### Center for Health Care Quality (CHCQ)
Transformation and Remediation Goal Completion Report

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Targeted Goal (considered complete when)</th>
<th>Team Leader</th>
<th>Team Members</th>
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<tbody>
<tr>
<td>11. Design and Implement a HFEN Recruitment Strategy and Campaign</td>
<td>When the vacancy rate for HFENs is less than 5% state-wide and a comprehensive long-term recruitment strategy and plan have been adopted</td>
<td>Andy Barbusca</td>
<td>Maria Gutierrez, Melinda Cargile, Cathy Nystrom, Matt Conens, John Montalbano, Jean Chiang, OLS, OSP, OPA</td>
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**Date Completed**

7/1/2018

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### Executive Summary

CHCQ developed and implemented a comprehensive on-site and on-line recruitment program to identify nurses "ready for a change." Consultants contributed expertise and confirmed the validity of recruitment initiatives and outreach. The vacancy rate for 620 authorized HFEN positions dropped from 18% to 4.6% since the workgroup began in 2016. Hiring continues to be a key priority, and we forecast a vacancy rate below 4% by the end of the calendar year.

### Achievements

1. Developed professional outreach "toolkit" for on-site promotions throughout the service area of 13 district offices via nursing conferences, alumni associations, nursing education events, and university school campuses. The toolkit consists of a vertical banner, logo table runner, supplies and outreach materials.
2. Developed CDPH website tie-in platform with CalHR and ECOS to facilitate good customer service for job seekers.
3. Convened Virtual Job Fair and multiple onsite job recruitment events.
4. Developed on-line job-board ads with Linked-In and Indeed.com

### Status

Next steps include the following activities to promote quality improvement:
- The Workforce Steering Committee continues to meet bi-monthly to manage deliverables completed by the workgroup. This includes collaborating with HRB to track job codes released bi-weekly from ECOS and quickly interviewing candidates. CHCQ provides regular hiring metrics to district managers to track their hiring effectiveness.
- Enhance outreach to on-line job seekers and monitor metrics to increase the number of applicants that follow-through with ECOS applications.
- Strengthen face-to-face engagement with professional local nursing schools and organizations to expand applicant pool.

### Planned Follow Up

CHCQ has signed a second recruitment contract and will focus on district offices with higher than average vacancies.