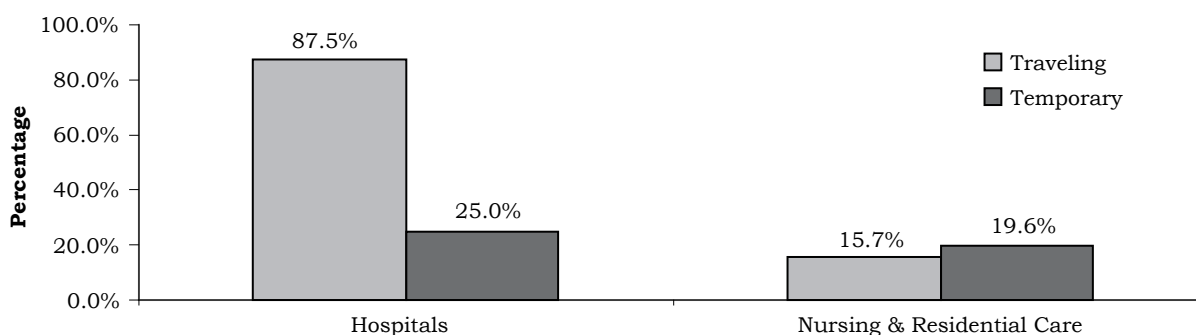
(U.S. Department of Health and Human Services, Health Resources and Services Administration, n.d.).

Traveling and Temporary Nursing Staff

In addition to the effectiveness of recruitment and retention strategies, hospitals and nursing & residential care facilities were asked about their use of traveling and temporary nursing staff. Traveling nurses generally are employed by a staffing company and work on assignment at a hospital or other health care facility for several months, while temporary nurses are usually directly employed by a health care firm. According to research, the use of traveling and temporary nursing staff to meet staffing needs was perceived to be increasingly common (Trossman, 2003). Research & Planning sought to confirm or refute this by asking hospitals and nursing & residential care facilities whether they employed traveling or temporary nursing staff and, if so, how many such workers they employed.

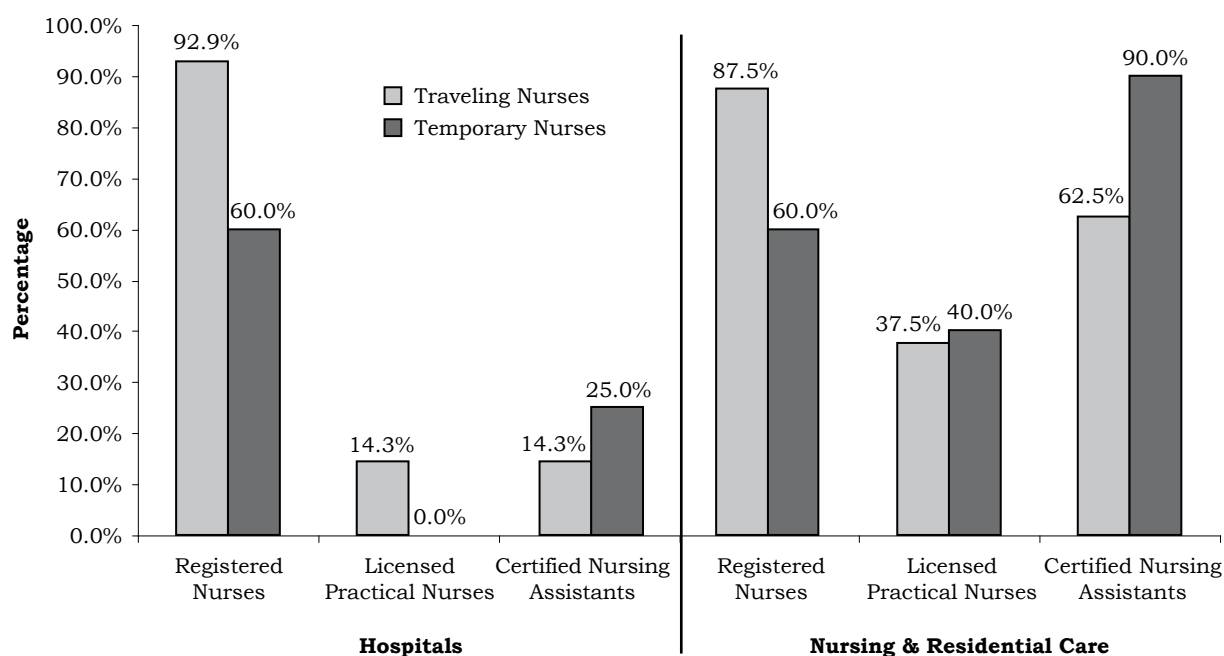
Figure 2 and Figure 3 (see page 17) show the proportion of firms using these

Figure 2: Estimated Percentage of Wyoming Hospitals and Nursing & Residential Care Facilities Employing Traveling and Temporary Nursing Staff^a, Weighted



^aObtained from a survey of Nursing & Residential Care in fall 2007 and Hospitals in early 2008.

Figure 3: Estimated Percentage of Wyoming Hospitals and Nursing & Residential Care Facilities Employing Traveling and Temporary Nursing Staff by Nurse Type^a, Weighted



^aObtained from a survey of Nursing & Residential Care in fall 2007 and Hospitals in early 2008.

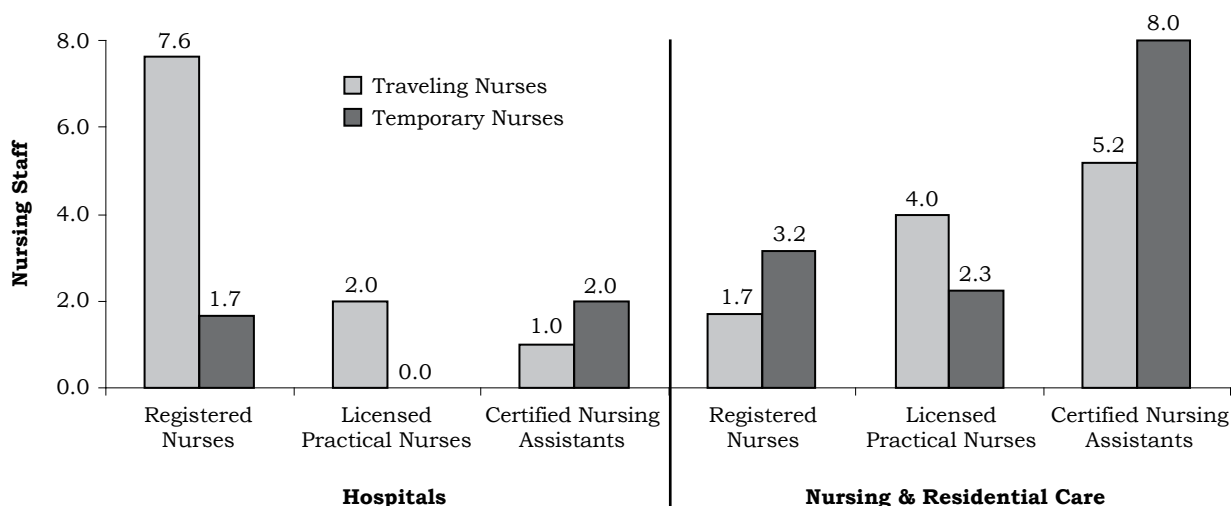
nurses to meet staffing needs. The vast majority of hospitals (87.5%) reported using traveling nursing staff, while 25.0% employed temporary nurses (see Figure 2). Nursing & residential care facilities reported using traveling and temporary nursing staff less often than hospitals (15.7% and 19.6%, respectively). Figure 3 shows that both hospitals and nursing & residential care facilities were more likely to hire traveling RNs, and nursing & residential care facilities were more likely than hospitals to hire temporary CNAs. However, among firms that employed traveling RNs, hospitals relied on them more heavily than did nursing & residential care, with an average of 7.6 traveling RNs in hospitals, compared to 1.7 in nursing & residential care (see Figure 4, page 18). Additionally, nursing & residential care employed, on average, substantially more

temporary CNAs than did hospitals (8.0 compared to 2.0).

Positions Budgeted For But Not Under Active Recruitment

The vacancy portion of this report counted vacancies for which firms were actively recruiting, not vacancies for which firms merely budgeted. Such vacancies are addressed later in this section. Research & Planning's survey was modeled after the Job Openings and Labor Turnover Survey (JOLTS). For purposes of JOLTS, which is administered by the U.S. Bureau of Labor Statistics (BLS), a position is vacant unless a firm is taking active steps to fill a vacancy (e.g., advertising in a newspaper, posting help wanted signs). BLS does not count positions as vacant if they are open only for internal transfers or if the position is

Figure 4: Estimated Number of Traveling or Temporary Nursing Staff Employed by Wyoming Hospitals and Nursing & Residential Care Facilities^a, Weighted



^aObtained from a survey of Nursing & Residential Care in fall 2007 and Hospitals in early 2008.

not available to be filled within 30 days of the 12th of the month (U.S. Department of Labor, Bureau of Labor Statistics, 2003).

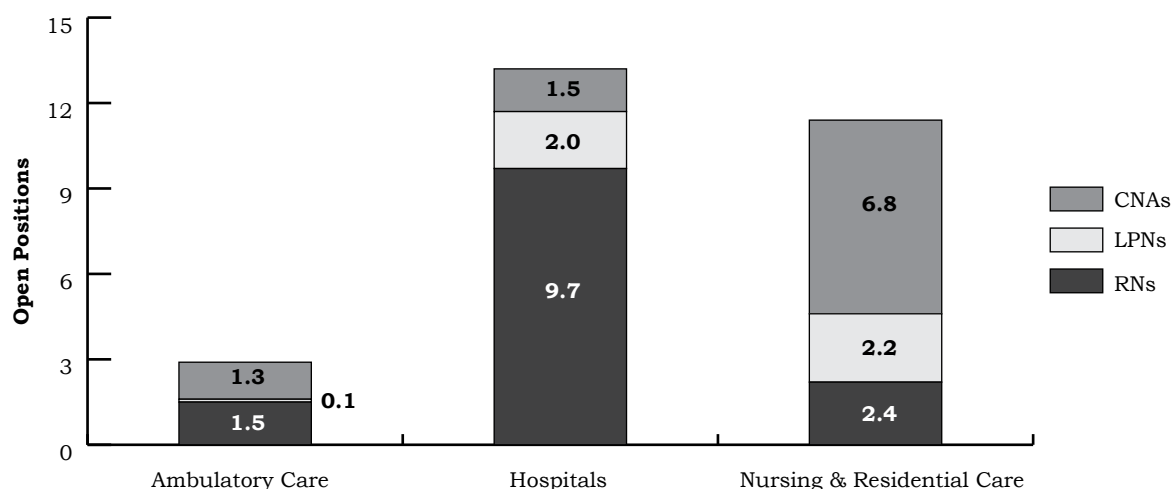
The advantage to the BLS definition of a job vacancy is that it is specifically designed to parallel existing unemployment measures (U.S. Department of Labor, Bureau of Labor Statistics, 2007). Data collected for JOLTS and the unemployment rate (a measure of the labor supply) help to quantify demand for and supply of labor using consistent definitions. Because of the restrictions on how a vacancy is defined, it is not yet clear if JOLTS accurately measures total demand for labor.

Research & Planning's methods varied slightly from BLS methods. These last two criteria (internal transfers and position available to work within 30 days) were not strictly applied to Research & Planning's surveys or data collected via the Internet. Information about how soon the vacancy would be available was not acquired.

Similarly, the survey instruments sent to ambulatory care firms and nursing & residential care facilities asked if vacancies were open as of the 12th of the month, not if a position was available in which a person could begin work within 30 days. In follow-up phone calls, some hospital administrators noted they had a policy of immediately posting any opening in their hospital, while others reported waiting a certain number of days after internally posting selected positions before opening them to the public. Additionally, while Internet data were collected during the same week, they were not necessarily collected on the same day.

This portion of the study focused on nursing positions in firms in all three industries that were budgeted for but for which the firms were not actively recruiting. Figure 5 (see page 19) shows the distribution of open positions by nurse type. The most open positions for RNs were in hospitals (9.7), and nursing & residential

Figure 5: Average Number of Open Positions by Nurse Type in Wyoming Health Care Firms With Positions Budgeted For But Not Under Active Recruitment*, Weighted



*Obtained from a survey of Ambulatory Care in summer 2007, Nursing & Residential Care in fall 2007, and Hospitals in early 2008.

care facilities had the most open LPN (2.4) and CNA positions (6.8).

Job Vacancies by Industry Subsector

Survey results showed 230 openings in ambulatory care firms, 423 in hospitals, and 107 in nursing & residential care facilities (see Table 6, page 20). The average number of openings per firm was 6.6 in ambulatory care, 20.1 in hospitals, and 2.9 in nursing & residential care. The most common ambulatory care and hospital vacancy was for RNs, and the most frequent nursing & residential care vacancy was for CNAs.

Vacancy rates were tabulated as a percentage for all three industries and were calculated as total industry-estimated vacancies divided by the sum of total employment and total vacancies. Employment estimates were from the 2007 Current Employment Statistics program.

The highest vacancy rate was for hospitals (12.4%), followed by ambulatory care (2.9%) and nursing & residential care (2.3%). It is possible that the lower vacancy rate in nursing & residential care was at least partly a result of administrative regulations requiring a minimum staff-to-patient ratio (Leonard, 2008a).

On average, vacancies in ambulatory care were open 26.1 weeks as of the week including July 12th, 2007. Vacancies in nursing & residential care were open an average of 16.0 weeks as of the week including October 12th, 2007. Because hospitals do not typically post the date a position was opened, a calculation of average weeks vacant was unavailable for these firms.

More than three-fourths of openings for ambulatory care and nursing & residential care were for full-time positions. Hospitals indicated that somewhat fewer

Table 6: Summary of Estimated Job Vacancy Characteristics in Wyoming Health Care Industries^a, Weighted

Characteristics	Ambulatory Care	Hospitals	Nursing & Residential Care
Total Number of Openings	230	423	107
Percentage Full-Time ^b	75.3%	67.8%	77.6%
Percentage Part-Time	24.6%	16.5%	22.2%
Percentage Other Hours ^c	NA	15.1%	NA
Average Number of Openings Per Firm With Vacancies	6.6	20.1	2.9
Average Hourly Wage ^d	\$16.14	\$23.35	\$12.27
Average Number of Weeks Vacant	26.1	NA	16.0
Percentage of Positions Offering One or More Benefits	77.0%	79.2%	93.5%
Most Common Occupation Vacant	Registered Nurses	Registered Nurses	Certified Nursing Assistants
Industry Vacancy Rate	2.9%	12.4%	2.3%
Percentage Requiring More Than High School Education	70.4%	68.8%	57.0%
Percentage Requiring Licensure, Certification, or Professional Registration	61.7%	68.1%	70.1%
Percentage Requiring One or More Years of Experience	45.2%	23.6%	12.1%

NA: Not available or not applicable.

^aData collected for Ambulatory Care in summer 2007, Nursing & Residential Care in fall 2007, and Hospitals in early 2008.

^bNursing & Residential Care and Ambulatory Care full- and part-time status assumes 32 hours per week is full-time; fewer than 32 hours is considered part-time. Hospital full- and part-time status designated by hospitals in job postings online. Summation of full-time, part-time, and other hours may not sum to 100.0% due to rounding.

^cIncludes on-call, per diem, full-time temporary, full- or part-time status unknown, and full- or part-time temporary.

^dAverage hourly wage for hospitals for vacancies with a known starting wage.

of their positions were part-time (16.5%). In addition, the online research of open hospital positions indicated that in addition to full- and part-time positions, several positions were paid by the day, were full-time temporary, or had unknown full- or part-time status.

Across the three health care industries, the highest average hourly wage for open positions was in hospitals (\$23.35), while the lowest was in nursing & residential care (\$12.27). By comparison, the Occupational Employment Statistics (OES; 2008) program estimated as of March 2008 that the Wyoming average hourly wage was \$19.97 in hospitals and \$14.01 in nursing & residential care. According to OES data (2008), Wyoming's mean hourly wage was

\$26.03 per hour for RNs and \$17.90 per hour for LPNs. For CNAs, the mean hourly wage was \$11.66, \$14.37 per hour less than RNs and \$6.24 per hour less than LPNs. A report by Leonard and Szuch (2008) shows that in fourth quarter 2007, CNAs earned lower wages than RNs and LPNs in all three health care industries. The report also shows that the highest concentrations of CNAs are in nursing & residential care facilities. The combination of a higher number of CNA openings and lower wages most likely yielded the lower average wage in nursing & residential care (see the section beginning on page 23 for additional discussion of wages by occupation).

More than three-fourths of ambulatory care firms and hospitals (77.0% and 79.2%,

respectively) offered one or more benefits (e.g., paid leave, health benefits, retirement plan) for the various positions, while 93.5% of positions in nursing & residential care facilities included one or more benefits.

More than half of all health care firms required more than a high school education for their open positions. Ambulatory care, hospitals, and nursing & residential care indicated that 70.4%, 68.8%, and 57.0%, respectively, of open positions required more than a high school education. The lower percentage of occupations in nursing & residential care requiring more than a high school education may be due to the fact that in Wyoming, CNAs are only required to be certified (no education beyond high school).

Hospitals reported that 68.1% of open positions required licensure, certification, or professional registration. In contrast, 70.1% of open positions in nursing & residential care and 61.7% of ambulatory care positions required one or more of these credentials. Professional registration is most commonly required of occupations such as dietitians and physical therapists.

Nurse Vacancy Characteristics

Table 7 (see page 22) shows the vacancy characteristics of nursing occupations. The most RN vacancies (143) were in hospitals, followed by ambulatory care firms (27) and nursing & residential care facilities (14). Research by Leonard (2008b) found that 118 to 169 nurses became registered in Wyoming between 2001 and 2003. Provided that this trend held through 2007, even if the maximum of 169 individuals gained employment in the state for the estimated vacancies in this study, the number of graduates would be insufficient to cover the 184 total RN vacancies in health care.

CNA vacancies in nursing & residential

care were open for the greatest length of time (22.7 weeks on average), followed by CNAs in ambulatory care. Factors that Fitzpatrick (2002) suggests may contribute to the problem are working conditions and comparatively low wages. Studies by Ong, Rickles, Matthias, and Benjamin and by Riemer (as cited in Bullock & Waugh, 2004) indicate that CNAs “whose highest degree is a high school diploma are among the ranks of the working poor, often drawing on public assistance intermittently” (p. 769).

In Wyoming, recruiting sufficient CNAs may be further complicated by escalating wages in other industries as a result of Wyoming’s current economic expansion. Research by Leonard (2007) found that from third quarter 2005 to third quarter 2006, average quarterly wages for CNAs employed in health care or government rose by \$505. In contrast, CNAs working in industries other than health care experienced growth in average quarterly wages of \$616. Wage growth for CNAs employed in natural resources more than quadrupled wage gains for other non-health care industries. In third quarter 2005, the 17 CNAs employed in natural resources & mining earned average quarterly wages of \$6,296. By third quarter 2006 there were 35 CNAs earning average quarterly wages of \$9,189, an increase of \$2,893.

Average hourly wages offered were highest for RNs in nursing & residential care (\$21.73 per hour) and lowest for CNAs in ambulatory care (\$9.93 per hour). The lowest percentage of full-time positions were CNAs in ambulatory care (36.1%), while 100.0% of RNs and LPNs in nursing & residential care were full-time.

In general, employees who work part-time or for small firms are less likely to receive benefits than those who work full-time or for large firms (Knapp, 2008).

Table 7: Summary of Estimated Job Vacancy Characteristics of Nursing Staff in Wyoming Health Care Industries^a, Weighted

Characteristics	Industry	Registered Nurses	Licensed Practical Nurses	Certified Nursing Assistants
Number of Vacancies	Ambulatory Care	27	0	33
	Hospitals	143	8	35
	Nursing & Residential Care	14	6	51
Average Weeks Vacant	Ambulatory Care	6.8	NA	15.4
	Hospitals	16.6	18.7	12.3
	Nursing & Residential Care	11.2	8.3	22.7
Average Hourly Wage	Ambulatory Care	\$19.25	NA	\$9.93
	Hospitals	NA	NA	NA
	Nursing & Residential Care	\$21.73	\$17.80	\$10.56
Percentage Full-Time	Ambulatory Care	74.1%	NA	36.1%
	Hospitals	74.8%	50.0%	74.3%
	Nursing & Residential Care	100.0%	100.0%	84.4%
Percentage Part-Time	Ambulatory Care	25.9%	NA	66.1%
	Hospitals	10.5%	37.5%	8.6%
	Nursing & Residential Care	NA	NA	15.7%
Percentage Other Schedule	Ambulatory Care	NA	NA	NA
	Hospitals	14.7%	12.5%	17.1%
	Nursing & Residential Care	NA	NA	NA
Percentage Offering One or More Benefits	Ambulatory Care	100.0%	NA	12.0%
	Hospitals	79.0%	75.0%	85.7%
	Nursing & Residential Care	100.0%	100.0%	94.2%
Percentage Requiring One or More Years of Experience	Ambulatory Care	81.5%	NA	63.1%
	Hospitals	29.4%	0.0%	ND
	Nursing & Residential Care	43.0%	ND	7.9%

NA: Not available or not applicable.

ND: Not disclosable due to confidentiality of information.

^aData collected for Ambulatory Care in summer 2007, Nursing & Residential Care in fall 2007, and Hospitals in early 2008.

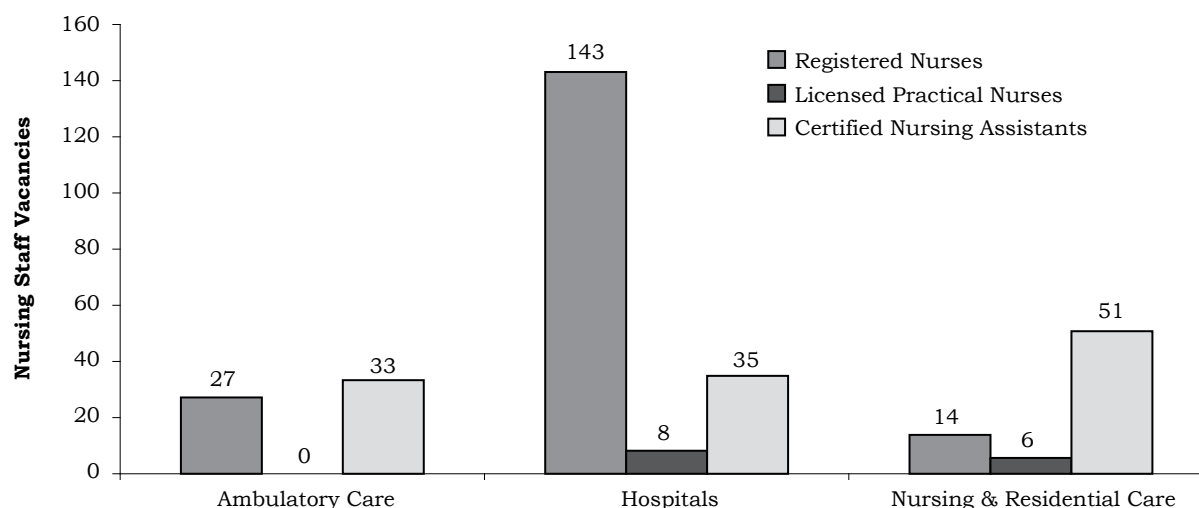
^bNursing & Residential Care and Ambulatory Care full- and part-time status assumes 32 hours per week is full-time; fewer than 32 hours is considered part-time. Hospital full- and part-time status designated by hospitals in job postings online. Summation of full-time, part-time, and other hours may not sum to 100.0% due to rounding.

^cIncludes on-call, per diem, full-time temporary, full- or part-time status unknown, and full- or part-time temporary.

Ambulatory care firms offered benefits less often to CNAs, with only 12.0% offering benefits for these positions, most likely because of both firm size and part-time status. In fourth quarter 2007, average employment per firm in health care & social assistance was 12.9 workers. In comparison, average employment in ambulatory care was 7.5, or 5.4 fewer employees than the average

for the sector (Brennan, 2008).

Varying years of experience were stated as a requirement for the different types of nurses. More than three-fourths (81.5%) of vacant RN positions in ambulatory care indicated one or more years of experience; none of the vacant LPN positions in hospitals required any.

Figure 6: Estimated Number of Wyoming Nursing Staff Vacancies by Industry^a, Weighted

^aObtained from a survey of Ambulatory Care in summer 2007 and Nursing & Residential Care in fall 2007. Hospital vacancy data were obtained from the Internet in November 2007.

As shown in Figure 6 and Table 8, the distribution of vacancies for all types of nurses roughly followed the distribution of jobs worked in these occupations across health care industries.

Vacancy rates by occupation and industry were calculated as a percentage for nursing occupations. The calculation was total estimated vacancies by occupation or industry divided by the sum of estimated vacancies and OES estimated occupational employment by industry.

By occupation, vacancy rates were highest for CNAs in ambulatory care firms, while the lowest rate was for LPNs in nursing & residential care facilities (see Figure 7,

Table 8: Wyoming Estimated Total Positions^a by Selected Occupations and Industries, May 2007, Weighted

Occupation	Ambulatory Care	Hospitals	Nursing & Residential Care
Registered Nurses	835	2,348	305
Licensed Practical Nurses	61	277	221
Certified Nursing Assistants	260	1,318	1,077

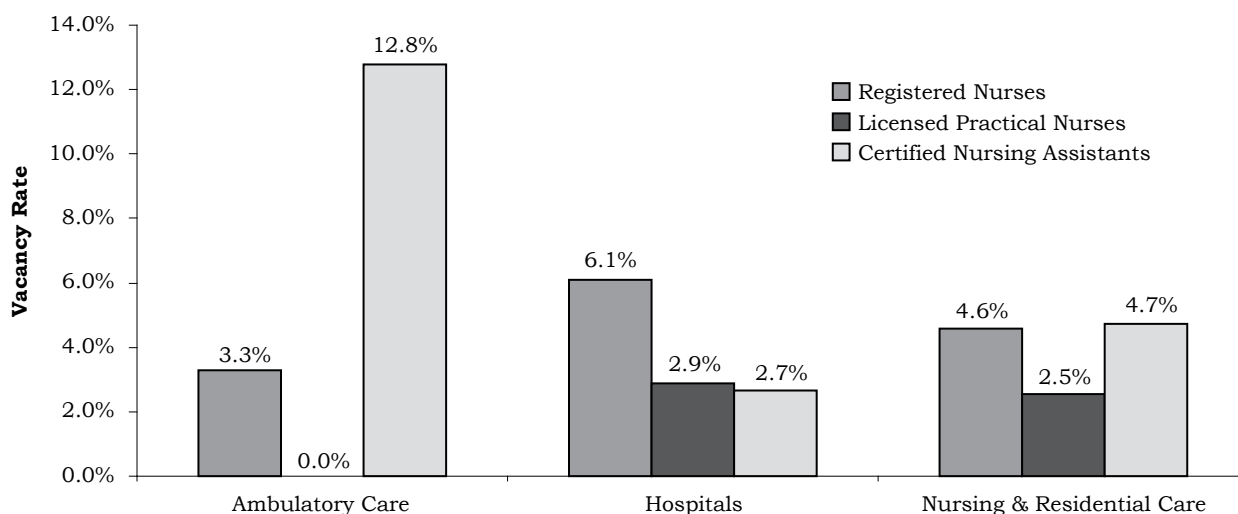
^aTotal positions are the sum of employment as estimated from the Occupational Employment Statistics program plus estimated vacancies.

page 24). The highest rate for RNs was in hospitals (6.1%), which may have been the result of hospitals having to attract employees from a larger labor market.

Vacancy Characteristics of Major Occupational Groups

Tables 9 through 15

illustrate the vacancy characteristics of open positions for ambulatory care, hospitals, and nursing & residential care for selected Standard Occupational Classifications (SOC; see Appendix Tables 3-5, beginning on page 37, for vacancies by detailed occupation).

Figure 7: Estimated Vacancy Rates for Wyoming Nursing Staff by Industry^a, Weighted

^aObtained from a survey of Ambulatory Care in summer 2007 and Nursing & Residential Care in fall 2007. Hospital vacancy data were obtained from the Internet in November 2007.

The majority of open positions were concentrated in two major groups: healthcare practitioner & technical and healthcare support (see Table 9, page 25). These two groups include RNs, LPNs, and CNAs. Healthcare practitioner & technical occupations typically require higher levels of education or experience to be considered qualified for the position than do healthcare support occupations. By far the largest number of openings by SOC and industry were in healthcare practitioner & technical occupations for hospitals (255 vacancies). A significant number of office & administrative support occupations were also open in ambulatory care and hospitals (43 and 41, respectively).

More than two-thirds of all occupational vacancies were full-time across industries. There were three exceptions to the averages, however: Full-time vacancies comprised only 35.0% of community & social services occupations in nursing & residential care,

18.6% of office & administrative support occupations in ambulatory care, and 36.4% of food preparation & serving related occupations in hospitals.

Vacancies were open an average of 14.5 weeks in ambulatory care and 26.1 weeks in nursing & residential care (see Table 10, page 25). Within ambulatory care, the longest average weeks vacant was 34.6 for healthcare practitioner & technical support occupations. In contrast, the longest average weeks vacant for nursing & residential care was 21.5 for healthcare support occupations. This was most likely a function of the different concentrations of these two occupation groups in the subsectors.

Table 11 (see page 26) shows that most vacancies required more than a high school education. The exceptions were healthcare

Text continued on page 26

Table 9: Estimated Number of Vacancies and Percentage of Vacancies That Are for Full-Time Positions in Wyoming Health Care Industries^a by Selected Standard Occupational Classification (SOC), Weighted

SOC Code and Title		Ambulatory Care		Hospitals		Nursing & Residential Care	
		n	% Full-Time	n	% Full-Time	n	% Full-Time
11	Management	–	–	13	100.0%	–	–
13	Business & Financial Operations	–	–	4	100.0%	–	–
15	Computer & Mathematical Science	–	–	ND	ND	–	–
21	Community & Social Services	30	100.0%	7	57.1%	14	35.0%
29	Healthcare Practitioner & Technical	79	87.6%	255	70.6%	20	100.0%
31	Healthcare Support	77	50.1%	62	59.7%	54	84.6%
35	Food Preparation & Serving Related	–	–	11	36.4%	8	83.3%
37	Building & Grounds Cleaning & Maintenance	–	–	20	50.0%	7	50.0%
39	Personal Care & Service	–	–	4	ND	ND	ND
41	Sales & Related	–	–	ND	ND	–	–
43	Office & Administrative Support	43	18.6%	41	68.3%	–	–
49	Installation, Maintenance, & Repair	–	–	3	100.0%	ND	ND
51	Production	–	–	–	–	ND	ND
Total		230	75.3%	423	67.8%	107	77.6%

ND: Not disclosable due to confidentiality of information.

– Unknown.

^aData collected for Ambulatory Care in summer 2007, Nursing & Residential Care in fall 2007, and Hospitals in early 2008.**Table 10: Estimated Average Weeks Vacant for Wyoming Health Care Industry Vacancies^a by Selected Standard Occupational Classification (SOC), Weighted**

SOC Code and Title		Ambulatory Care		Hospitals		Nursing & Residential Care	
11	Management	–		NA		–	
13	Business & Financial Operations	–		NA		–	
15	Computer & Mathematical Science	–		NA		–	
21	Community & Social Services	26.0		NA		13.0	
29	Healthcare Practitioner & Technical	34.6		NA		10.3	
31	Healthcare Support	8.2		NA		21.5	
35	Food Preparation & Serving Related	–		NA		5.4	
37	Building & Grounds Cleaning & Maintenance	–		NA		10.3	
39	Personal Care & Service	–		NA		ND	
41	Sales & Related	–		NA		–	
43	Office & Administrative Support	2.6		NA		–	
49	Installation, Maintenance, & Repair	–		NA		ND	
51	Production	–		NA		ND	
Total		14.5		NA		26.1	

NA: Not available.

ND: Not disclosable due to confidentiality of information.

– Unknown.

^aData collected for Ambulatory Care in summer 2007, Nursing & Residential Care in fall 2007, and Hospitals in early 2008.

Table 11: Estimated Percentage of Vacancies Requiring More Than a High School Education in Wyoming Health Care Industries^a by Selected Standard Occupational Classification (SOC), Weighted

SOC Code and Title		Ambulatory Care	Hospitals	Nursing & Residential Care
11	Management	–	ND	–
13	Business & Financial Operations	–	100.0%	–
15	Computer & Mathematical Science	–	ND	–
21	Community & Social Services	100.0%	100.0%	ND
29	Healthcare Practitioner & Technical	94.8%	91.8%	100.0%
31	Healthcare Support	64.0%	30.6%	67.9%
35	Food Preparation & Serving Related	–	0.0%	0.0%
37	Building & Grounds Cleaning & Maintenance	–	0.0%	0.0%
39	Personal Care & Service	–	ND	0.0%
41	Sales & Related	–	ND	–
43	Office & Administrative Support	18.5%	26.8%	ND
49	Installation, Maintenance, & Repair	–	ND	ND
51	Production	–	–	–
Total		68.8%	57.0%	70.4%

ND: Not disclosable due to confidentiality of information.

– Unknown.

^aData collected for Ambulatory Care in summer 2007, Nursing & Residential Care in fall 2007, and Hospitals in early 2008.

Text continued from page 24

support occupations in hospitals (30.6%); food preparation & serving related and building & grounds cleaning & maintenance occupations in hospitals and nursing & residential care (none); and office & administrative support occupations in ambulatory care and hospitals (18.5% and 26.8%, respectively).

A similar pattern for licensure, certification, or professional registration emerged for these occupations as shown in Table 12 (see page 27). With the exception of office & administrative support occupations in hospitals and ambulatory care, this credential was not required for any of the vacancies outside of management, community & social services, or healthcare occupations.

Aside from community & social services

occupations in ambulatory care, fewer than half of all occupations required one or more years of experience (see Table 13, page 27). The lowest percentages were in nursing & residential care: A year or more of experience was not required in food preparation & serving related and building & grounds cleaning & maintenance occupations, and 7.7% in healthcare support.

Hourly wages ranged from an average of \$9.93 for healthcare support occupations to \$24.81 for healthcare practitioner & technical occupations in ambulatory care (see Table 14, page 28). Overall, wages in nursing & residential care were somewhat lower than ambulatory care, ranging from \$8.45 per hour to \$20.57 per hour. The exception was healthcare support occupations in nursing & residential care,

Text continued on page 28

Table 12: Estimated Percentage of Vacancies Requiring Licensure, Certification, or Professional Registration in Wyoming Health Care Industries^a by Selected Standard Occupational Classification (SOC), Weighted

SOC Code and Title		Ambulatory Care	Hospitals	Nursing & Residential Care
11	Management	–	38.5%	–
13	Business & Financial Operations	–	ND	–
15	Computer & Mathematical Science	–	ND	–
21	Community & Social Services	100.0%	ND	20.0%
29	Healthcare Practitioner & Technical	94.8%	91.4%	100.0%
31	Healthcare Support	42.4%	61.3%	96.2%
35	Food Preparation & Serving Related	–	0.0%	0.0%
37	Building & Grounds Cleaning & Maintenance	–	0.0%	0.0%
39	Personal Care & Service	–	0.0%	0.0%
41	Sales & Related	–	0.0%	–
43	Office & Administrative Support	10.7%	7.3%	–
49	Installation, Maintenance, & Repair	–	ND	0.0%
51	Production	–	–	0.0%
Total		68.1%	70.1%	61.7%

ND: Not disclosable due to confidentiality of information.

– Unknown.

^aData collected for Ambulatory Care in summer 2007, Nursing & Residential Care in fall 2007, and Hospitals in early 2008.

Table 13: Estimated Percentage of Vacancies Requiring One or More Years of Experience in Wyoming Health Care Industries^a by Selected Standard Occupational Classification (SOC), Weighted

SOC Code and Title		Ambulatory Care	Hospitals	Nursing & Residential Care
11	Management	–	NA	–
13	Business & Financial Operations	–	NA	–
15	Computer & Mathematical Science	–	NA	–
21	Community & Social Services	100.0%	NA	ND
29	Healthcare Practitioner & Technical	40.5%	NA	32.1%
31	Healthcare Support	43.3%	NA	7.7%
35	Food Preparation & Serving Related	–	NA	0.0%
37	Building & Grounds Cleaning & Maintenance	–	NA	0.0%
39	Personal Care & Service	–	NA	ND
41	Sales & Related	–	NA	–
43	Office & Administrative Support	19.2%	NA	–
49	Installation, Maintenance, & Repair	–	NA	ND
51	Production	–	NA	ND
Total		45.2%	NA	12.1%

NA: Not available.

ND: Not disclosable due to confidentiality of information.

– Unknown.

^aData collected for Ambulatory Care in summer 2007, Nursing & Residential Care in fall 2007, and Hospitals in early 2008.

Table 14: Estimated Average Hourly Wage for Vacancies in Wyoming Health Care Industries^a by Selected Standard Occupational Classification (SOC), Weighted

SOC Code and Title		Ambulatory Care	Hospitals	Nursing & Residential Care
11	Management	–	NA	–
13	Business & Financial Operations	–	NA	–
15	Computer & Mathematical Science	–	NA	–
21	Community & Social Services	\$19.47	NA	\$11.99
29	Healthcare Practitioner & Technical	\$24.81	NA	\$20.57
31	Healthcare Support	\$9.93	NA	\$10.58
35	Food Preparation & Serving Related	–	NA	\$9.71
37	Building & Grounds Cleaning & Maintenance	–	NA	\$8.45
39	Personal Care & Service	–	NA	ND
41	Sales & Related	–	NA	–
43	Office & Administrative Support	\$10.76	NA	–
49	Installation, Maintenance, & Repair	–	NA	ND
51	Production	–	NA	ND
Total		\$16.14	NA	\$12.27

NA: Not available.

ND: Not disclosable due to confidentiality of information.

– Unknown.

^aData collected for Ambulatory Care in summer 2007, Nursing & Residential Care in fall 2007, and Hospitals in early 2008.

Text continued from page 26

which paid \$10.58 per hour, compared to \$9.93 per hour in ambulatory care. This may have been due to the required job duties or the higher prevalence of these occupations in nursing & residential care.

The majority of occupations were offered one or more job benefits, as shown in Table 15 (see page 29). Ambulatory care firms offering one or more benefits ranged from 45.2% of healthcare support to 100.0% of community & social services occupations. The lowest percentage of occupations that were least often offered benefits in hospitals were building & grounds cleaning & maintenance occupations. These occupations were frequently part-time or had alternative schedules (e.g., per diem) and therefore were less commonly offered benefits than occupations with regular

schedules. More than three-fourths of occupations in nursing & residential care were offered one or more benefits.

Additional Research

This study includes data collected over the span of approximately six months. While this study reveals general tendencies across subsectors, comparability is somewhat limited because data were not collected for the same reference period. Improved comparability across subsectors could be achieved if the study was conducted for all three subsectors at or near the same time.

Replicating the study at another time of year would help to determine if there is any seasonality in recruitment behavior in Wyoming. For example, nurses in Arizona reported that the population served during

Table 15: Estimated Percentage of Vacancies With One or More Benefits in Wyoming Health Care Industries* by Selected Standard Occupational Classification (SOC), Weighted

SOC Code and Title		Ambulatory Care	Hospitals	Nursing & Residential Care
11	Management	–	100.0%	–
13	Business & Financial Operations	–	100.0%	–
15	Computer & Mathematical Science	–	ND	–
21	Community & Social Services	100.0%	ND	75.0%
29	Healthcare Practitioner & Technical	96.5%	76.5%	100.0%
31	Healthcare Support	45.2%	85.5%	94.9%
35	Food Preparation & Serving Related	–	ND	ND
37	Building & Grounds Cleaning & Maintenance	–	65.0%	100.0%
39	Personal Care & Service	–	100.0%	ND
41	Sales & Related	–	ND	–
43	Office & Administrative Support	81.4%	80.5%	–
49	Installation, Maintenance, & Repair	–	100.0%	ND
51	Production	–	–	–
Total		77.0%	79.2%	93.5%

ND: Not disclosable due to confidentiality of information.

– Unknown.

*Data collected for Ambulatory Care in summer 2007, Nursing & Residential Care in fall 2007, and Hospitals in early 2008.

summer and winter seasons fluctuates widely, resulting in different seasonal staffing needs (Trossman, 2003). It is plausible that Wyoming's higher-demand period for health care services corresponds to a time of lower demand for warmer states such as Arizona. A multiperiod study could help establish whether such a pattern exists in Wyoming.

Further study could address recruitment and retention strategies for staff other than nurses. This would help to determine if facilities use different strategies to meet their staffing needs.

Lastly, this study focused on recruitment and retention strategies from the firms' perspective. Surveying employees and nursing students to learn which benefits are most important to them would help shed light on how well employers' offerings match employees' needs and wants. Such research

could potentially help firms develop new recruitment and retention strategies.

Summary

The data revealed common recruitment and retention practices, particularly in regard to the use of retirement and health benefits. The differences in the nurse recruitment difficulty ratings were most likely due to the labor intensity required of different types of nurses. Hospitals tended to need more RNs, while nursing & residential care facilities needed more CNAs. The results also indicated recruitment and retention methods that may not yet have been fully made use of, such as flexible scheduling for hospitals and nursing & residential care. Traveling and temporary nursing staff meet important staffing needs, particularly for nursing & residential care and hospitals. Depending on how policies are adapted to meet staffing

needs, firms may need to increasingly rely on these nurses to provide sufficient patient care. As this study reveals, openings lasting 14 or more weeks were not uncommon when data were collected.

RN positions were open most frequently for hospitals and ambulatory care, while CNA vacancies were most common for nursing & residential care. Most open positions were full-time and offered one or more benefits. Healthcare practitioner & technical occupations typically were offered higher wages relative to other occupations within the health care industry, most likely due to higher levels of education, training, and credentials.

References

- Brennan, N. (2008, July 25). *Table 8: Wyoming statewide employing units, employment and wages by NAICS sector, fourth quarter 2007*. Retrieved August 11, 2008, from http://doe.state.wy.us/LMI/07Q4_QCEW/07q4t8.htm
- Bullock, H.E., & Waugh, I.M. (2004). Caregiving around the clock: how women in nursing manage career and family demands. *Journal of Social Issues*, 60(4), 767-786. Retrieved September 18, 2008, from <http://proxy.lib.wy.us/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=aph&AN=14989718&site=ehost-live&scope=site>
- Cowan, C. (2008, March). Chapter 3: A comparison of employment and wages in health care in Wyoming 2000 to 2007. In P. Ellsworth & A. Szuch (Eds.), *Nurses in demand: A statement of the problem* (pp. 3.1-3.20). Retrieved September 8, 2008, from http://doe.state.wy.us/LMI/nursing_demand_08.pdf
- DeZube, D. (2007). How much will a career change cost you? Plan with a career-change budget. *Monster Career Advice*. Retrieved September 9, 2008, from <http://career-advice.monster.com/salary-trends/career-changers/how-much-will-a-career-change-cost/home.aspx>
- Fitzpatrick, P.G. (2002, Spring). Turnover of certified nursing assistants: A major problem for long-term care facilities. *Hospital Topics*, 80(2), 21. Retrieved September 9, 2008, from <http://proxy.lib.wy.us/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=f5h&AN=7217240&site=ehost-live&scope=site>
- Harris, M.A. (2007, December). Need a nurse? Examining labor sources for health care. *Wyoming Labor Force Trends*, 44(12). Retrieved September 8, 2008, from <http://doe.state.wy.us/LMI/1207/a1.htm>
- Harris, M.A. (2008, August). Using administrative databases to document the source of nurse hires and destination of nurse exits among health care subsectors in Wyoming. In P. Ellsworth & A. Szuch (Eds.), *Retention of nurses in Wyoming* (pp. 88-94). http://doe.state.wy.us/LMI/nursing_retention_08.pdf
- Joint Commission on Accreditation of Healthcare Organizations. (2002, August). *Health care at the crossroads: Strategies for addressing the evolving nursing crisis*. Retrieved October 17, 2008, from http://www.jointcommission.org/NR/rdonlyres/5C138711-ED76-4D6F-909F-B06E0309F36D/0/health_care_at_the_crossroads.pdf
- Kane, R.L., Shamliyan, T., Mueller, C., Duval, S., & Wilt, T.J. (2007, March). *Nurse staffing and quality of patient care*. Prepared by the Minnesota Evidence-based Practice Center for

- the U.S. Department of Health and Human Services, Agency for Healthcare Research and Quality. Retrieved September 2, 2008, from <http://www.ahrq.gov/downloads/pub/evidence/pdf/nursestaff/nursestaff.pdf>
- Knapp, L. (2008, March). Wyoming benefits survey. In P. Ellsworth & A. Szuch (Eds.), *Wages and benefits in Wyoming*. Retrieved August 11, 2008, from http://doe.state.wy.us/LMI/OES_2008.pdf
- Leonard, D.W. (2007, May 7). *Secondary data sources and analysis*. Presentation to the Wyoming Nurse Advisory Committee, Casper, WY.
- Leonard, D.W. (2008a, March). Chapter 2: Projections of registered nurses needed to 2014. In P. Ellsworth & A. Szuch (Eds.), *Nurses in demand: A statement of the problem* (pp. 2.1-2.13). Retrieved August 7, 2008, from http://doe.state.wy.us/LMI/nursing_demand_08.pdf
- Leonard, D.W. (2008b, August). Labor flow components. In P. Ellsworth & A. Szuch (Eds.), *Retention of nurses in Wyoming*. Retrieved September 9, 2008, from http://doe.state.wy.us/LMI/nursing_retention_08.pdf
- Leonard, D.W., & Szuch, A. (2008, August). *The NEW report: Nurse employment in Wyoming (NEW), first quarter 2006 through first quarter 2008*. Retrieved September 9, 2008, from http://doe.state.wy.us/LMI/NEW_data.pdf
- Medical News Today. (2008, August 27). *21 hospitals across the Rocky Mountain states come together to focus on improving clinical quality and patient safety*. Retrieved September 2, 2008, from <http://www.medicalnewstoday.com/articles/119319.php>
- Occupational Employment Statistics Unit (Wyoming). (2008, March). *Wyoming occupational employment and wages*. Retrieved September 19, 2008, from <http://doe.state.wy.us/LMI/EDSPubto20081ECI/TOC001.htm>
- Pear, R. (2008, January 31). Bush seeks surplus via Medicare cuts. *New York Times*. Retrieved September 9, 2008, from <http://www.nytimes.com/2008/01/31/washington/31budget.html>
- Robinson, C. (2008, July 13). Does a boom mean a bust? *Casper Star-Tribune*. Retrieved August 11, 2008, from <http://www.trib.com/articles/2008/07/13/news/caspernext/4b3051ca059084ad872574840020f7df.txt>
- Saulcy, S. (2008, March). Chapter 1: U.S. and Wyoming demographic profile. In P. Ellsworth & A. Szuch (Eds.), *Nurses in demand: A statement of the problem* (pp. 1.1-1.12). Retrieved August 7, 2008, from http://doe.state.wy.us/LMI/nursing_demand_08.pdf
- Trossman, S. (2003, July Supplement 4). Have RN, will travel? *Nursing Management*, 34, 15-16. Retrieved September 9, 2008, from <http://proxy.lib.wy.us/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=aph&AN=32085843&site=ehost-live&scope=site>
- U.S. Department of Health and Human Services, Health Resources and Services Administration. (n.d.). *Nursing education loan repayment program*. Retrieved September 8, 2008, from <http://bhpr.hrsa.gov/nursing/loanreguidance.htm>
- U.S. Department of Labor, Bureau of Labor Statistics. (2003, August 4). *Data definitions*. Job Openings and Labor Turnover Survey. Retrieved September

15, 2008, from <http://stats.bls.gov/jlt/jltdef.htm>

U.S. Department of Labor, Bureau of Labor Statistics. (2007, January 12). *JOLTS overview*. Job Openings and Labor Turnover Survey. Retrieved September 15, 2008, from <http://stats.bls.gov/jlt/jltover.htm#purpose>

Wyoming Department of Employment, Research & Planning. (2008, March). *County and regional wages*. Occupational Employment Statistics in Wyoming. Retrieved August 26, 2008, from <http://doe.state.wy.us/LMI/EDSPubto20081ECI/PAGE0018.HTM>

Appendix

by: Sara Saulcy, Senior Economist

Methodology

The goal of our research was to evaluate the following:

- Use of temporary and traveling nursing staff.
- Recruitment and retention strategies.
- Nursing positions that are open and budgeted for but for which firms are not actively recruiting.
- Vacancies and vacancy rates for all occupations within health care firms, but with a focus on nurses.
- How firms attract prospective employees through wages and benefits.

We included vacancies for all open positions because research has found that the lack of certain types of staff such as clerical and housekeeping staff can affect nurses' time to care for their patients, which has potential to impact the health of patients (Joint Commission on Accreditation of Healthcare Organizations, 2002).

We surveyed health care firms in three North American Industry Classification System subsectors: ambulatory health care services, hospitals, and nursing & residential care facilities. Because of our focus on recruitment and retention strategies, as well as firm vacancies, any firm reporting zero employment was excluded from the survey results.

The questionnaires sent to firms in the three industries were developed both through a review of the literature and in consultation with the nurse advisory board (see pages 40, 50, and 54 for each of the questionnaires). The foundation for the collection of job vacancy data was surveys developed by the national Job Vacancy

Statistics Workgroup (<http://www.jvsinfo.org/JVSnational.htm>).

To facilitate the process of reporting vacancies by employers, lists of the most common occupations within each three-digit industry were created using the Customized Staffing Pattern matrix from Research & Planning's website at http://doe.state.wy.us/LMI/cust_staff.htm. Occupation lists for the respective industries were then included with each questionnaire. Firms were asked to use the lists as a guideline for reporting vacancies. Additional pages were included with the questionnaire so firms could report vacancies for occupations that were not on the enclosed list. We then assigned a six-digit Standard Occupational Classification (SOC) code to each occupation reported as vacant.

In mid-July 2007 questionnaires were sent to 30 ambulatory care firms from the Quarterly Census of Employment and Wages (QCEW) files¹ as a preliminary test of the questionnaire. Data for the preliminary survey were collected over the course of approximately two weeks. Our preliminary test revealed no significant defects in the questionnaire.

Following the preliminary test, we drew a sample of 427 ambulatory care firms out of approximately 1,000 (42.7% of firms). The sample was drawn from QCEW data from fourth quarter 2006 based on region and firm size. Those firms with no county assignment were randomly assigned to a county. In order to increase the available

¹ The QCEW databases are a summary of the number of workers by employers covered by the Wyoming Unemployment Insurance system.

number of responses for analysis, a total of three mailings of the questionnaire were sent. The mailings occurred between mid-August and mid-September 2007. A total of 261 responses with usable data were returned. Eight firms reported that they were no longer in business. Valid addresses could not be located for three firms, while seven firms declined to participate in the survey. Another 12 questionnaires were returned without usable data. The final response rate for ambulatory care was 62.7% (261/[427-8-3]).

Beginning in October 2007, 107 nursing & residential care facilities were sent a questionnaire. The questionnaire was revised to request information about recruitment and retention strategies specific to registered nurses (RNs), licensed practical nurses (LPNs), and certified nursing assistants (CNAs). This was done to determine if there were variations in recruitment strategies for different types of nurses. The questionnaire was also expanded to include collection of information about the use of traveling and temporary nursing staff. Three mailings of the questionnaire were sent to improve response rates. Certain firms were excluded from the study results because respondents informed us that the majority do not usually employ health care workers, particularly nursing staff. These included child group foster homes, group homes for the hearing impaired, and juvenile group halfway homes. Of the 75 firms remaining in the sample, 52 provided usable data, a 69.3% response rate.

Hospital data were collected in three phases. The first phase of data collection was conducted via the Internet in January 2007; this was Research & Planning's first time using the Internet exclusively to collect data. Our hypothesis was that hospital staff vacancy information found online would be

at least as good in quality as that received through a mail questionnaire. Furthermore, it would reduce the burden of completing a questionnaire on hospital human resources departments. However, we contacted hospitals to determine the frequency of posting jobs to the Internet, any limits to offered benefits, and if occupations remained posted that had already been filled, as well as to clarify other questions and validate selected data. Data collection occurred during the same week in January, but not necessarily on the same day.

When known, job vacancy data were excluded for any auxiliary units such as nursing & residential care facilities owned or managed by hospitals. The goal was to ensure that vacancies were counted only once, since firms in other health care industries were sent surveys separately. We then assigned SOC codes to the occupations based on job title and description to ease comparisons of occupations across hospitals. The data were then compiled into a single file and descriptive statistics were developed.

The second phase of hospital job vacancy Internet data collection occurred in November 2007. The data were acquired in a manner similar to the January 2007 collection in order to validate the January process. With a few exceptions, the November results were similar in quality to the January results. For comparison to ambulatory care firms and nursing & residential care facilities, this publication includes results for hospital data collected in November.

Occasionally the number of open positions could not be determined (e.g., continuous recruitment openings). In this case the number of vacancies was set to

Text continued on page 37

Appendix Table 1: Occupational Staffing Levels for Hospitals in Montana and Wyoming, May 2005

Standard Occupational Classification Title and Code	Montana Employment	Column Percentage	Montana Hourly Mean Wage	Wyoming Employment	Column Percentage	Wyoming Hourly Mean Wage
Management (11)	560	2.8%	\$34.94	505	5.6%	\$33.91
Business & Financial Operations (13)	220	1.1%	\$20.59	103	1.1%	\$21.71
Computer & Mathematical Science (15)	180	0.9%	\$21.69	52	0.6%	\$19.76
Architecture & Engineering (17)	10	0.0%	\$23.80	ND	ND	ND
Life, Physical, & Social Science (19)	110	0.5%	\$24.19	40	0.4%	\$24.60
Community & Social Services (21)	300	1.5%	\$18.97	150	1.7%	\$20.11
Legal (23)	ND	ND	ND	ND	ND	ND
Education, Training, & Library (25)	40	0.2%	\$14.76	12	0.1%	\$20.55
Arts, Design, Entertainment, Sports, & Media (27)	50	0.2%	\$16.79	ND	ND	ND
Healthcare Practitioner & Technical (29)	9,610	47.6%	\$23.98	3,836	42.7%	\$23.03
Registered Nurses (29-1111)	4,690	23.2%	\$23.71	2,065	23.0%	\$23.44
Licensed Practical/Vocational Nurses (29-2061)	970	4.8%	\$14.48	211	2.4%	\$15.32
Healthcare Support (31)	3,510	17.4%	\$9.93	1,727	19.2%	\$11.03
Home Health Aides (31-1011)	ND	ND	ND	32	0.4%	\$9.93
Nursing Aides, Orderlies, & Attendants (31-1012)	2,430	12.0%	\$9.16	1,264	14.1%	\$10.06
Protective Service (33)	ND	ND	ND	85	0.9%	\$12.23
Food Preparation & Serving Related (35)	1,080	5.3%	\$8.73	436	4.9%	\$9.16
Building & Grounds Cleaning & Maintenance (37)	980	4.9%	\$8.62	445	5.0%	\$9.91
Personal Care & Service (39)	ND	ND	ND	138	1.5%	\$12.13
Sales & Related (41)	ND	ND	ND	ND	ND	ND
Office & Administrative Support (43)	2,820	14.0%	\$11.51	1,127	12.5%	\$11.97
Construction & Extraction (47)	ND	ND	ND	12	0.1%	\$22.44
Installation, Maintenance, & Repair (49)	310	1.5%	\$14.70	132	1.5%	\$15.95
Production (51)	160	0.8%	\$10.23	80	0.9%	\$9.89
Transportation & Material Moving (53)	50	0.2%	\$10.94	ND	ND	ND
Total, All Occupations	20,190	99.0%	\$17.87	8,980	98.9%	\$17.84

ND: Not disclosable due to confidentiality of information.

Sources: Occupational Employment Statistics. *Wyoming occupational employment and wages May 2006*, <http://doe.state.wy.us/LMI/200602EDS/TOC000.htm>; *May 2005 national industry-specific occupational employment and wage estimates*, http://www.bls.gov/oes/2005/may/naics3_622000.htm

Appendix Table 2: Occupational Staffing Levels for Hospitals in North Dakota and Wyoming, May 2005

Standard Occupational Classification Title and Code	North Dakota Employment	North Dakota Percentage	North Dakota Hourly Mean Wage	Wyoming Employment	Wyoming Percentage	Wyoming Hourly Mean Wage
Management (11)	415	2.5%	\$33.76	505	5.6%	\$33.91
Business & Financial Operations (13)	153	0.9%	\$19.50	103	1.1%	\$21.71
Computer & Mathematical Science (15)	161	1.0%	\$21.80	52	0.6%	\$19.76
Architecture & Engineering (17)	ND	ND	ND	ND	ND	ND
Life, Physical, & Social Science (19)	75	0.5%	\$30.86	40	0.4%	\$24.60
Community & Social Services (21)	268	1.6%	\$17.88	150	1.7%	\$20.11
Legal (23)	ND	ND	ND	ND	ND	ND
Education, Training, & Library (25)	40	0.2%	\$15.25	12	0.1%	\$20.55
Arts, Design, Entertainment, Sports, & Media (27)	44	0.3%	\$12.85	ND	ND	ND
Healthcare Practitioner & Technical (29)	8,282	49.9%	\$22.61	3,836	42.7%	\$23.03
Registered Nurses (29-1111)	4,074	24.6%	\$23.61	2,065	23.0%	\$23.44
Licensed Practical/Vocational Nurses (29-2061)	1,121	6.8%	\$14.20	211	2.4%	\$15.32
Healthcare Support (31)	2,465	14.9%	\$10.29	1,727	19.2%	\$11.03
Home Health Aides (31-1011)	ND	ND	ND	32	0.4%	\$9.93
Nursing Aides, Orderlies, & Attendants (31-1012)	1,492	9.0%	\$9.64	1,264	14.1%	\$10.06
Protective Service (33)	44	0.3%	\$10.51	85	0.9%	\$12.23
Food Preparation & Serving Related (35)	572	3.5%	\$8.78	436	4.9%	\$9.16
Building & Grounds Cleaning & Maintenance (37)	786	4.7%	\$9.49	445	5.0%	\$9.91
Personal Care & Service (39)	86	0.5%	\$10.12	138	1.5%	\$12.13
Sales & Related (41)	35	0.2%	\$11.50	ND	ND	ND
Office & Administrative Support (43)	2,788	16.8%	\$11.27	1,127	12.5%	\$11.97
Construction & Extraction (47)	24	0.1%	\$17.62	12	0.1%	\$22.44
Installation, Maintenance, & Repair (49)	210	1.3%	\$14.73	132	1.5%	\$15.95
Production (51)	82	0.5%	\$9.89	80	0.9%	\$9.89
Transportation & Material Moving (53)	52	0.3%	\$10.09	ND	ND	ND
Total, All Occupations	16,585	100.0%	\$17.61	8,980	98.9%	\$17.84

ND: Not disclosable due to confidentiality of information.

Sources: Occupational Employment Statistics. *Wyoming occupational employment and wages May 2006*, <http://doe.state.wy.us/LMI/200602EDS/TOC000.htm>; *May 2005 national industry-specific occupational employment and wage estimates*, http://www.bls.gov/oes/2005/may/naics3_622000.htm

Text continued from page 34

one each. Consequently, there could have been an undercount of the actual number of open positions.

The last phase of hospital data collection occurred in January 2008. Like nursing & residential care facilities and ambulatory care firms, each of the 22 hospitals received a questionnaire requesting information about use of traveling and temporary nursing staff, as well as experiences with recruiting and retaining nurses. Hospitals were also asked about positions budgeted for but for which they were not actively recruiting. The only significant difference between the questionnaire sent to nursing & residential care facilities and hospitals was that the hospital questionnaire did not request job vacancy information, since the Internet was used to acquire the data. Sixteen of the 22 hospitals (72.7%) responded to the questionnaire.

With the exception of hospital vacancy data collected via the Internet, data were weighted by employment to capture

variations in respondents versus actual firm distribution. Because the sample for ambulatory care was selected randomly on the basis of firm size and region, the data were weighted in a similar manner. Mail survey data for hospitals and nursing & residential care facilities were weighted by total employment for their respective industries. Although other weighting options were possible, weighting for hospitals on the basis of total employment came closest to the distribution acquired from job vacancy data on the Internet. Hospital vacancy data were left unweighted because of the near-census of hospital vacancies collected via the Internet.

References

Joint Commission on Accreditation of Healthcare Organizations. (2002, August). *Health care at the crossroads: Strategies for addressing the evolving nursing crisis*. Retrieved October 17, 2008, from http://www.jointcommission.org/NR/rdonlyres/5C138711-ED76-4D6F-909F-B06E0309F36D/0/health_care_at_the_crossroads.pdf

Appendix Table 3: Estimated Vacancies in Wyoming Ambulatory Care Firms by Standard Occupational Classification (SOC), Summer 2007, Weighted

SOC Code and Title	Estimated Vacancies	
	n	%
21-1014 Mental Health Counselors	30	13.0%
29-1071 Physician Assistants	5	2.2%
29-1111 Registered Nurses	27	11.9%
29-1123 Physical Therapists	32	13.9%
29-2021 Dental Hygienists	11	4.6%
29-2071 Medical Records & Health Information Technicians	4	1.8%
31-1012 Nursing Aides, Orderlies, & Attendants	33	14.5%
31-9011 Massage Therapists	32	14.1%
31-9092 Medical Assistants	12	5.1%
43-4171 Receptionists & Information Clerks	31	13.3%
43-6013 Medical Secretaries	3	1.2%
43-9061 Office Clerks, General	10	4.4%
Total	230	100.0%

Appendix Table 4: Estimated Vacancies in Wyoming Hospitals by Standard Occupational Classification (SOC), November 2007

SOC Code and Title		Estimated Vacancies	
		n	%
11-1011	Chief Executives	ND	ND
11-1021	General & Operations Managers	ND	ND
11-3031	Financial Managers	ND	ND
11-9111	Medical & Health Services Managers	9	2.1%
13-1051	Cost Estimators	ND	ND
13-1111	Management Analysts	3	0.7%
15-1071	Network & Computer Systems Administrators	ND	ND
15-2041	Statisticians	ND	ND
21-1014	Mental Health Counselors	ND	ND
21-1022	Medical & Public Health Social Workers	4	0.9%
21-1093	Social & Human Service Assistants	ND	ND
29-1051	Pharmacists	5	1.2%
29-1062	Family & General Practitioners	ND	ND
29-1063	Internists, General	ND	ND
29-1067	Surgeons	ND	ND
29-1071	Physician Assistants	ND	ND
29-1111	Registered Nurses	143	33.8%
29-1122	Occupational Therapists	7	1.7%
29-1123	Physical Therapists	17	4.0%
29-1126	Respiratory Therapists	7	1.7%
29-1127	Speech-Language Pathologists	5	1.2%
29-1129	Therapists, All Other	ND	ND
29-2011	Medical & Clinical Laboratory Technologists	9	2.1%
29-2012	Medical & Clinical Laboratory Technicians	3	0.7%
29-2032	Diagnostic Medical Sonographers	ND	ND
29-2034	Radiologic Technologists & Technicians	7	1.7%
29-2041	Emergency Medical Technicians & Paramedics	8	1.9%
29-2051	Dietetic Technicians	8	1.9%
29-2052	Pharmacy Technicians	ND	ND
29-2053	Psychiatric Technicians	ND	ND
29-2055	Surgical Technologists	11	2.6%
29-2061	Licensed Practical & Licensed Vocational Nurses	8	1.9%
29-2071	Medical Records & Health Information Technicians	ND	ND
29-2099	Health Technologists & Technicians, All Other	ND	ND
29-9011	Occupational Health & Safety Specialists	ND	ND
29-9099	Healthcare Practitioner & Technical Workers, All Other	ND	ND
31-1012	Nursing Aides, Orderlies, & Attendants	35	8.3%
31-2021	Physical Therapist Assistants	3	0.7%
31-9092	Medical Assistants	ND	ND
31-9093	Medical Equipment Preparers	ND	ND
31-9094	Medical Transcriptionists	4	0.9%
31-9099	Healthcare Support Workers, All Other	17	4.0%
35-1012	First-Line Supervisors/Managers of Food Preparation & Serving Workers	ND	ND
35-2012	Cooks, Institution & Cafeteria	5	1.2%
35-3041	Food Servers, Nonrestaurant	4	0.9%
35-9011	Dining Room & Cafeteria Attendants & Bartender Helpers	ND	ND

Table continued on next page

Table continued from previous page

SOC Code and Title		Estimated Vacancies	
		n	%
37-2011	Janitors & Cleaners, Except Maids & Housekeeping Cleaners	ND	ND
37-2012	Maids & Housekeeping Cleaners	16	3.8%
37-3011	Landscaping & Groundskeeping Workers	ND	ND
39-9011	Child Care Workers	4	0.9%
41-1011	First-Line Supervisors/Managers of Retail Sales Workers	ND	ND
43-1011	First-Line Supervisors/Managers of Office & Administrative Support Workers	5	1.2%
43-3011	Bill & Account Collectors	ND	ND
43-3021	Billing & Posting Clerks & Machine Operators	5	1.2%
43-3031	Bookkeeping, Accounting, & Auditing Clerks	ND	ND
43-4071	File Clerks	ND	ND
43-4111	Interviewers, Except Eligibility & Loan	8	1.9%
43-4161	Human Resources Assistants, Except Payroll & Timekeeping	3	0.7%
43-4171	Receptionists & Information Clerks	ND	ND
43-4199	Information & Record Clerks, All Other	ND	ND
43-5032	Dispatchers, Except Police, Fire, & Ambulance	ND	ND
43-5061	Production, Planning, & Expediting Clerks	ND	ND
43-6011	Executive Secretaries & Administrative Assistants	ND	ND
43-6013	Medical Secretaries	7	1.7%
43-6014	Secretaries, Except Legal, Medical, & Executive	ND	ND
49-9021	Heating, Air Conditioning, & Refrigeration Mechanics & Installers	ND	ND
49-9042	Maintenance & Repair Workers, General	ND	ND
Total		423	100.0%

ND: Not disclosable due to confidentiality of information.

Appendix Table 5: Estimated Vacancies in Wyoming Nursing & Residential Care Facilities by Standard Occupational Classification (SOC), Fall 2007, Weighted

SOC Code and Title		Estimated Vacancies	
		n	%
21-1023	Physical Therapists	3	3.2%
21-1093	Social & Human Service Assistants	10	9.7%
29-1111	Registered Nurses	14	13.0%
29-2061	Licensed Practical & Licensed Vocational Nurses	6	5.2%
31-1011	Home Health Aides	3	3.2%
31-1012	Nursing Aides, Orderlies, & Attendants (includes Certified Nursing Assistants)	51	47.4%
35-2012	Cooks, Institution & Cafeteria	7	6.5%
35-3021	Combined Food Preparation & Serving Workers, Including Fast Food	ND	ND
37-2012	Maids & Housekeeping Cleaners	7	6.5%
39-9011	Child Care Workers	ND	ND
39-9032	Recreation Workers	ND	ND
49-9042	Maintenance & Repair Workers, General	ND	ND
51-6011	Laundry & Dry-Cleaning Workers	ND	ND
Total		107	100.0%

ND: Not disclosable due to confidentiality of information.



Wyoming Health Care Job Vacancy Survey 2007

Ambulatory Care

Instructions

**Please respond by
September 14, 2007**

- Please direct this questionnaire to the person responsible for hiring and recruitment.
- **What this report is about:** this form asks for information about your firm's experiences with recruitment, hiring, and job vacancies.
- Completed questionnaires may be returned using the enclosed postage-paid envelope or by fax at (307) 473-3863.
- For accurate results, it is important that the questionnaire be completed through page 3 **even if you have no vacancies**. Please attach additional sheets if necessary.
- For any questions or to report by telephone, please call Sara Saulcy at (307) 473-3819.
- Your response to this survey is crucial to ensure the results obtained are accurate and complete. **All data collected must, by the Wyoming Employment Security Law 27-3-603, be held in the strictest confidence with results published only as summary statistics. The information you provide to us will be held in confidence to the extent permitted by law.**

Part A: About Your Firm

621-idnum

1. Please tell us who to contact if we have questions about your data.

Your name _____ Title _____

E-mail address _____

Phone number () _____ - _____ ext. _____

- ☐ Check here if you would like a printed copy of the results.
- ☐ Check here if you would like an electronic copy of the results e-mailed to you.

2. Which of the following options describes the status of the location during the pay period that included July 12, 2007?

- ☐ Operating: *Please go to Part B.*
- ☐ Temporarily closed during the reference period. *Please mail this survey in the enclosed postage paid envelope or fax it to (307) 473-3863.*
- ☐ Permanently out of business as of ____/____/____. *Please mail this survey in the enclosed postage paid envelope or fax it to (307) 473-3863.*
- ☐ Sold or merged: enter the new name and address below, then go to Part B.

New Name: _____

New Address: _____

3. How many employees, both full- and part-time, worked at this location(s) during the pay period that included July 12, 2007? _____

Part B: Recruitment and Retention

This section asks about employers' experiences with recruiting and retaining nursing staff including registered nurses, licensed practical/vocational nurses, and certified nursing assistants.

1. Please rate the level of difficulty in recruiting nursing staff to your facility where 1=not at all difficult and 5=very difficult. (*Please circle the appropriate response*).

		Not applicable	Not at all difficult					Very Difficult	Don't know
a.	Registered Nurses	NA	1	2	3	4	5		DK
b.	Certified Nursing Assistants	NA	1	2	3	4	5		DK
c.	Licensed Practical/Vocational Nurses	NA	1	2	3	4	5		DK

Comments _____

Part B continued

2. For the following recruitment and retention strategies, please indicate if the strategy is for recruitment, retention, or both. If the strategy is used, please rank its effectiveness, where 1 = not at all effective and 5 = very effective.

		How is the incentive used? (Please check all that apply)				Effectiveness over the past 6 months (Please circle the appropriate response)					Don't Know
		Not used	Recruitment	Retention	Don't know	Not at all effective				Very effective	
a.	Sign-on bonus					1	2	3	4	5	DK
b.	On-site day care/sick care programs					1	2	3	4	5	DK
c.	Loan forgiveness					1	2	3	4	5	DK
d.	Health benefits					1	2	3	4	5	DK
e.	Retirement plan					1	2	3	4	5	DK
f.	Tuition reimbursement					1	2	3	4	5	DK

Comments _____

Part C: Job Vacancies

For purposes of this survey, **active recruitment** includes advertising positions in newspapers, professional journals, online recruitment, or any other method to employ an individual for a particular position.

1. Do you have any budgeted positions for nurses (Registered Nurses, Licensed Practical/Vocational Nurses, Certified Nursing Assistants) for which you are not actively recruiting as of the week including July 12, 2007?

- RNs LPNs/LVNs CNAs
- ☐ Yes If yes, how many positions? _____
- ☐ No

2. Do you have any vacancies for which you are actively recruiting at this location during the week of July 12, 2007?

- ☐ Yes Please go to Part D.
- ☐ No Please return this questionnaire in the enclosed postage-paid envelope or fax it to (307) 473-3863.

Part D: Reporting Job Vacancies

To report your firm's job vacancies, on the following pages please write in the occupation number(s) from the enclosed list of ambulatory care occupations and the requested information about the vacancies.

- Please report each vacancy separately for those positions in which the individuals are expected to work different numbers of hours (e.g., 20 versus 30 hours).
- If you have multiple locations in **Wyoming**, please list **all** of the positions for which you are **actively recruiting** as of the week including **July 12, 2007** at the location/unit on the address label, including vacancies you are seeking to fill through outside employment agencies and temporary help services.
- Please exclude positions reserved for consultants and outside contractors.
- Use pages 7 and 8 at the end of the questionnaire to report vacancies for occupations not on the attached list.
- Please make as many additional copies of the following page(s) as necessary if you need more space to report vacancies.
- Please discard the list of ambulatory care occupations when you have completed the questionnaire.

THANK YOU FOR YOUR PARTICIPATION!



Part D

Example

Occupation Number <i>See attached list of occupations. Please report each vacancy separately for those positions in which the individuals are expected to work different numbers of hours (e.g., 20 versus 30).</i>		16						
Number of positions for which you are actively recruiting		2						
How many hours per week is a person in this position expected to work per week? <i>If the hours worked per week varies, please specify a range.</i>		36						
How many weeks have you been trying to fill this vacancy?		4.5						
What education level is required? <i>Please choose one.</i>	Advanced degree							
	Bachelor's degree							
	Associate's degree							
	Practical/vocational training	x						
	Certificate							
	High school or GED							
	No education required							
Is licensure, certification, or professional registration required? <i>Please check all that apply.</i>	Professional registration							
	Certification							
	License							
How much experience is required? <i>Please choose one.</i>	2 or more years							
	1 to less than 2 years							
	Less than 1 year	x						
What is the hourly wage? <i>If an hourly rate is not available, please specify either the wage range or the annual salary.</i>		\$11.50						
Does your firm offer any of the following benefits? <i>Please check all that apply.</i>	Paid leave	x						
	Health insurance	x						
	Retirement plan	x						

Part D continued

Occupation Number <i>See attached list of occupations. Please report each vacancy separately for those positions in which the individuals are expected to work different numbers of hours (e.g., 20 versus 30).</i>								
Number of positions for which you are actively recruiting								
How many hours per week is a person in this position expected to work per week? <i>If the hours worked per week varies, please specify a range.</i>								
How many weeks have you been trying to fill this vacancy?								
What education level is required? <i>Please choose one.</i>	Advanced degree							
	Bachelor's degree							
	Associate's degree							
	Practical/vocational training							
	Certificate							
	High school or GED							
	No education required							
Is licensure, certification, or professional registration required? <i>Please check all that apply.</i>	Professional registration							
	Certification							
	License							
How much experience is required? <i>Please choose one.</i>	2 or more years							
	1 to less than 2 years							
	Less than 1 year							
What is the hourly wage? <i>If an hourly rate is not available, please specify either the wage range or the annual salary.</i>								
Does your firm offer any of the following benefits? <i>Please check all that apply.</i>	Paid leave							
	Health insurance							
	Retirement plan							

Additional Vacancies

Example

Use this section to report vacancies for occupations not found on the attached list. Please write in each unique occupational title, a short description of duties, and complete the information for each vacancy. For those positions in which the individuals are expected to work different numbers of hours (e.g., 20 versus 30), please report each vacancy separately.	Occupation Title:	Occupation Title:	Occupation Title:
	Handyman		
	Job Description:	Job Description:	Job Description:
	General building maintenance such as plumbing, electrical, carpentry, shoveling snow, trash removal.		
Number of positions for which you are actively recruiting	2		
How many hours per week is a person in this position expected to work per week? <i>If the hours worked per week varies, please specify a range.</i>	36		
How many weeks have you been trying to fill this vacancy?	6		
What education level is required? <i>Please choose one.</i>	Advanced degree		
	Bachelor's degree		
	Associate's degree		
	Practical/vocational training		
	Certificate		
	High school or GED	x	
	No education required		
Is licensure, certification, or professional registration required? <i>Please check all that apply.</i>	Professional registration		
	Certification		
	License		
How much experience is required? <i>Please choose one.</i>	2 or more years		
	1 to less than 2 years		
	Less than 1 year	x	
What is the hourly wage? <i>If an hourly rate is not available, please specify either the wage range or the annual salary.</i>	\$11.00		
Does your firm offer any of the following benefits? <i>Please check all that apply.</i>	Paid leave	x	
	Health insurance	x	
	Retirement plan	x	

Additional Vacancies *continued*

<p>Use this section to report vacancies for occupations not found on the attached list. Please write in each unique occupational title, a short description of duties, and complete the information for each vacancy. For those positions in which the individuals are expected to work different numbers of hours (e.g., 20 versus 30), please report each vacancy separately.</p>		<u>Occupation Title:</u>	<u>Occupation Title:</u>	<u>Occupation Title:</u>
		<u>Job Description:</u>	<u>Job Description:</u>	<u>Job Description:</u>
Number of positions for which you are actively recruiting				
<p>How many hours per week is a person in this position expected to work per week? <i>If the hours worked per week varies, please specify a range.</i></p>				
How many weeks have you been trying to fill this vacancy?				
<p>What education level is required? <i>Please choose one.</i></p>	Advanced degree			
	Bachelor's degree			
	Associate's degree			
	Practical/vocational training			
	Certificate			
	High school or GED			
	No education required			
<p>Is licensure, certification, or professional registration required? <i>Please check all that apply.</i></p>	Professional registration			
	Certification			
	License			
<p>How much experience is required? <i>Please choose one.</i></p>	2 or more years			
	1 to less than 2 years			
	Less than 1 year			
<p>What is the hourly wage? <i>If an hourly rate is not available, please specify either the wage range or the annual salary.</i></p>				
<p>Does your firm offer any of the following benefits? <i>Please check all that apply.</i></p>	Paid leave			
	Health insurance			
	Retirement plan			

Ambulatory Care Occupations

Please discard this list once you have completed the questionnaire.

The following is a list of occupations commonly found in firms like yours. For vacancies in your firm, please write in the occupation number and requested information about the vacancies beginning on Part D of the questionnaire.

Occupation Number	Title	Definition
1	Family and General Practitioners	Diagnose, treat, and help prevent diseases and injuries that commonly occur in the general population.
2	Surgeons	Treat diseases, injuries, and deformities by invasive methods, such as manual manipulation or by using instruments and appliances.
3	Physician Assistants	Provide healthcare services typically performed by a physician, under the supervision of a physician. Conduct complete physicals, provide treatment, and counsel patients. May, in some cases, prescribe medication. Must graduate from an accredited educational program for physician assistants.
4	Registered Nurses (<i>Staff Nurse</i>)	Assess patient health problems and needs, develop and implement nursing care plans, and maintain medical records. Administer nursing care to ill, injured, convalescent, or disabled patients.
5	Certified Nurse Anesthetist	Administer anesthetics during surgery or other medical procedures. Requires a Bachelor's degree in Nursing and a Master's degree in Nurse Anesthesia.
6	Family Nurse Practitioner	Provides basic health care services to infants, children, adults, and families including but not limited to: taking patient histories; perform physical exams; diagnose/treat common acute illnesses/injuries; provide immunizations; manage high blood pressure, diabetes, and other chronic health problems; order and interpret lab tests; and prescribe medication and nonpharmacological therapies. Requires a Master's degree.
7	Physical Therapists	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.
8	Dental Hygienists	Clean teeth and examine oral areas, head, and neck for signs of oral disease.
9	Radiologic Technologists and Technicians (<i>X-Ray Technician</i>)	Take X-rays and CAT scans or administer nonradioactive materials into patient's blood stream for diagnostic purposes. Include technologists who specialize in other modalities, such as computed tomography and magnetic resonance.
10	Licensed Practical and Licensed Vocational Nurses	Care for ill, injured, convalescent, or disabled persons in hospitals, nursing homes, clinics, private homes, group homes, and similar institutions. Licensing required.
11	Medical Records and Health Information Technicians (<i>Medical Records Librarian</i>)	Compile, process, and maintain medical records of hospital and clinic patients in a manner consistent with medical, administrative, ethical, legal, and regulatory requirements of the health care system. Process, maintain, compile, and report patient information for health requirements and standards.
12	Home Health Aides	Provide routine, personal healthcare, such as bathing, dressing, or grooming, to elderly, convalescent, or disabled persons in the home of patients or in a residential care facility.
13	Nursing Aides, Orderlies, and Attendants (<i>CNA</i>)	Provide basic patient care under direction of nursing staff. Perform duties, such as feed, bathe, dress, groom, or move patients, or change linens.
14	Dental Assistants	Assist dentist, set up patient and equipment, and keep records.
15	Medical Assistants (<i>Physician's Aide, Morgue Attendant</i>)	Perform administrative and certain clinical duties under the direction of physician. Administrative duties may include scheduling appointments, maintaining medical records, billing, and coding for insurance purposes. Clinical duties may include taking and recording vital signs and medical histories, preparing patients for examination, and drawing blood.

16	Medical Transcriptionists	Use transcribing machines to listen to recordings by physicians and other healthcare professionals dictating a variety of medical reports. Transcribe dictated reports and translate medical jargon and abbreviations into their expanded forms.
17	Mental Health Counselors	Counsel with emphasis on prevention. Work with individuals and groups to promote optimum mental health.
18	First-Line Supervisors/Managers of Office and Administrative Support Workers	Supervise and coordinate the activities of clerical and administrative support workers. These workers have other employees reporting directly to them.
19	Billing and Posting Clerks and Machine Operators	Compile, compute, and record billing, accounting, statistical, and other numerical data for billing purposes. Prepare billing invoices for services rendered or for delivery or shipment of goods.
20	Bookkeeping, Accounting, and Auditing Clerks	Compute, classify, and record numerical data to keep financial records complete. Perform any combination of routine calculating, posting, and verifying duties to obtain primary financial data for use in maintaining accounting records.
21	File Clerks (<i>Tape Librarian</i>)	File correspondence, cards, invoices, receipts, and other records in alphabetical or numerical order or according to the filing system used. Locate and remove material from file when requested.
22	Receptionists and Information Clerks	Answer inquiries and obtain information for general public, customers, visitors, and other interested parties. Provide information regarding activities conducted at establishment; location of departments, offices, and employees within organization.
23	Medical Secretaries	Perform secretarial duties utilizing specific knowledge of medical terminology and hospital, clinic, or laboratory procedures. Duties include scheduling appointments, billing patients, and compiling and recording medical charts, reports, and correspondence.
24	Secretaries, Except Legal, Medical, and Executive	Perform clerical and routine administrative functions such as preparing correspondence, scheduling appointments, filing, or providing information.
25	Office Clerks, General	Perform duties too varied and diverse to be classified in any specific office clerical occupation, requiring limited knowledge of office management systems and procedures. Clerical duties may be assigned in accordance with the office procedures of individual establishments.



Wyoming Health Care Survey 2007

Hospitals

Instructions

- Please direct this questionnaire to the person responsible for hiring and recruitment.
- **What this report is about:** this form asks for information about your firm's experiences with recruitment, retention, and hiring.
- Completed questionnaires may be returned using the enclosed postage-paid envelope or by **fax** to (307) 473-3863.
- For any questions or to report by telephone, please call Sara Saulcy at (307) 473-3819.
- Your response to this survey is crucial to ensure the results obtained are accurate and complete. **All information must, by Wyoming Employment Security Law 27-3-603, be held in confidence, with results published only as summary statistics. The information you provide to us will be held in confidence to the extent permitted by law.**

Part A: About Your Firm

622-idnum

1. Please tell us who to contact if we have questions about your data.

Your name _____ Title _____

E-mail address _____

Phone number () _____ - _____ ext. _____

- ☐ Check here if you would like a printed copy of the results.
- ☐ Check here if you would like an electronic copy of the results e-mailed to you.

2. Which of the following options describes the status of the location during the pay period that included December 12th, 2007?

- ☐ Operating: *Please go to #3.*
- ☐ Temporarily closed during the reference period. *Please mail this survey in the enclosed postage paid envelope or fax it to (307) 473-3863.*
- ☐ Permanently out of business as of ____/____/____. *Please mail this survey in the enclosed postage paid envelope or fax it to (307) 473-3863.*
- ☐ Sold or merged: enter the new name and address below, then go to #3.

New Name: _____

New Address: _____

Survey continued on next page.

3. How many employees, both full- and part-time, worked at this location(s) during the pay period that included December 12th, 2007? _____

4. How many traveling nurses worked at this location during the pay period that included December 12th, 2007? (Please enter a number under the appropriate category or check the box for zero.)

<u>Traveling RNs</u>	<u>Traveling LPNs/LVNs</u>	<u>Traveling CNAs</u>	<u>Zero</u>
_____	_____	_____	<input type="checkbox"/>

5. How many other temporary contract nurses who were not traveling nurses worked at this location during the pay period that included December 12th, 2007? (Please enter a number under the appropriate category or check the box for zero.)

<u>Temporary Contract RNs</u>	<u>Temporary Contract LPNs/LVNs</u>	<u>Temporary Contract CNAs</u>	<u>Zero</u>
_____	_____	_____	<input type="checkbox"/>

6. a. Is your hospital human resources function responsible for another employing unit such as a long-term care facility, outpatient clinic, or other health care facility?

☐ Yes Please go to 6b. ☐ No Please go to Part B: Recruitment and Retention.

b. If yes, do your hospital hiring, retention, and recruitment policies apply to the other employing unit(s)?

☐ Yes ☐ No

☐ In some instances Please briefly explain _____

Please go to Part B: Recruitment and Retention.

Part B: Recruitment and Retention

This section asks about employers' experiences with recruiting and retaining **nursing staff** including registered nurses, licensed practical/vocational nurses, and certified nursing assistants.

1. Please rate the level of difficulty in recruiting nursing staff to your facility where 1 = not at all difficult and 5 = very difficult. (Please circle the appropriate response).

		Not applicable	Not at all difficult					Very Difficult	Don't know
a.	Registered Nurses	NA	1	2	3	4	5		DK
b.	Licensed Practical/Vocational Nurses	NA	1	2	3	4	5		DK
c.	Certified Nursing Assistants	NA	1	2	3	4	5		DK

Survey continued on next page.

PART B continued

For questions 2 through 4, please indicate if the strategies are used for nurses' recruitment, retention, or both. If the strategy is used, please *rate its effectiveness*, where 1 = not at all effective and 5 = very effective.

2. REGISTERED NURSES

		<i>How is the incentive used?</i>				<i>Effectiveness over the past 6 months</i>					
		Not used	Recruitment	Retention	Don't know	Not at all effective			Very effective		Don't Know
a.	Sign-on bonus					1	2	3	4	5	DK
b.	On-site day care/sick care programs					1	2	3	4	5	DK
c.	Loan forgiveness					1	2	3	4	5	DK
d.	Health benefits					1	2	3	4	5	DK
e.	Retirement plan					1	2	3	4	5	DK
f.	Tuition reimbursement					1	2	3	4	5	DK
g.	Flexible scheduling					1	2	3	4	5	DK
h.	On-the-job training					1	2	3	4	5	DK

3. LICENSED PRACTICAL/VOCATIONAL NURSES

		<i>How is the incentive used?</i>				<i>Effectiveness over the past 6 months</i>					
		Not used	Recruitment	Retention	Don't know	Not at all effective			Very effective		Don't Know
a.	Sign-on bonus					1	2	3	4	5	DK
b.	On-site day care/sick care programs					1	2	3	4	5	DK
c.	Loan forgiveness					1	2	3	4	5	DK
d.	Health benefits					1	2	3	4	5	DK
e.	Retirement plan					1	2	3	4	5	DK
f.	Tuition reimbursement					1	2	3	4	5	DK
g.	Flexible scheduling					1	2	3	4	5	DK
h.	On-the-job training					1	2	3	4	5	DK

4. CERTIFIED NURSING ASSISTANTS

		<i>How is the incentive used?</i>				<i>Effectiveness over the past 6 months</i>					
		Not used	Recruitment	Retention	Don't know	Not at all effective			Very effective		Don't Know
a.	Sign-on bonus					1	2	3	4	5	DK
b.	On-site day care/sick care programs					1	2	3	4	5	DK
c.	Loan forgiveness					1	2	3	4	5	DK
d.	Health benefits					1	2	3	4	5	DK
e.	Retirement plan					1	2	3	4	5	DK
f.	Tuition reimbursement					1	2	3	4	5	DK
g.	Flexible scheduling					1	2	3	4	5	DK
h.	On-the-job training					1	2	3	4	5	DK

Comments _____

Survey continued on next page.

Part C: Nursing Position Vacancies

For purposes of this survey, **active recruitment** includes advertising positions in newspapers, professional journals, online recruitment, or any other method to employ an individual for a particular position.

1. Did you have any budgeted open nursing positions (Registered Nurses, Licensed Practical/Vocational Nurses, Certified Nursing Assistants) for which you were *not* actively recruiting as of the week including December 12th, 2007?

- | | <u>RNs</u> | <u>LPNs/LVNs</u> | <u>CNAs</u> |
|---|------------|------------------|-------------|
| <input type="checkbox"/> Yes <i>If yes, how many positions?</i> | _____ | _____ | _____ |
| <input type="checkbox"/> No | | | |

THANK YOU FOR YOUR PARTICIPATION!





Wyoming Health Care Job Vacancy Survey 2007

Long-Term Care Facilities

Instructions

**Please respond by
November 14, 2007**

- Please direct this questionnaire to the person responsible for hiring and recruitment.
- **What this report is about:** this form asks for information about your firm's experiences with recruitment, hiring, and job vacancies.
- Completed questionnaires may be returned using the enclosed postage-paid envelope or by fax at (307) 473-3863.
- For accurate results, it is important that the questionnaire be completed through page 3 **even if you have no vacancies**. Please attach additional sheets if necessary.
- For any questions or to report by telephone, please call Sara Saulcy at (307) 473-3819.
- Your response to this survey is crucial to ensure the results obtained are accurate and complete. **All data collected must, by the Wyoming Employment Security Law 27-3-603, be held in the strictest confidence with results published only as summary statistics. The information you provide to us will be held in confidence to the extent permitted by law.**

Part A: About Your Firm

623-idnum

1. Please tell us who to contact if we have questions about your data.

Your name _____ Title _____

E-mail address _____

Phone number () _____ - _____ ext. _____

- ☐ Check here if you would like a printed copy of the results.
- ☐ Check here if you would like an electronic copy of the results e-mailed to you.

2. Which of the following options describes the status of the location during the pay period that included October 12th, 2007?

- ☐ Operating: *Please go to #3.*
- ☐ Temporarily closed during the reference period. *Please mail this survey in the enclosed postage paid envelope or fax it to (307) 473-3863.*
- ☐ Permanently out of business as of ____/____/____. *Please mail this survey in the enclosed postage paid envelope or fax it to (307) 473-3863.*
- ☐ Sold or merged: enter the new name and address below, then go to #3.

New Name: _____

New Address: _____

3. How many employees, both full- and part-time, worked at this location(s) during the pay period that included October 12th, 2007? _____

4. How many traveling nurses worked at this location during the pay period that included October 12th, 2007 (*please enter a number under the appropriate category or check the box for none*)?

<u>RNs</u>	<u>LPNs/LVNs</u>	<u>CNAs</u>	None
_____	_____	_____	<input type="checkbox"/>

5. How many other temporary nurses or CNAs who were not traveling nurses worked at this location during the pay period that included October 12th, 2007 (*please enter a number under the appropriate category or check the box for none*)?

<u>RNs</u>	<u>LPNs/LVNs</u>	<u>CNAs</u>	None
_____	_____	_____	<input type="checkbox"/>

PART B continued

For questions 2 through 4, please indicate if the strategies are used for nurses' recruitment, retention, or both. If the strategy is used, please *rate its effectiveness*, where 1 = not at all effective and 5 = very effective.

2. REGISTERED NURSES

		<i>How is the incentive used?</i>				<i>Effectiveness over the past 6 months</i>					
		Not used	Recruitment	Retention	Don't know	Not at all effective			Very effective		Don't Know
a.	Sign-on bonus					1	2	3	4	5	DK
b.	On-site day care/sick care programs					1	2	3	4	5	DK
c.	Loan forgiveness					1	2	3	4	5	DK
d.	Health benefits					1	2	3	4	5	DK
e.	Retirement plan					1	2	3	4	5	DK
f.	Tuition reimbursement					1	2	3	4	5	DK
g.	Flexible scheduling					1	2	3	4	5	DK
h.	On-the-job training					1	2	3	4	5	DK

3. LICENSED PRACTICAL/VOCATIONAL NURSES

		<i>How is the incentive used?</i>				<i>Effectiveness over the past 6 months</i>					
		Not used	Recruitment	Retention	Don't know	Not at all effective			Very effective		Don't Know
a.	Sign-on bonus					1	2	3	4	5	DK
b.	On-site day care/sick care programs					1	2	3	4	5	DK
c.	Loan forgiveness					1	2	3	4	5	DK
d.	Health benefits					1	2	3	4	5	DK
e.	Retirement plan					1	2	3	4	5	DK
f.	Tuition reimbursement					1	2	3	4	5	DK
g.	Flexible scheduling					1	2	3	4	5	DK
h.	On-the-job training					1	2	3	4	5	DK

4. CERTIFIED NURSING ASSISTANTS

		<i>How is the incentive used?</i>				<i>Effectiveness over the past 6 months</i>					
		Not used	Recruitment	Retention	Don't know	Not at all effective			Very effective		Don't Know
a.	Sign-on bonus					1	2	3	4	5	DK
b.	On-site day care/sick care programs					1	2	3	4	5	DK
c.	Loan forgiveness					1	2	3	4	5	DK
d.	Health benefits					1	2	3	4	5	DK
e.	Retirement plan					1	2	3	4	5	DK
f.	Tuition reimbursement					1	2	3	4	5	DK
g.	Flexible scheduling					1	2	3	4	5	DK
h.	On-the-job training					1	2	3	4	5	DK

Comments _____

Part C: Job Vacancies

For purposes of this survey, **active recruitment** includes advertising positions in newspapers, professional journals, online recruitment, or any other method to employ an individual for a particular position.

1. Do you have any budgeted positions for nurses (Registered Nurses, Licensed Practical/Vocational Nurses, Certified Nursing Assistants) for which you are *not* actively recruiting as of the week including October 12th, 2007?

- | | <u>RNs</u> | <u>LPNs/LVNs</u> | <u>CNAs</u> |
|---|------------|------------------|-------------|
| <input type="checkbox"/> Yes <i>If yes, how many positions?</i> | _____ | _____ | _____ |
| <input type="checkbox"/> No | | | |

2. Do you have any vacancies for which you are actively recruiting at this location during the week of October 12th, 2007?

- ☐ Yes *Please go to Part D.*
- ☐ No *Please return this questionnaire in the enclosed postage-paid envelope or fax it to (307) 473-3863.*

Part D: Reporting Job Vacancies

To report your firm's job vacancies, on the following pages please write in the occupation number(s) from the enclosed list of ambulatory care occupations and the requested information about the vacancies.

- Please report each vacancy separately for those positions in which the individuals are expected to work different numbers of hours (e.g., 20 versus 30 hours).
- Please list **all** of the positions for which you are **actively recruiting** as of the week including **October 12th, 2007** at the location/unit on the envelope address label, including vacancies you are seeking to fill through outside employment agencies and temporary help services.
- Please exclude positions reserved for consultants and outside contractors.
- Use pages 7 and 8 at the end of the questionnaire to report vacancies for occupations not on the attached list.
- Please make as many additional copies of the following page(s) as necessary if you need more space to report vacancies.
- Please discard the occupations list when you have completed the questionnaire.

THANK YOU FOR YOUR PARTICIPATION!

Part D

Example

Occupation Number <i>See attached list of occupations. Please report each vacancy separately for those positions in which the individuals are expected to work different numbers of hours (e.g., 20 versus 30).</i>		6						
Number of positions for which you are actively recruiting		2						
How many hours per week is a person in this position expected to work per week? <i>If the hours worked per week varies, please specify a range.</i>		36						
How many weeks have you been trying to fill this vacancy?		4.5						
What education level is required? <i>Please choose one.</i>	Advanced degree							
	Bachelor's degree							
	Associate's degree							
	Practical/vocational training	x						
	Certificate							
	High school or GED							
	No education required							
Is licensure, certification, or professional registration required? <i>Please check all that apply.</i>	Professional registration							
	Certification							
	License	x						
How much experience is required? <i>Please choose one.</i>	2 or more years							
	1 to less than 2 years							
	Less than 1 year	x						
What is the hourly wage? <i>If an hourly rate is not available, please specify either the wage range or the annual salary.</i>		\$13.85						
Does your firm offer any of the following benefits? <i>Please check all that apply.</i>	Paid leave	x						
	Health insurance	x						
	Retirement plan	x						

Part D *continued*

Occupation Number <i>See attached list of occupations. Please report each vacancy separately for those positions in which the individuals are expected to work different numbers of hours (e.g., 20 versus 30).</i>								
Number of positions for which you are actively recruiting								
How many hours per week is a person in this position expected to work per week? <i>If the hours worked per week varies, please specify a range.</i>								
How many weeks have you been trying to fill this vacancy?								
What education level is required? <i>Please choose one.</i>	Advanced degree							
	Bachelor's degree							
	Associate's degree							
	Practical/vocational training							
	Certificate							
	High school or GED							
	No education required							
Is licensure, certification, or professional registration required? <i>Please check all that apply.</i>	Professional registration							
	Certification							
	License							
How much experience is required? <i>Please choose one.</i>	2 or more years							
	1 to less than 2 years							
	Less than 1 year							
What is the hourly wage? <i>If an hourly rate is not available, please specify either the wage range or the annual salary.</i>								
Does your firm offer any of the following benefits? <i>Please check all that apply.</i>	Paid leave							
	Health insurance							
	Retirement plan							

Additional Vacancies

Example

Use this section to report vacancies for occupations not found on the attached list. Please write in each unique occupational title, a short description of duties, and complete the information for each vacancy. For those positions in which the individuals are expected to work different numbers of hours (e.g., 20 versus 30), please report each vacancy separately.	Occupation Title:	Occupation Title:	Occupation Title:
	Bookkeeper		
	Job Description:	Job Description:	Job Description:
	Maintaining accounting records.		
Number of positions for which you are actively recruiting	3		
How many hours per week is a person in this position expected to work per week? <i>If the hours worked per week varies, please specify a range.</i>	40		
How many weeks have you been trying to fill this vacancy?	6		
What education level is required? <i>Please choose one.</i>	Advanced degree		
	Bachelor's degree		
	Associate's degree		
	Practical/vocational training	x	
	Certificate		
	High school or GED		
	No education required		
Is licensure, certification, or professional registration required? <i>Please check all that apply.</i>	Professional registration		
	Certification		
	License		
How much experience is required? <i>Please choose one.</i>	2 or more years		
	1 to less than 2 years		
	Less than 1 year	x	
What is the hourly wage? <i>If an hourly rate is not available, please specify either the wage range or the annual salary.</i>	\$10.75		
Does your firm offer any of the following benefits? <i>Please check all that apply.</i>	Paid leave	x	
	Health insurance	x	
	Retirement plan	x	

Additional Vacancies *continued*

<p>Use this section to report vacancies for occupations not found on the attached list. Please write in each unique occupational title, a short description of duties, and complete the information for each vacancy. For those positions in which the individuals are expected to work different numbers of hours (e.g., 20 versus 30), please report each vacancy separately.</p>		<u>Occupation Title:</u>	<u>Occupation Title:</u>	<u>Occupation Title:</u>
		<u>Job Description:</u>	<u>Job Description:</u>	<u>Job Description:</u>
Number of positions for which you are actively recruiting				
<p>How many hours per week is a person in this position expected to work per week? <i>If the hours worked per week varies, please specify a range.</i></p>				
How many weeks have you been trying to fill this vacancy?				
<p>What education level is required? <i>Please choose one.</i></p>	Advanced degree			
	Bachelor's degree			
	Associate's degree			
	Practical/vocational training			
	Certificate			
	High school or GED			
	No education required			
<p>Is licensure, certification, or professional registration required? <i>Please check all that apply.</i></p>	Professional registration			
	Certification			
	License			
<p>How much experience is required? <i>Please choose one.</i></p>	2 or more years			
	1 to less than 2 years			
	Less than 1 year			
<p>What is the hourly wage? <i>If an hourly rate is not available, please specify either the wage range or the annual salary.</i></p>				
<p>Does your firm offer any of the following benefits? <i>Please check all that apply.</i></p>	Paid leave			
	Health insurance			
	Retirement plan			

Please discard this list once you have completed the questionnaire.

The following is a list of occupations commonly found in firms like yours. For vacancies in your firm, please write in the occupation number and requested information about the vacancies beginning on Part D of the questionnaire.

Occupation Number	Title	Definition
1	Nursing Aides, Orderlies, and Attendants (CNA)	Provide basic patient care under direction of nursing staff. Perform duties, such as feed, bathe, dress, groom, or move patients, or change linens.
2	Home Health Aides	Provide routine, personal healthcare, such as bathing, dressing, or grooming, to elderly, convalescent, or disabled persons in the home of patients or in a residential care facility.
3	Child Care Workers	Attend to children at schools, businesses, private households, and child care institutions. Perform a variety of tasks, such as dressing, feeding, bathing, and overseeing play.
4	Registered Nurses (Staff Nurse)	Assess patient health problems and needs, develop and implement nursing care plans, and maintain medical records. Administer nursing care to ill, injured, convalescent, or disabled patients.
5	Social and Human Service Assistants	Assist professionals from a wide variety of fields, such as psychology, rehabilitation, or social work, to provide client services, as well as support for families. May assist clients in identifying available benefits and social and community services and help clients obtain them. May assist social workers.
6	Licensed Practical and Licensed Vocational Nurses	Care for ill, injured, convalescent, or disabled persons in hospitals, nursing homes, clinics, private homes, group homes, and similar institutions. Licensing required.
7	Maids and Housekeeping Cleaners	Perform any combination of light cleaning duties to maintain private households or commercial establishments, such as hotels, restaurants, and hospitals, in a clean and orderly manner. Duties include making beds, replenishing linens, cleaning rooms and halls, and vacuuming.
8	Cooks, Institution and Cafeteria	Prepare and cook large quantities of food for institutions, such as schools, hospitals, or cafeterias.
9	Mental Health and Substance Abuse Social Workers	Assess and treat individuals with mental, emotional, or substance abuse problems, including abuse of alcohol, tobacco, and/or other drugs. Activities may include individual and group therapy, crisis intervention, case management, client advocacy, prevention, and education.
10	Recreation Workers	Conduct recreation activities with groups in public, private, or volunteer agencies or recreation facilities. Organize and promote activities, such as arts and crafts, sports, games, music, dramatics, social recreation, camping, and hobbies.
11	General and Operations Managers	Plan, direct, or coordinate the operations of companies or public and private sector organizations. Duties and responsibilities include formulating policies, managing daily operations, and planning the use of materials and human resources, but are too diverse and general in nature to be classified in any one functional area of management or administration.
12	Medical and Health Services Managers	Plan, direct, or coordinate medicine and health services in hospitals, clinics, managed care organizations, public health agencies, or similar organizations.
13	Laundry and Dry-Cleaning Workers	Operate or tend washing or dry-cleaning machines to wash or dry-clean industrial or household articles, such as cloth garments, suede, leather, furs, blankets, draperies, fine linens, rugs, and carpets. Include spotters and dyers of these articles.

14	Social and Community Service Managers	Plan, organize, or coordinate the activities of a social service program or community outreach organization. Oversee the program or organization's budget and policies regarding participant involvement, program requirements, and benefits.
15	Combined Food Preparation and Serving Workers, Including Fast Food	Perform duties which combine both food preparation and food service.
16	Maintenance and Repair Workers, General	Perform work involving the skills of two or more maintenance or craft occupations to keep machines, mechanical equipment, or the structure of an establishment in repair.

**Wyoming Department
of Employment
Research & Planning
P.O. Box 2760
Casper, WY 82602**

**Official Business
Penalty for Private
Use \$300
Return Service
Requested**