

Nurse Jobs in Vermont State Government:
A Report of Findings of the Nurse Classification and Market Factor Project

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PROJECT OVERVIEW

This project was initiated at the request of the Agency of Human Services in order to examine compensation related recruitment and retention issues for nursing titles.

Current State

- There are over 60 different nursing titles.
- About 30 nursing titles have a Market Factor Adjustment (MFA).
- Some of the current MFAs are based on original market survey work that is now nearly 20 years old.
- The current MFAs were done in a piecemeal fashion so they are not integrated and there is no longer any valid rationale for the differences in MFAs across job titles.
- There are issues with cross-department equity and parity, both in classification and application of MFAs.

Project purpose

- Review the classification of all nursing titles with an eye to cross-department parity and the development of a “structure” to nursing titles resulting in consolidation of the 60 or more nursing titles.
- Analyze the relevant market and compare to State of Vermont job titles to determine what classes warrant or do not warrant a market factor adjustment, and at what level, again with an eye to cross-department parity.
- Review other issues impacting the recruitment and/or retention of nurse job titles (shift differential, strategic nurse recruitment, etc.).

Desired Future State

A nursing compensation structure that will: (a) have internal equity; (b) be competitive with the external market; and (c) be easy to administer so departments can successfully recruit and retain the people with the skills and abilities that they need.

Bold proposal

- Build a state-wide, simplified structure for nursing titles.
- Form a state-wide nursing classification committee and empower the committee to have a “hand’s on” part in the classification review process in order to maintain parity across departments.

CLASSIFICATION REVIEW

In October of 2014 a Memorandum of Understanding (MOU) between the Department of Human Resources and the departments of the Agency of Human Services and the Vermont Veterans' Home was established creating a statewide Nursing Classification Committee.

Purpose

- To provide agency and department involvement in the process of job evaluation and analysis of nursing jobs throughout the State.
- To collapse the number of classifications filled by nurses employed by the agency in order to provide consistency and to incentivize job stability.
- To provide employees with better access to the classification process and instill greater confidence that their jobs are fully understood in the rating process.
- To provide agency and department involvement in the development and maintenance of a state-wide nursing compensation structure that will: (a) have internal equity; (b) be competitive with the external market; and (c) be easy to administer so the State can successfully recruit and retain nurses with the needed skills and abilities.
- The Committee will also play an advisory role in the development and maintenance of any Market Factor Adjustments (MFAs) that may be implemented for nursing job classes.

The Committee

The Committee is comprised of the following:

- One or more designated managers who are nurses from each participating Department
- DHR Field Manager
- Member(s) from the Department of Human Resources Classification Division

Participating Departments:

- | | |
|--|-------------------------|
| • Children & Families | • Corrections |
| • Disabilities, Aging & Independent Living | • Health |
| • Mental Health | • Vermont Health Access |
| • Vermont Veterans' Home | |

Nursing Classification Committee Members

- Margaret Wilson, Chief of Public Health Nursing (Health)
- Kathy Bushey, Associate Director of Nursing (DHM)
- Sue Shepard, DCF Nursing & Family Support Administrator (DCF) (left Committee in September, 2015 due to retirement)
- Pam Dailey, DCF Director of Operations DCF) (joined Committee in September 2015)
- Paula Brown, Aging & Disabilities Program Supervisor (DAIL)
- Suzanne Leavitt, Licensing & Protection Assistant Division Director (DAIL)

- Trudee Ettlinger, Corrections Chief Nursing Officer (DOC) (left Committee September 2015 due to retirement)
- Christina Cullinane, Nursing Services Director (VVH)
- Kristin Allard, Clinical Operations and QA Manager (DVHA)
- Aditeei Lagu, HR Manager (DHR) (left Committee in August 2015)
- Kate Minall, HR Manager (DHR) (joined Committee August 2015)
- Gloria Abbiati, Classification Analyst (DHR)
- Jenny Audet, Classification Analyst (DHR)

Process

Over 60 nurse job classes existed at the beginning of the project. Many of these job classes were very similar in job duties but had department-specific titles. The committee analyzed all the current job titles and developed a new, logical structure reducing the number of titles by consolidating jobs with similar duties. In addition, naming of the new classes attempted to be in-line with current nursing industry practices/conventions.

The committee members, in close collaboration with department managers and supervisors, drafted Requests for Classification Review (RFRs) for all filled nurse positions existing at that time. Since these were class action reviews the process and deadlines needed to conform to the provision as outlined in Article 16 of the Non-Management and Supervisory Collective Bargaining Agreements.

DHR received over 50 class action RFRs covering nearly 300 incumbents in August, 2015, meeting the contractual deadlines for submitting class action RFRs.

The Committee began their work of evaluating the RFRs using the Willis Point Factor system in September, 2015 and completed all Willis job evaluations by early November, 2015. For each evaluation meeting at least a quorum of committee members needed to be present and the committee needed to reach a consensus rating of the RFR. NOTE: The Committee members participated in two Willis trainings and were led by senior Classification Analyst Gloria Abbiati.

Table 1 presents the results of the classification review and restructuring of titles. The new titles have been grouped by the broad functional areas – patient care, quality management/care coordination, program administration, and nursing executives.

Of RFRs/classes evaluated, about one-third resulted in no change in pay grade; two-thirds went up one or more pay grades; one class went down a pay grade.

Appendix A is a “cross walk” of all old job classes, pay grades and MFAs to new job titles, and new pay grades.

Appendix B shows the Willis Ratings for each of the new nurse job classes.

Appendix C has a list of the new classes with class definition and minimum qualifications.

Table 1 – New Nurse Structure, Job Titles and Pay Grades.

New Job Titles (Patient Care)	Pay Grade
Licensed Nursing Assistant	17
Licensed Practical Nurse	20
Registered Nurse I - Clinical Specialty Nurse	22
Registered Nurse II - Clinical Specialty Nurse	23
Public Health Nurse I	23
Registered Nurse III - Clinical Specialty Nurse	24
Public Health Nurse II	24
Pediatric Nurse	24
Nurse Educator	25
Public Health Nurse Supervisor	25
Nurse Supervisor	25
Nurse Manager	26

New Job Titles (Quality Management/Care Coordination)	Pay Grade
Nurse Auditor	24
Nurse Surveyor	25
Nurse Surveyor Supervisor	25
Nurse Case Manager/Utilization Review Nurse I	25
Nurse Quality Management Specialist	25
Nurse Case Manager/Utilization Review Nurse II	26
Nurse Quality Management Coordinator	27

New Job Titles (Program Administration)	Pay Grade
Nurse Program Coordinator	25
Nurse Administrator I	27
Public Health Nurse Administrator I	27
Nurse Educator Administrator	27
Nurse Surveyor/Complaint Coordinator	27
Nurse Administrator II	29
Public Health Nurse Administrator II	29

New Job Titles (Nursing Executives)	Pay Grade
Public Health Nursing Director	29
Associate Nursing Executive	30
State Survey Agency Nurse Director	30
Chief Nursing Executive	31
Nursing Operations Director	31

MARKET FACTOR ANALYSIS

What is a Market Factor Adjustment (MFA)?

A Market Factor Adjustment (MFA) is a “temporary supplement to the regular base hourly pay rates to support effective recruitment and retention of employees in job classes affected by unusual market conditions.” (Reference Personnel Policy 12.3)

- Typically implemented as percent of base rate supplement but other types of supplements are possible (e.g., flat dollar).
- MFA goes with the job class not the employee.
- It is a “temporary” supplement and can be reduced or eliminated at the discretion of Secretary of Administration.

A Market Factor Adjustment may be implemented for a job class when either or both of the following conditions exist:

- There is documentation of a demonstrated and substantial difficulty in recruiting applicants for the particular job class in a defined labor market area.
- Retention of current employees is jeopardized by the limits of the compensation plans when compared to appropriate labor market rates.

What is the process?

MFA established by:

- Review classification of affected job classes.
- Define the relevant market.
- Identify salary survey resources.
- Analyze survey data to compare SOV positions to identified market (% of market rate)
- Recommendation to Commissioner of Human Resources.
- If approved, sent to VSEA who has 45 days to review and “negotiate impact.”
- Recommendation to Secretary of Administration (concurrent to Finance & Management).
- If approved, implementation. If MFA is reduced/eliminated, six months’ notice to affected employees.

Current Nurse Market Factor Adjustments

Table 2 shows current nurse job classes with MFAs. Departments have indicated that current MFAs are no longer adequate to meet their recruiting and retention needs. As historical context, most all of the “Medical/Health Care” job classes had MFAs (including nurses) prior to 2003. In 2003 there was a mass elimination of MFAs for job classes that were not seen as “direct patient care.” Since that time departments have had to use hire-into-range as their primary mechanism to address compensation-related recruiting and hiring challenges for nurse classes with no MFA.

Table 2 – Current Nurse Job Classes with Market Factor Adjustments

Job Code	Job Title	MFA	Grade	Adjusted Hire Step
400401	Associate Director of Nursing	1.50	27	0
404900	Corr Nursing Services Director	1.12	26	0
405101	CSHN Nrsg Admin AC: Newborn Sc	1.16	24	0
405100	CSHN Nrsg Admin AC: Supervisor	1.16	24	0
400400	Director of Nursing	1.50	28	0
401706	DMH Nurse Care Manager	1.30	25	0
511405	MH Qual Mgt Coord AC: Nursing	1.30	24	0
404201	Nurse Practitioner-Child Devel	1.16	23	0
441400	Nurse Surveyor	1.05	24	0
540800	Nurse Surveyor Field Superviso	1.05	25	0
401701	Nursing Serv Supv AC: Eve	1.30	24	0
401702	Nursing Serv Supv AC: Nigh	1.30	24	0
401704	Nursing Supervisor AC Nurse Ed	1.30	24	0
401700	Nursing Supervisor AC: General	1.30	24	0
420300	Pediatric Nurse	1.18	22	0
405307	Psych Nurse II Adolescent	1.15	23	7
405500	Psychiatric Nurse I	1.15	21	0
405300	Psychiatric Nurse II	1.15	23	0
405303	Psychiatric Nurse II Charge	1.15	23	0
405305	Psychiatric Nurse II Char Nigh	1.15	23	12
405301	Psychiatric Nurse II: Evening	1.15	23	10
047200	Veterans' Home MDS Specialist	1.25	21	0
405700	Veterans Home Registered Nurse	1.28	22	0
401100	Vets Home Nursing Educ Spec	1.32	21	0
401500	Vets Home Nursing Sup	1.30	24	2
405201	VPCH Nrsng Syst Mgr AC Ed Trn	1.40	26	0
401705	VPCH Quality Management Dir	1.30	26	0
405203	VSH Nrsing Sys Mgr AC: Pat Saf	1.40	26	0
400900	VVH Asst Dir of Nrsing Service	1.30	26	0
467500	VVH Clinical Care Coord I	1.25	20	0
467600	VVH Clinical Care Coord II	1.28	22	0

Market Conditions

A general review of market conditions shows that the U.S. is projected to experience a shortage of Registered Nurses (RNs) that is expected to intensify as Baby Boomers age and the need for health care grows. Compounding the problem is the fact that nursing schools across the country are struggling to expand capacity to meet the rising demand for care given the national move toward healthcare reform.

According to the Bureau of Labor Statistics' Employment Projections 2012-2022 released in December 2013, Registered Nursing (RN) is listed among the top occupations in terms of job growth through

2022. The RN workforce is expected to grow from 2.71 million in 2012 to 3.24 million in 2022, an increase of 526,800 or 19%. The Bureau also projects the need for 525,000 replacement nurses in the workforce bringing the total number of job openings for nurses due to growth and replacements to 1.05 million by 2022. <http://www.bls.gov/news.release/ecopro.t08.htm>

According to the “United States Registered Nurse Workforce Report Card and Shortage Forecast” published in the May 2012 issue of the American Journal of Medical Quality, a shortage of registered nurses is projected to spread across the country between 2009 and 2030. <http://ajm.sagepub.com>

While the American Association of Colleges of Nursing reported a 2.6% enrollment increase in entry-level baccalaureate programs in nursing in 2013, this increase is not sufficient to meet the projected demand for nursing services. With the passage of the Patient Protection and Affordable Care Act in 2010, more than 32 million Americans will gain access to healthcare services. <http://www.aacn.nche.edu/media-relations/fact-sheets/nursing-shortage>

According to a 2013 survey conducted by the National Council of State Boards of Nursing and The Forum of State Nursing Workforce Centers, 55% of the RN workforce is age 50 or older. The Health Resources and Services Administration projects that more than 1 million registered nurses will reach retirement age within the next 10 to 15 years. <http://www.aacn.nche.edu/media-relations/fact-sheets/nursing-shortage>

Conclusion

- Current market conditions result in intense competition for qualified nurses.
- Growth in available nurses will fall short of projected need.

Recruitment Analysis

Historically recruitment of nurses has been difficult for the State of Vermont.

Table 3 shows recruitment activity for nurse job classes for Fiscal Year 2015. This table shows job openings where a successful hire was made (it does not include cancelled or unsuccessful recruitments or job openings with multiple headcounts). The metric “Time to Recruit” represents the time (calendar days) from when the job opening was created to the point that a list of names was routed to the hiring manager. “Time to Hire” represents time from the routing to when the position is filled. “Time to Fill” is the total of the two metrics.

The average number of applicants for a nurse recruitment was 8.1 compared to a state-wide average of 32.6 applicants per job opening. With only a few exceptions, a hiring manager would be lucky to get 5-6 applicants (not necessarily well qualified). One exception was a Public Health Nurse recruitment that yielded 38 applicants, but that job opening was open for 10 months.

The average time to fill was 69.5 days, some 20% longer than the state-wide average of 57.4 days.

Table 3 – Recruitment “Metrics” Fiscal Year 2015

Job Title	Department	Open Date	Count	Pos. Entry	Time to Recruit	Time to Hire	Time to Fill
Clinical Oper Nurse Case Mgr	Vermont Health Access	8/19/2014	4	11/2/2014	17	58	75
CSHN Nurse Specialist	Health	3/31/2015	7	8/10/2015	57	75	132
Director of Education & Training - VPCH	Mental Health	12/30/2014	7	2/22/2015	27	27	54
Licensed Nursing Assistant	Veterans' Home	1/14/2015	22	3/23/2015	15	53	68
Licensed Nursing Assistant	Veterans' Home	10/6/2014	5	11/2/2014	15	12	27
Licensing & Protection Division Assistant Dir.	Disabilities Aging Ind. Living	8/18/2014	13	11/30/2014	21	83	104
Mental Health Quality Management Coord.	Mental Health	12/19/2014	12	3/8/2015	26	53	79
Nurse Case Manager - Long Term Care	Disabilities Aging Ind. Living	2/19/2015	6	6/22/2015	32	91	123
Nurse Case Manager - High Risk Pregnancy	Vermont Health Access	9/8/2014	5	1/5/2015	15	104	119
Nurse Case Manager AC: Long Term Care	Disabilities Aging Ind. Living	8/29/2014	12	1/20/2015	45	99	144
Nurse Educator	Mental Health	3/18/2015	4	6/15/2015	26	63	89
Nurse Home Visiting Program Admin.	Health	8/18/2014	5	11/2/2014	22	54	76
Nurse Surveyor	Disabilities Aging Ind. Living	8/12/2014	16	2/23/2015	16	179	195
Nursing Supervisor AC: General	Mental Health	6/2/2015	5	10/18/2015	20	118	138
Public Health Nurse	Health	1/23/2015	38	10/5/2015	31	224	255
Public Health Nurse	Health	10/9/2014	13	2/8/2015	19	103	122
Public Health Nurse	Health	9/23/2014	12	12/29/2014	17	80	97
Public Health Nurse	Health	7/16/2014	7	9/22/2014	21	47	68
Public Health Nurse	Health	4/20/2015	6	8/9/2015	43	68	111
Public Health Nurse	Health	11/26/2014	6	2/22/2015	40	48	88
Public Health Nurse	Health	5/18/2015	6	8/10/2015	43	41	84
Public Health Nurse	Health	9/11/2014	6	11/3/2014	19	34	53
Public Health Nurse	Health	8/27/2014	5	10/20/2014	21	33	54
Public Health Nurse	Health	8/27/2014	2	10/20/2014	21	33	54
Public Health Nurse	Health	6/10/2015	10	8/9/2015	29	31	60
Public Health Nurse	Health	2/23/2015	8	6/29/2015	49	77	126
Public Health Nurse Supervisor	Health	7/3/2014	5	8/24/2014	27	25	52
VCCI Nurse Case Manager	Vermont Health Access	10/22/2014	7	2/9/2015	16	94	110
VCCI Nurse Case Manager	Vermont Health Access	6/3/2015	6	9/8/2015	15	82	97
VCCI Nurse Case Manager	Vermont Health Access	12/4/2014	4	3/16/2015	20	82	102
VCCI Senior Nurse Case Manager	Vermont Health Access	8/14/2014	6	11/24/2014	19	83	102
Veterans Home LPN	Veterans' Home	10/6/2014	4	11/16/2014	15	26	41
Veterans Home Registered Nurse	Veterans' Home	1/14/2015	5	5/3/2015	15	94	109
Veterans Home Registered Nurse	Veterans' Home	10/6/2014	4	11/16/2014	15	26	41
Veterans Home Registered Nurse	Veterans' Home	5/11/2015	2	7/12/2015	28	34	62
		Average	8.1		25.1	69.5	94.6
		Min	2.0		15.0	12.0	27.0
		Max	38.0		49.0	224.0	255.0
	State-wide	Average	32.6		24.6	57.4	82.2

Special Recruitment: Psychiatric Nurse Recruitment Activity 8/1/15 – 12/31/15

In August 2015, the Vermont Psychiatric Care Hospital (VPCH) experience a staffing shortage that led to a reduction in their census. AHS leadership asked for DHR assistance in a special recruitment effort and compensation initiatives.

- Reactivated entry level Psychiatric Nurse I job class
- Implemented hiring bonus:
 - Any nurse who is hired into a permanent Psychiatric Nurse I or II position will receive \$1,000 when they complete their first day of work at VPCH.
 - Any nurse who starts at VPCH and receives a sign on bonus will receive an additional \$2,000 when they complete their initial probationary period.
- Enhanced advertising (in addition to DHR standard venues – Jobs In VT, Facebook, Twitter, Indeed), including DHR produced radio ads, Seven Days, Burlington Free Press, Rutland Herald/Times Argus, Job Link).
- Two job fairs were held in September – one in Berlin, one in Burlington
 - Promoted on the radio, Job Link, Seven Days, and Sunday Burlington Free Press, Sunday Rutland Herald/Times Argus, local television PSAs, Facebook and LinkedIn.
 - A total of 11 applicants attended the job fairs
- An expedited hire-into-range MOU established between DHR and DMH.

The following shows the results of this recruitment effort.

Job Opening	JO ID Nbr	Date JO Created	Type	# Applicants 8/1/15 to 12/28/15	# Hired 8/1/15 – 12/28/15
Psychiatric Nurse II Charge	617795	9/30/2015	Permanent	6	0
Psychiatric Nurse II	617611	9/1/2015	Permanent	14	1
Psychiatric Nurse II	617529	8/20/2015	Temporary	2	0
Psychiatric Nurse I	617530	8/20/2015	Permanent	6	2
Psychiatric Nurse II	615783	10/2/2014	Permanent	4	3
Total				32	6

While this intensive four-month effort yielded only 32 applicants, it did result in six new hires.

Conclusion

- There is substantial difficulty in recruiting applicants in the State's labor market - with a limited number of nurses and fierce competition for those on the market.
- Small applicant pools – an average of eight applicants per nurse job opening (vs. 33 for statewide average) – limits the State's ability to be selective in the hiring process.
- Long "time to fill" (20% longer than statewide average) leaves vacancies open impacting productivity and potentially quality of patient care.

Hire-into-Range Analysis

The purpose of the Hire-Into-Range policy (12.2) is to provide for exceptions to the compensation plan for the initial hiring of certain individuals. At times there may be a compelling reason to make an exception to the basic principle that employees are hired at the entry rate established for the job. These compelling reasons can include:

- There is a shortage of qualified applicants for the position.
- A candidate has special qualifications, training, or experience that while are not necessarily a requirement of the job, have some unique value to the organization.
- A candidate possesses exceptional and outstanding qualifications that exceed those of other applicants and to such an extent that not hiring that particular employee will be detrimental to the State.

Following is an analysis of hire-into-range (HIR) activity for nursing job classes, both with and without MFAs.

Table 4 displays the last three years of HIR activity for Public Health Nurses.

Table 4 - Public Health Nurse – HIR History

Position #	Effective Date	Step Hired	PG 24 Step 1	PG 24 Rate Hired	% Difference	PG 23 Step 1	% Difference
740175	9/14/2012	5	\$21.85	\$25.34	16.0%	\$20.61	23.0%
740211	10/4/2012	8	\$21.85	\$27.96	28.0%	\$20.61	35.7%
740073	10/12/2012	5	\$21.85	\$25.34	16.0%	\$20.61	23.0%
740443	11/6/2012	5	\$21.85	\$25.34	16.0%	\$20.61	23.0%
740044	10/23/2013	9	\$22.29	\$29.46	32.2%	\$21.02	40.2%
740124	10/23/2013	5	\$22.29	\$25.85	16.0%	\$21.02	23.0%
740258	5/23/2014	4	\$22.29	\$25.00	12.2%	\$21.02	18.9%
740330	7/29/2014	6	\$22.85	\$27.39	19.9%	\$21.55	27.1%
740268	8/26/2014	5	\$22.85	\$26.50	16.0%	\$21.55	23.0%
740309	Fall 2014	6	\$22.85	\$27.39	19.9%	\$21.55	27.1%
740246	Fall 2014	4	\$22.85	\$25.65	12.3%	\$21.55	19.0%
740175	10/25/2014	5	\$22.85	\$26.50	16.0%	\$21.55	23.0%
740309	10/31/2014	6	\$22.85	\$27.39	19.9%	\$21.55	27.1%
740444	6/12/2015	4	\$22.85	\$25.63	12.2%	\$21.55	18.9%
740442	7/16/2015	5	\$22.85	\$26.50	16.0%	\$21.55	23.0%
740246	9/22/2015	4	\$23.42	\$26.27	12.2%	\$22.09	18.9%
740276	9/29/2015	6	\$23.42	\$28.07	19.9%	\$22.09	27.1%
740218	10/17/2015	7	\$23.42	\$28.97	23.7%	\$22.09	31.1%
740148	10/31/2015	7	\$23.42	\$28.97	23.7%	\$22.09	31.1%
	Average	5.57895		Average	18.3%		25.4%
				Min	12.2%		18.9%
				Max	32.2%		40.2%

The Public Health Nurse job class currently has no MFA. DHR and the Department of Health established an expedited HIR in March 2011. This process was put into place because having an expedited process decreases the turn-around time for making job offers to the registered nurses who are candidates for the difficult-to-fill Public Health Nurse positions. All Public Health Nurses are hired-into-range.

The current Public Health Nurse class is a pay grade 24. Over the period examined the average percent difference between the rate hired and the pay grade 24 step 1 was 18.3%. Most were hired at step 5. In the classification review the current Public Health Nurse class was reallocated to a pay grade 23. Table 4 also shows what the differential would have been had the nurse been hired at pay grade 23. The average percent difference between the rate hired and the pay grade 23 step 1 was 25.4%.

Table 5 - Nurse Case Managers at DVHA – HIR History

Position	Effective Date	Job Title	Job Code	Grade	Step Hired	PG 25 Step 1	PG 25 Rate Hired	% Difference
730094	10/1/2012	VCCI Nurse Case Manager	499500	25	8	\$23.17	\$29.69	28.1%
730216	12/3/2012	VCCI Nurse Case Manager	499500	25	7	\$23.17	\$28.70	23.9%
730193	12/3/2012	Clinical Oper Nurse Case Mgr	532800	25	8	\$23.17	\$29.69	28.1%
730036	1/14/2013	Clinical Oper Nurse Case Mgr	532800	25	9	\$23.17	\$30.67	32.4%
730215	1/28/2013	VCCI Nurse Case Manager	499500	25	7	\$23.17	\$28.70	23.9%
730094	3/11/2013	VCCI Nurse Case Manager	499500	25	6	\$23.17	\$27.75	19.8%
730093	4/8/2013	VCCI Nurse Case Manager	499500	25	8	\$23.17	\$29.69	28.1%
730134	4/15/2013	VCCI Nurse Case Manager	499500	25	7	\$23.17	\$28.70	23.9%
730070	5/6/2013	VCCI Nurse Case Manager	499500	25	7	\$23.17	\$28.70	23.9%
730218	6/17/2013	Nurse Case Mgr - High Risk Pre	499504	25	11	\$23.17	\$32.44	40.0%
730219	6/17/2013	Nurse Case Mgr - High Risk Pre	499504	25	12	\$23.17	\$33.32	43.8%
730193	11/4/2013	Clinical Oper Nurse Case Mgr	532800	25	9	\$23.63	\$31.28	32.4%
730074	2/24/2014	VCCI Nurse Case Manager	499500	25	8	\$23.63	\$30.28	28.1%
730134	5/5/2014	VCCI Nurse Case Manager	499500	25	6	\$23.63	\$28.31	19.8%
730093	6/16/2014	VCCI Nurse Case Manager	499500	25	5	\$23.63	\$27.44	16.1%
730012	6/30/2014	Clinical Oper Nurse Case Mgr	532800	25	9	\$23.63	\$31.28	32.4%
730216	8/11/2014	VCCI Nurse Case Manager	499500	25	7	\$24.22	\$30.00	23.9%
730131	8/25/2014	VCCI Nurse Case Manager	499500	25	5	\$24.22	\$28.13	16.1%
730036	9/2/2014	Clinical Oper Nurse Case Mgr	532800	25	9	\$24.22	\$32.06	32.4%
730218	1/5/2015	Nurse Case Mgr - High Risk Pre	499504	25	8	\$24.22	\$31.04	28.2%
730094	2/9/2015	VCCI Nurse Case Manager	499500	25	7	\$24.22	\$30.00	23.9%
730073	3/16/2015	VCCI Nurse Case Manager	499500	25	5	\$24.22	\$28.13	16.1%
730070	9/8/2015	VCCI Nurse Case Manager	499500	25	8	\$24.83	\$31.82	28.2%
	Average				7.7		Average	26.7%
							Min	16.1%
							Max	43.8%

Table 5 displays the last three years of HIR activity for Nurse Case Managers at the Department of Vermont Health Access (DVHA). Neither the VCCI Nurse Case Manager nor the Clinical Operations Nurse Case Manager job classes, both pay grade 25, currently have an MFA. Over the period examined the average percent difference between the rate hired and the pay grade 25 step 1 was 26.7%. The average step hired was 7.7.

Table 6 displays the last three years of HIR activity for Nurse Case Managers at the Department of Aging, Disabilities and Independent Living (DAIL). The Nurse Case Manager – Long Term Care a pay grade 24 currently does not have an MFA. Over the period examined the average percent difference between the rate hired and the pay grade 24 step 1 was 24.8%. The average step hired was 7.2.

Table 6 - Nurse Case Managers at DAIL – HIR History

Position	Effective Date	Job Title	Job Code	Grade	Step Hired	PG 24 Step 1	PG 24 Rate Hired	% Difference
760278	1/30/2012	Nurse Case Mgr AC: Long Term Care	499501	24	7	\$19.60	\$24.22	23.6%
760286	5/5/2014	Nurse Case Mgr AC: Long Term Care	499501	24	10	\$21.02	\$28.56	35.9%
760281	1/20/2015	Nurse Case Mgr AC: Long Term Care	499501	24	3	\$22.85	\$24.82	8.6%
760277	6/22/2015	Nurse Case Mgr AC: Long Term Care	499501	24	7	\$22.85	\$28.26	23.7%
760294	11/9/2015	Nurse Case Mgr AC: Long Term Care	499501	24	9	\$23.42	\$30.96	32.2%
	Average				7.2		Average	24.8%
							Min	8.6%
							Max	35.9%

Table 7 shows HIR activity for Psychiatric Nurse II since April 2014. Before then the Psychiatric Nurse II series had adjusted hire steps based on shift – step 7 for day, step 10 for evening and step 12 for night. The Department of Mental Health requested to abolish these adjusted hire steps effective 2/3/14.

The average percent difference between the rate hired and the pay grade 23 step 1 was 27.4%, but ranged up to a high of 43.5%. This includes a 15% MFA. So the actual differential from step 1 of pay grade 23 with no MFA ranged from 33.3% to a high of 65.1%.

Table 7 – Psychiatric Nurse II – HIR History

Position	Effective Date	Job Title	Job Code	Grade	Step Hired	PG 23 Step 1 *	PG 23 Step 1	PG 23 Rate Hired *	% Difference with 15% MFA	% Difference with no MFA
840174	4/7/2014	Psychiatric Nurse II	405300	23	9	\$24.17	\$21.02	\$31.89	31.9%	51.7%
840188	4/7/2014	Psychiatric Nurse II	405300	23	7	\$24.17	\$21.02	\$29.88	23.6%	42.2%
840180	5/27/2014	Psychiatric Nurse II	405300	23	7	\$24.17	\$21.02	\$29.88	23.6%	42.2%
840148	9/8/2014	Psychiatric Nurse II	405300	23	5	\$24.78	\$21.55	\$28.72	15.9%	33.3%
840181	10/6/2014	Psychiatric Nurse II	405300	23	6	\$24.78	\$21.55	\$29.64	19.6%	37.5%
840185	11/3/2014	Psychiatric Nurse II	405300	23	8	\$24.78	\$21.55	\$31.71	28.0%	47.1%
840143	1/12/2015	Psychiatric Nurse II	405300	23	7	\$24.78	\$21.55	\$30.62	23.6%	42.1%
840191	4/6/2015	Psychiatric Nurse II	405300	23	8	\$24.78	\$21.55	\$31.71	28.0%	47.1%
840192	5/4/2015	Psychiatric Nurse II	405300	23	5	\$24.78	\$21.55	\$28.72	15.9%	33.3%
840181	11/2/2015	Psychiatric Nurse II	405300	23	12	\$25.40	\$22.09	\$36.46	43.5%	65.1%
840148	11/2/2015	Psychiatric Nurse II	405300	23	9	\$25.40	\$22.09	\$33.50	31.9%	51.7%
840195	11/30/2015	Psychiatric Nurse II	405300	23	12	\$25.40	\$22.09	\$36.46	43.5%	65.1%
			Average		7.9			Average	27.4%	46.5%
								Min	15.9%	33.3%
* Includes 1.15 MFA								Max	43.5%	65.1%

Table 8 displays the last several years of HIR activity for Public Health Nurse Supervisors at the Department of Health. This job class currently does not have a MFA. These nurses are all hired into range, generally at step 8, which is a 28% differential from the step 1 rate.

Table 8 – Public Health Supervisors – HIR History

Position	Effective Date	Job Title	Job Code	Grade	Step Hired	PG Step 1	PG Rate Hired	% Difference
740089	1/18/2011	Public Health Nurse Supervisor	406501	24	8	\$20.78	\$26.59	28.0%
740232	2/14/2011	Public Health Nurse Supervisor	406501	24	8	\$20.78	\$26.59	28.0%
740070	5/21/2012	Public Health Nurse Supervisor	406501	24	8	\$20.78	\$26.59	28.0%
740070	11/4/2013	Public Health Nurse Supervisor	406501	25	8	\$23.63	\$30.28	28.1%
740169	1/6/2014	Public Health Nurse Supervisor	406501	25	8	\$23.63	\$30.28	28.1%
740070	7/14/2014	Public Health Nurse Supervisor	406501	25	9	\$24.22	\$32.06	32.4%
740337	6/29/2015	Public Health Nurse Supervisor	406501	25	8	\$24.22	\$31.04	28.2%
	Average				8.1		Average	28.7%
							Min	28.0%
							Max	32.4%

Table 9 shows HIR activity for other nurse job titles. As was found with other titles, there is typically a significant differential to the step 1 rate for all types of nurses.

Table 9 – HIR History for Other Nurse Job Titles

Pos.	Effective Date	Job Title	PG	Step Hired	PG Step 1	PG Rate Hired	% Diff.	New Nurse Title
740877	8/11/2014	Infant & Child Health Nurse	26	10	\$25.75	\$35.02	36.0%	Public Health Nurse Administrator I
760126	2/23/2015	Nurse Surveyor *	24	5	\$23.99	\$27.83	16.0%	Nurse Surveyor
740369	7/30/2012	PH Prog Adm AC: School Health	24	5	\$21.85	\$25.34	16.0%	Nurse Program Coordinator
740866	10/8/2014	PHN Program Spec AC: General	25	9	\$24.22	\$32.06	32.4%	Nurse Program Coordinator
730076	1/3/2012	Senior Nurse Case Manager	25	7	\$23.17	\$28.70	23.9%	Nurse Case Manager/UR Nurse II
730200	12/3/2012	VCCI Mgr Prog Oper & Serv Qual	28	9	\$27.78	\$36.89	32.8%	Nurse Administrator II
730091	11/24/2014	VCCI Senior Nurse Case Manager	26	8	\$25.75	\$32.95	28.0%	Nurse Case Manager/UR Nurse II
740884	8/10/2015	CSHN Nurse Specialist	25	6	\$24.93	\$29.75	19.3%	Nurse Program Coordinator
	Average			7.4		Average	25.5%	
						Min	16.0%	
* Includes 1.05% MFA						Max	36.0%	

Conclusion

The HIR analysis shows that current starting rate salary levels cannot meet the market needs for the nurse job classes analyzed, with and without market factor adjustments. Therefore, HIR becomes the standard practice. HIR policy is meant to address specific exceptions where hiring above step 1 is necessary, rather than a standard approach to meeting salary needs.

- Currently, we don't hire any nurses at step 1 of the standard pay chart. In order to hire for any position that requires an RN and any nursing experience will rely on an MFA or HIR, or both.
- For non-MFA nurse positions HIR has become the standard practice. We have expedited HIR agreements with DMH and VDH to cut down on the paper trail and response time. Some examples:
 - All Public Health Nurses are hired into range, generally at 25% over the step 1 rate (step 5 or 6).
 - All Nurse Case Managers (for the most part found in DVHA and DAIL) are hired into range, generally at 27% over the step 1 rate (step 7 or 8).
 - Psychiatric Nurse II's with a 15% MFA are being hired at an average of 27% over the step 1 rate with the 15% MFA (effectively 46% over step 1 rate without MFA).
 - Recent Psychiatric Nurse I hires came in at step 7 (PG 21), which is 23% over the step 1 rate with the 15% MFA (effectively 40% over step 1 rate without MFA).
 - In two recent examples positions that would be Nurse Administrators offers had to be made at step 15. In one case the candidate declined because of too much loss of pay, the other begrudgingly accepted and accepted the loss in pay.
- Unfortunately, hiring a new employee well into range is a highly undesirable practice, especially from a retention perspective. Someone hired at step 6 or higher will wait two years for any step advancement. Essentially these hires are immediately limited in terms of any salary advancement and are compressed in the salary range, limiting any long-term salary advancement in their career with the State.

Turnover Analysis

Table 10 shows voluntary turnover for nurse job classes (not including retirements or involuntary termination) for fiscal year 2015. The highest turnover rates were among Nurse Case Managers – Clinical Operations Nurse Case Manager (33.3%), VCCI Nurse Case Manager (24.0%), and Nurse Case Manager – Long Term Care (6.9%) – all well above the state-wide average of 5.8% for voluntary turnover.

Turnover of Registered Nurses – Clinical Specialty was also high both at the Veterans' Home (Veterans' Home Registered Nurse, 15.4%) and the Vermont Psychiatric Care Hospital (Psychiatric Nurse II, 14.3%).

Table 10 – Voluntary Turnover – Nurse Job Classes Fiscal Year 2015

Current Title	Job Code	Turnover	Ave Num.	New Nurse Title
Clinical Oper Nurse Case Mgr	532800	33.3%	3	Nurse Case Manager/Utilization Review Nurse I
VCCI Nurse Case Manager	499500	24.0%	13	Nurse Case Manager/Utilization Review Nurse I
Veterans Home LPN	405800	22.2%	18	Licensed Practical Nurse
Public Health Nurse	406300	16.0%	38	Public Health Nurse
Veterans Home Registered Nurse	405700	15.4%	13	Registered Nurse - Clinical Specialty Nurse II
Psychiatric Nurse II	405300	14.3%	7	Registered Nurse - Clinical Specialty Nurse II
Vets Home Nursing Sup	401500	13.3%	8	Nurse Supervisor
Licensed Nursing Assistant	400300	10.7%	75	Licensed Nursing Assistant
Nurse Case Mgr AC: Long Term C	499501	6.9%	15	Nurse Case Manager/Utilization Review Nurse I
Nurse Surveyor	441400	6.7%	15	Nurse Surveyor
Statewide Grand Total		5.8%	7619	

Conclusion

- Nurse job classes have much higher than average voluntary turnover (average 16.3% vs. 5.8% statewide), which is often directly associated with compensation.
- Voluntary turnover is expensive to an organization, often estimated at 70% to 150% or more of base salary (recruitment/replacement costs, lost productivity, training, learning curve until fully proficient at the job).

Salary Survey Data

Several sources were used to estimate the relevant market and salary comparisons to State of Vermont job titles. Three resources were primarily used to determine competitive ranges.

Wage and Management Personnel Salary Reports (2015). This survey is a collaboration of four organizations representing home care agencies and hospitals in Vermont and New Hampshire – New Hampshire Hospital Association, Vermont Association of Hospitals and Health Systems, Home Care Association of New Hampshire, and VNAs of Vermont (formerly Vermont Assembly of Home Health Agencies). The 2015 survey had 36 participating hospitals throughout Vermont and New Hampshire and covers over 100 job titles. Data used in this report combines Vermont and New Hampshire (full data set) and is the “actual rate low average,” “actual rate average,” and “actual rate high average.” The data is as of January 1, 2015. Because the data was a year old it was “aged” – a process of adjusting older survey data by projecting what the rate would be currently using a measure to estimate the average change in wages or salaries over time. The most common method is to use the U.S. Bureau of Labor Statistics’ Employment Cost Index (ECI)

<http://www.bls.gov/news.release/eci.t08.htm>. This figure was 2.1% for the 12-month period ending September 2015. Actual rates seen in the detailed analysis have been adjusted by 2.1%.

ERI Salary Assessor. The Economic Research Institute's Salary Assessor is a web-based application used for compensation data analysis and planning. This resource compiles pay data from hundreds of published data sources for thousands of job titles. It is widely used in the private sector to provide robust compensation survey data. The database is updated quarterly and can be provided for nearly any geographic area in the U.S. The information in this analysis reflects the distribution of actual base salaries (25th, 50th, 75th percentiles) as of July 1, 2015. Data on the U.S. average and Vermont – Statewide regions are reported, although only the Vermont – Statewide is used in establishing the target market.

Payscale. Payscale is a web-based program based on thousands of self-reports of individual salaries. This database is then compared to salary survey sources to assure the consistency and accuracy of the data. Because the data is based on self-reports, ranges tend to be on the low side (and this was confirmed by compensation consultant Frank Sadowski of Gallagher, Flynn & Company). The 25th percentile was used as the base rate. Data is reported from the Burlington-South Burlington Metropolitan area as of October, 2015.

Other Sources

Where possible matches were attempted with several New England states – Maine, New Hampshire and Rhode Island – were found for comparison purposes.

Current pay charts contained in the Agreements between the University of Vermont Medical Center and the Vermont Federation of Nurses and Health Professionals were obtained http://unitednurses.info/sites/default/files/RN-LPN-APRN_2015-18_WageScale.pdf. While not used in the detailed market analysis rates for Staff Nurses these pay charts (the fiscal year 2017 “wage scale”) were used as comparison to determine competitive ranges.

Current rates for Centurion Managed Care contract nurses at the Department of Corrections were obtained from the Department of Corrections. The rates for part-time or full time employees were recently increased so the starting rate for LPNs is \$27.00 and RNs it is \$30.00

Average salaries at this time for Centurion:

LPN

\$27.00/hr. - \$34.00/hr.

RN

\$28.50/hr. - \$34.50/hr.

These rates do not include shift differentials and are not per-diem nurses.

Centurion also hires Agency nurses (“Traveling Nurses”) whose wages go from \$43.50-\$47.00 hour for an LPN and \$49.50-\$58.00 hour for an RN, which doesn’t include their paid mileage and hotel expense.

Method

The market factor analysis was based on the new job titles and pay grades.

In order to estimate the relevant market rate and make comparisons to the new State of Vermont job titles a detailed “Market Analysis” was calculated for each of the new titles. See Appendix E. This involved finding matching job titles from the salary survey data sources and calculating both a total market average and “target market average” based on annual salary at minimum (25th percentile), midpoint (50th percentile of median), and maximum salary (75th percentile). The target market average represents the best matches to the State of Vermont job title.

For this analysis the target for the minimum rate was the 25th percentile and this represents a conservative philosophy (and is in line with how DHR has done other market factor analyses). Some organizations may “match the market” and target the 50th percentile, which means that an organization wants to pay in the middle of all organizations that have a similar position. If an organization chooses to focus on the 75th percentile and take a “market leader” position, it will pay higher than 75 percent of other organizations with similar positions.

A “percent of total market average” and “percent of target market average” was calculated. If an MFA is recommended, the minimum (step 1), midpoint (step 7 - 8), and maximum (step 15) rates were calculated and a percent of market average calculated. **The goal was to have the minimum rate fall into a range of 90% to 110% of 25th percentile of the target market average.**

Results of Market Factor Analysis and MFA Recommendations

Following is a discussion of the MFA analysis found in the Detailed Market Analysis by New Job Title (See Appendix E) and recommendations. The market factor analysis was based on the new job titles and pay grades. This is presented by the groupings of the new titles into the broad functional areas – patient care, quality management/care coordination, program administration, and nursing executives.

Patient Care Job Classes

Table 11 is a summary of patient care job classes detailed market analysis (found in Appendix E) and recommended MFAs. See Tables 12 and 13 for a visual representation of State of Vermont pay ranges as a percent of target market average by patient care job classes. Table 14 and 15 show these ranges with the recommended MFA.

Table 11 – Patient Care Nurses – Summary of Detailed Market Analysis and Recommendations.

Job Titles	Pay Grade	Minimum Annual Rate (Step 1)	% of Target Market Average	MFA	Minimum Annual Rate with MFA (Step 1)	% of Target Market Average
Licensed Nursing Assistant	17	\$33,218	128%	0%	\$33,218	128%
Licensed Practical Nurse	20	\$38,917	91%	0%	\$38,917	91%
Registered Nurse I - Clinical Specialty Nurse	22	\$43,410	82%	35%	\$58,603	111%
Registered Nurse II - Clinical Specialty Nurse	23	\$45,947	75%	40%	\$64,326	105%
Registered Nurse III - Clinical Specialty Nurse	24	\$48,714	77%	40%	\$68,199	107%
Public Health Nurse I	23	\$45,947	83%	25%	\$57,434	104%
Public Health Nurse II	24	\$48,717	88%	25%	\$60,896	110%
Pediatric Nurse	24	\$48,714	87%	25%	\$60,892	109%
Nurse Educator	25	\$51,646	71%	40%	\$72,305	100%
Nurse Supervisor	25	\$51,646	73%	40%	\$72,305	102%
Public Health Nurse Supervisor	25	\$51,646	76%	25%	\$64,558	95%
Nurse Manager	26	\$54,891	67%	40%	\$76,848	94%

Licensed Nursing Assistant

The entry level of the range for Licensed Nursing Assistant (step 1) is 128% of the 25th percentile. The pay grade 17/step 1 annualized rate of \$33,218 is highly competitive with the target market.

Recommendation: No percentage MFA to base salary.

Licensed Practical Nurse

The entry level of the range for Licensed Practical Nurse (step 1) is 91% of the 25th percentile. The pay grade 20/step 1 annualized rate of \$38,917 is within the competitive range with the target market.

Recommendation: No percentage MFA to base salary.

Table 12 - Patient Care Nurses Base Salary with No MFA Compared to Target Market

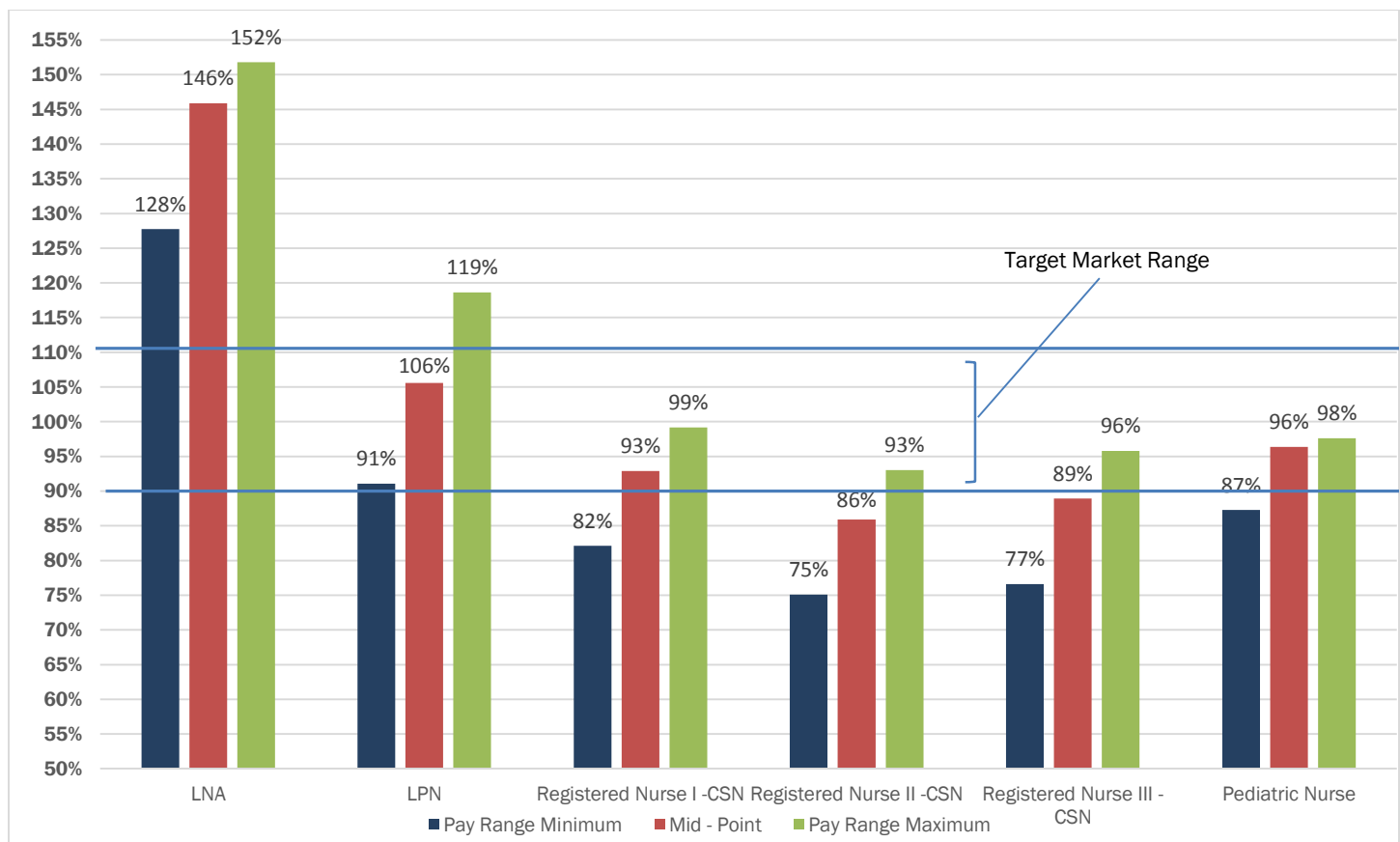


Table 13 - Patient Care Nurses Base Salary with No MFA Compared to Target Market (Cont.)

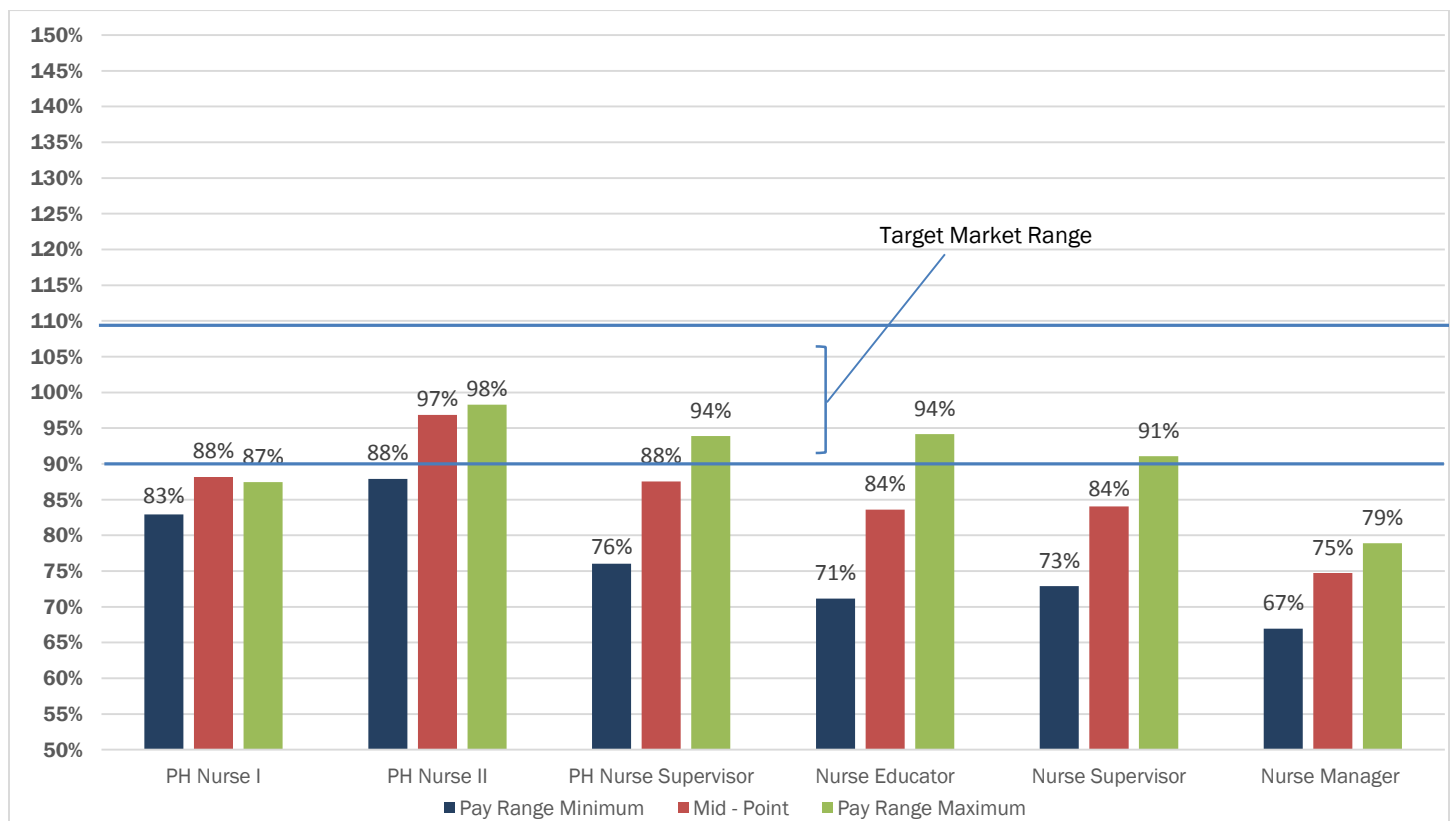


Table 14 - Patient Care Nurses Base Salary with MFA Compared to Target Market

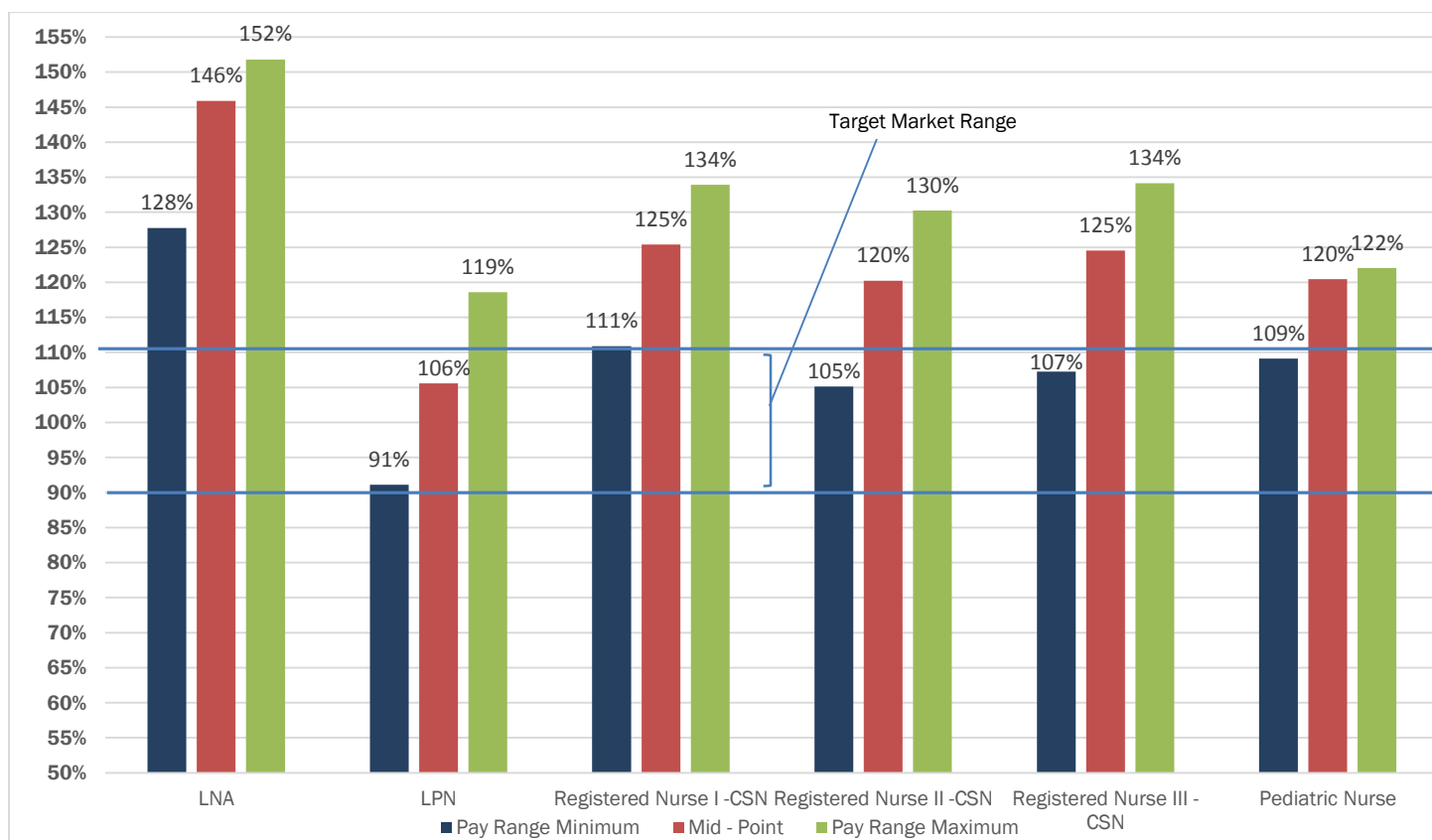
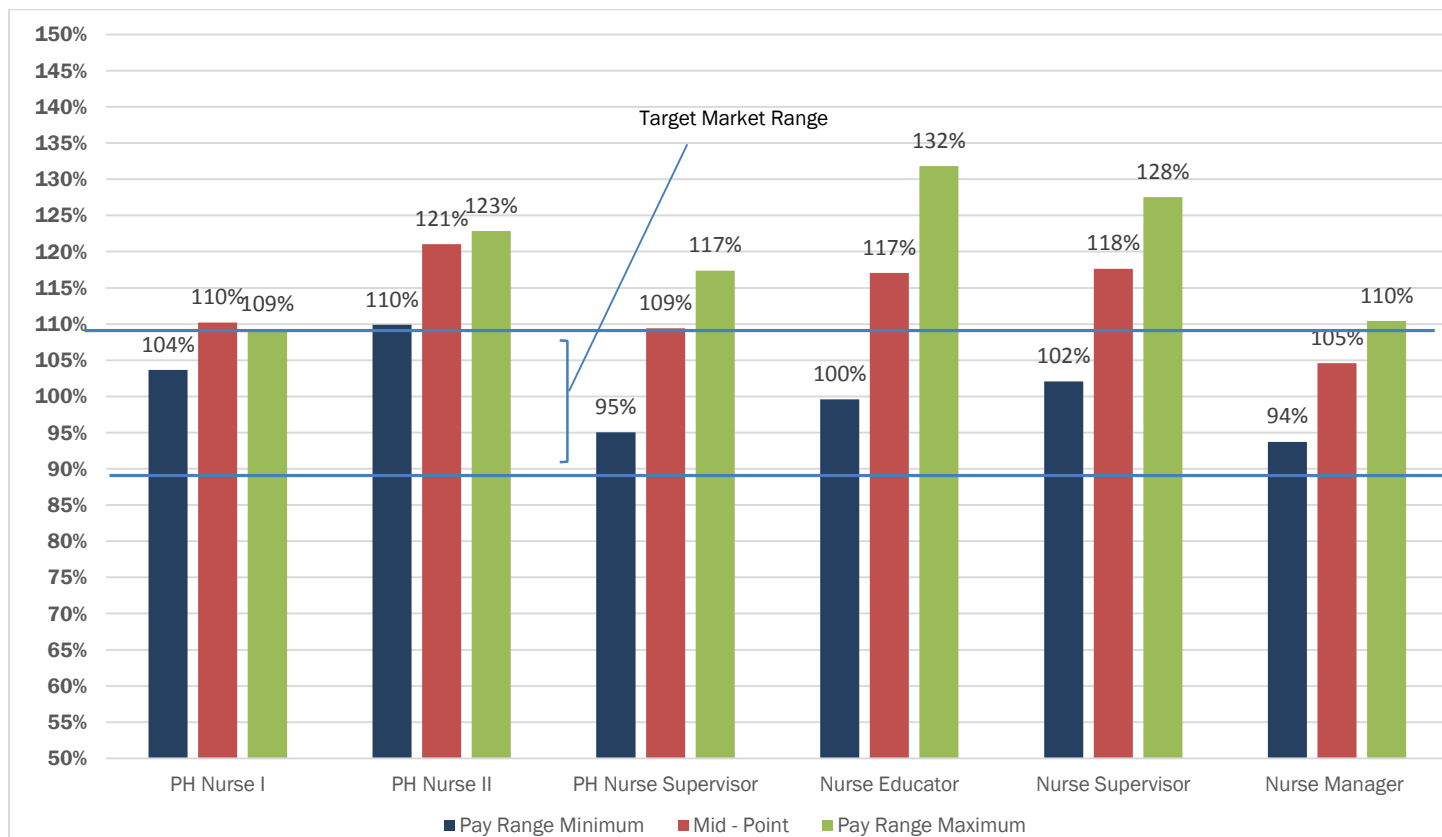


Table 15 - Patient Care Nurses Base Salary with MFA Compared to Target Market (Cont.)



Registered Nurse I - Clinical Specialty Nurse

The entry level of the range for Registered Nurse I - Clinical Specialty Nurse (step 1) is 82% of the 25th percentile. The pay grade 22/step 1 annualized rate of \$43,410 is clearly not within the competitive range with the target market. With a recommended 35% MFA, the pay grade 22/step 1 annualized rate of \$58,603 is highly competitive with the target market, at 111% of the 25th percentile.

Recommendation: 35% MFA to base salary.

Registered Nurse II - Clinical Specialty Nurse

The entry level of the range for Registered Nurse II - Clinical Specialty Nurse (step 1) is 75% of the 25th percentile. The pay grade 23/step 1 annualized rate of \$45,947 is clearly not within the competitive range with the target market. With a recommended 40% MFA, the pay grade 23/step 1 annualized rate of \$64,326 is highly competitive with the target market, at 105% of the 25th percentile.

Recommendation: 40% MFA to base salary.

Registered Nurse III - Clinical Specialty Nurse

The entry level of the range for Registered Nurse III - Clinical Specialty Nurse (step 1) is 77% of the 25th percentile. The pay grade 24/step 1 annualized rate of \$48,714 is clearly not within the competitive range with the target market. With a recommended 40% MFA, the pay grade 24/step 1 annualized rate of \$68,199 is highly competitive with the target market, at 107% of the 25th percentile.

Recommendation: 40% MFA to base salary.

Discussion of Registered Nurse Series

The Registered Nurse series works in one of three locations, all of which are incredibly difficult to recruit for and require specialized skills (1) Woodside Juvenile Rehabilitation Center, a secure acute care facility with youth are in DCF custody, have delinquency charges or adjudications, exhibit harmful behaviors towards themselves or others, and require significant treatment; (2) Vermont Psychiatric Care Hospital (VPCH), a secure acute care psychiatric hospital that provides services for the most complex and highly acute psychiatric patients in the state; and (3) Vermont Veterans' Home, a long-term care facility (nursing home) that provides a wide range of medical services, has a certified dementia unit and provides end of life care.

Proposed MFAs for nurse job classes based in our acute and long-term care facilities are purposely higher than non-facility nurse job classes because of the demanding nature of the facilities in which these nurses work. In addition, the State of Vermont can't equal the types of perks, bonuses and benefits that are offered by other hospitals in our labor market, like UVMC and CVMC.

RN I – new step 1 rate would be \$58,603.

- At UVMC/CVMC an entry staff nurse with two years or less of experience would come in from \$55,473 to \$57,699.
- Hook to hire entry level nurses. A highly competitive rate at this entry level is meant to attract new RNs who have little or no experience. With a couple of years of experience at the RN I level they can then advance to the RN II level with a 5% increase for the promotion (PG 22 to 23) and 5% increase in the MFA (from 35% to 40%). This will be a powerful recruitment tool.

RN II – new step 1 rate would be \$64,326.

- At UVMC/CVMC a staff nurse (non-specialty) with three to four years of experience would come in from \$58,864 to \$60,049.
- Centurion Managed Care contract nurses at the Department of Corrections at this level range from \$62,000 to \$71,760.
- The average entry rate for Psychiatric Nurse IIs at VPCCH for CY 15 was \$68,456.

RN III - new step 1 rate would be \$68,199. This is the advanced/charge nurse with a minimum of 4 – 6 years of experience.

- At UVMC/CVMC a staff nurse III with 4 - 6 years of experience would come in from \$63,523 to \$66,081. Our RN III's have to have specialized experience in the area of practice.

Public Health Nurse I

The entry level of the range for Public Health Nurse I (step 1) is 83% of the 25th percentile. The pay grade 23/step 1 annualized rate of \$45,947 is clearly not within the competitive range with the target market. With a recommended 25% MFA, the pay grade 23/step 1 annualized rate of \$57,434 is highly competitive with the target market, at 104% of the 25th percentile.

Recommendation: 25% MFA to base salary

Public Health Nurse II

The entry level of the range for Public Health Nurse II (step 1) is 88% of the 25th percentile. The pay grade 24/step 1 annualized rate of \$48,717 is clearly not within the competitive range with the target market. With a recommended 25% MFA, the pay grade 24/step 1 annualized rate of \$60,896 is highly competitive with the target market, at 110% of the 25th percentile.

Recommendation: 25% MFA to base salary

Pediatric Nurse

The entry level of the range for Pediatric Nurse (step 1) is 87% of the 25th percentile. The pay grade 24/step 1 annualized rate of \$48,714 is clearly not within the competitive range with the target market. With a recommended 25% MFA, the pay grade 24/step 1 annualized rate of \$60,892 is highly competitive with the target market, at 109% of the 25th percentile.

Recommendation: 25% MFA to base salary

Nurse Educator

The entry level of the range for Nurse Educator (step 1) is 71% of the 25th percentile. The pay grade 25/step 1 annualized rate of \$51,646 is clearly not within the competitive range with the target market. With a recommended 40% MFA, the pay grade 25/step 1 annualized rate of \$72,305 is highly competitive with the target market, at 100% of the 25th percentile.

Recommendation: 40% MFA to base salary

Nurse Supervisor

The entry level of the range for Nurse Supervisor (step 1) is 73% of the 25th percentile. The pay grade 25/step 1 annualized rate of \$51,646 is clearly not within the competitive range with the target market. With a recommended 40% MFA, (step 1) the pay grade 25/step 1 with 40% MFA annualized rate of \$72,305 is highly competitive with the target market, at 102% of the 25th percentile.

Recommendation: 40% MFA to base salary

Public Health Nurse Supervisor

The entry level of the range for Public Health Nurse Supervisor (step 1) is 76% of the 25th percentile. The pay grade 25/step 1 annualized rate of \$51,646 is clearly not within the competitive range with the target market. With a recommended 25% MFA, the pay grade 25/step 1 annualized rate of \$64,558 is competitive with the target market, at 95% of the 25th percentile.

Recommendation: 25% MFA to base salary

Nurse Manager

The entry level of the range for Nurse Manager (step 1) is 67% of the 25th percentile. The pay grade 26/step 1 annualized rate of \$54,891 is clearly not within the competitive range with the target market. With a recommended 40% MFA, the pay grade 26/step 1 annualized rate of \$76,848 is competitive with the target market, at 94% of the 25th percentile.

Recommendation: 40% MFA to base salary

Quality Management/Care Coordination Job Classes

Table 16 is a summary of quality management/care coordination job classes detailed market analysis (found in Appendix E) and recommended MFAs. See Table 17 for a visual representation of State of Vermont pay ranges as a percent of target market average by quality management/care coordination job classes. Table 18 shows these ranges with the recommended MFA.

- Very high demand for Quality Management/Care Coordination Registered Nurses as this area expands rapidly as result of health care reform efforts, ACA, etc.
- Some Nurse Case Manager job titles currently have the highest turnover rates of any jobs in State Government (See Table 10).
- All Nurse Case Managers are hired into range on average from 25% to 27% above the step 1 rate (See Table 5 and 6).

Table 16 – Quality Management/Care Coordination Nurses – Summary of Detailed Market Analysis and Recommendations.

Job Titles	Pay Grade	Minimum Annual Rate (Step 1)	% of Target Market Average	MFA	Minimum Annual Rate with MFA (Step 1)	% of Target Market Average
Nurse Auditor	24	\$48,714	72%	30%	\$63,328	94%
Nurse Surveyor	25	\$51,646	76%	25%	\$64,558	95%
Nurse Surveyor Supervisor	25	\$51,646	76%	25%	\$64,558	95%
Nurse Case Manager/Utilization Review Nurse I	25	\$51,646	73%	35%	\$69,723	99%
Nurse Quality Management Specialist	25	\$51,646	76%	30%	\$67,140	99%
Nurse Case Manager/Utilization Review Nurse II	26	\$54,891	78%	35%	\$74,103	105%
Nurse Quality Management Coordinator	27	\$58,448	84%	30%	\$75,982	109%

Nurse Auditor

The entry level of the range for Nurse Auditor (step 1) is 72% of the 25th percentile. The pay grade 24/step 1 annualized rate of \$48,714 is clearly not within the competitive range with the target market. With a recommended 30% MFA, the pay grade 24/step 1 annualized rate of \$63,328 is competitive with the target market, at 94% of the 25th percentile.

Recommendation: 30% MFA to base salary

Nurse Surveyor

The entry level of the range for Nurse Surveyor (step 1) is 76% of the 25th percentile. The pay grade 25/step 1 annualized rate of \$51,646 is clearly not within the competitive range with the target market. With a recommended 25% MFA, the pay grade 25/step 1 annualized rate of \$64,558 is competitive with the target market, at 95% of the 25th percentile.

Recommendation: 25% MFA to base salary

Table 17 - Quality Management/Care Coordination Nurses with No MFA Compared to Target Market

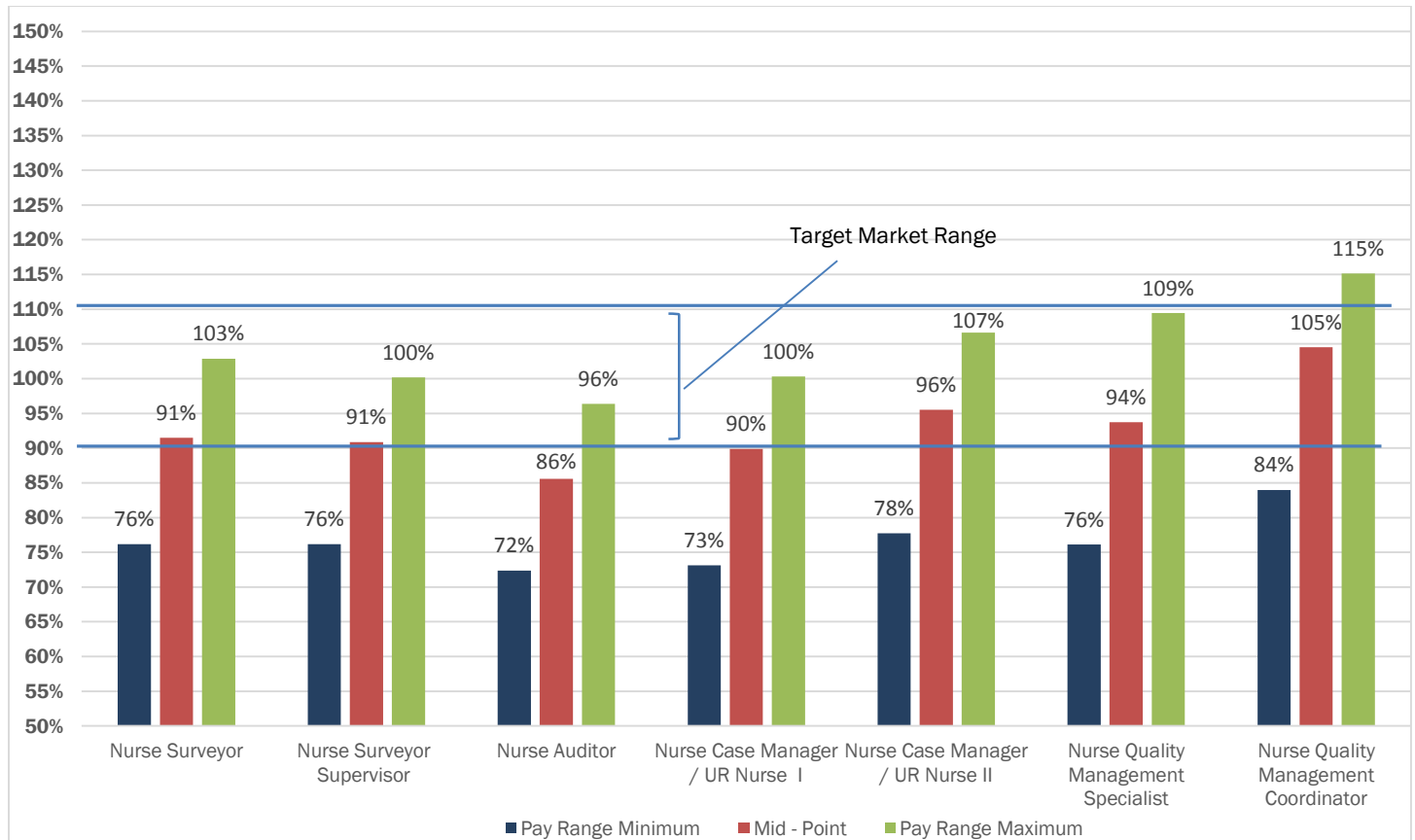
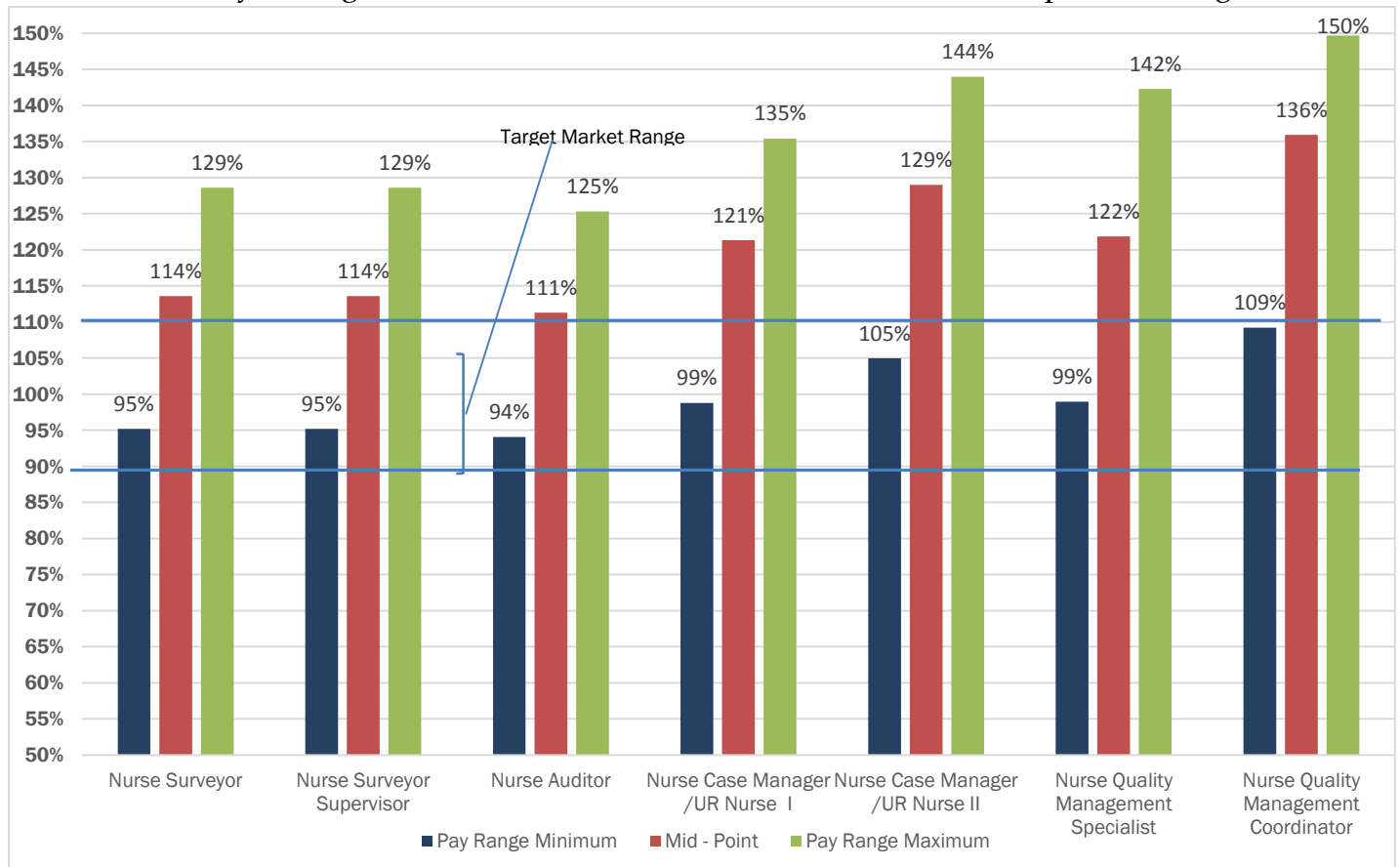


Table 18 - Quality Management/Care Coordination Nurses with MFA Compared to Target Market



Nurse Surveyor Supervisor

The entry level of the range for Nurse Surveyor (step 1) is 76% of the 25th percentile. The pay grade 25/step 1 annualized rate of \$51,646 is clearly not within the competitive range with the target market. With a recommended 25% MFA, the pay grade 25/step 1 annualized rate of \$64,558 is competitive with the target market, at 95% of the 25th percentile.

Recommendation: 25% MFA to base salary

Nurse Case Manager/Utilization Review Nurse I

The entry level of the range for Nurse Case Manager/Utilization Review Nurse I (step 1) is 73% of the 25th percentile. The pay grade 25/step 1 annualized rate of \$51,646 is clearly not within the competitive range with the target market. With a recommended 35% MFA, the pay grade 25/step 1 annualized rate of \$69,723 is competitive with the target market, at 99% of the 25th percentile.

Recommendation: 35% MFA to base salary

Nurse Quality Management Specialist

The entry level of the range for Nurse Quality Management Specialist (step 1) is 76% of the 25th percentile. The pay grade 25/step 1 annualized rate of \$51,646 is clearly not within the competitive range with the target market. With a recommended 30% MFA, the pay grade 25/step 1 annualized rate of \$67,140 is competitive with the target market, at 99% of the 25th percentile.

Recommendation: 30% MFA to base salary

Nurse Case Manager/Utilization Review Nurse II

The entry level of the range for Nurse Case Manager/Utilization Review Nurse II (step 1) is 78% of the 25th percentile. The pay grade 26/step 1 annualized rate of \$54,891 is clearly not within the competitive range with the target market. With a recommended 35% MFA, the pay grade 26/step 1 annualized rate of \$74,103 is highly competitive with the target market, at 105% of the 25th percentile.

Recommendation: 35% MFA to base salary

Nurse Quality Management Coordinator

The entry level of the range for Nurse Quality Management Coordinator (step 1) is 84% of the 25th percentile. The pay grade 27/step 1 annualized rate of \$58,448 is clearly not within the competitive range with the target market. With a recommended 30% MFA, the pay grade 27/step 1 annualized rate of \$75,982 is competitive with the target market, at 109% of the 25th percentile.

Recommendation: 30% MFA to base salary

Program Administration Job Classes

Table 19 is a summary of program administration job classes detailed market analysis (found in Appendix E) and recommended MFAs. See Table 20 for a visual representation of State of Vermont pay ranges as a percent of target market average by quality management/care coordination job classes. Table 21 shows these ranges with the recommended MFA.

- These are nurses who manage programs e.g., for instance managing the statewide immunization program, including policy, procedures, budget, grants and supervision of nurse and technical staff to implement the program.
- Generally, must be masters-prepared RNs with 5 – 8 or more years of experience in a specialty area.
- Most difficult group to cost a market rate.

Table 19 – Program Administration Nurses – Summary of Detailed Market Analysis and Recommendations.

Job Titles	Pay Grade	Minimum Annual Rate (Step 1)	% of Target Market Average	MFA	Minimum Annual Rate with MFA (Step 1)	% of Target Market Average
Nurse Program Coordinator	25	\$51,646	77%	20%	\$61,976	93%
Nurse Administrator I	27	\$58,448	81%	20%	\$70,138	98%
Public Health Nurse Administrator I	27	\$58,448	81%	20%	\$70,138	98%
Nurse Educator Administrator	27	\$58,448	77%	40%	\$81,827	108%
Nurse Surveyor/Complaint Coordinator	27	\$58,448	89%	20%	\$70,138	106%
Nurse Administrator II	29	\$66,269	88%	20%	\$79,523	106%
Public Health Nurse Administrator II	29	\$66,269	88%	20%	\$79,523	106%

Nurse Program Coordinator

The entry level of the range for Nurse Program Coordinator (step 1) is 77% of the 25th percentile. The pay grade 25/step 1 annualized rate of \$51,646 is clearly not within the competitive range with the target market. With a recommended 20% MFA, the pay grade 25/step 1 annualized rate of \$61,976 is competitive with the target market, at 93% of the 25th percentile.

Recommendation: 20% MFA to base salary

Nurse Administrator I

The entry level of the range for Nurse Administrator I (step 1) is 81% of the 25th percentile. The pay grade 27/step 1 annualized rate of \$58,448 is clearly not within the competitive range with the target market. With a recommended 20% MFA, the pay grade 27/step 1 annualized rate of \$70,138 is competitive with the target market, at 98% of the 25th percentile.

Recommendation: 20% MFA to base salary

Table 20 – Program Administration Nurses Base Salary with No MFA Compared to Target Market

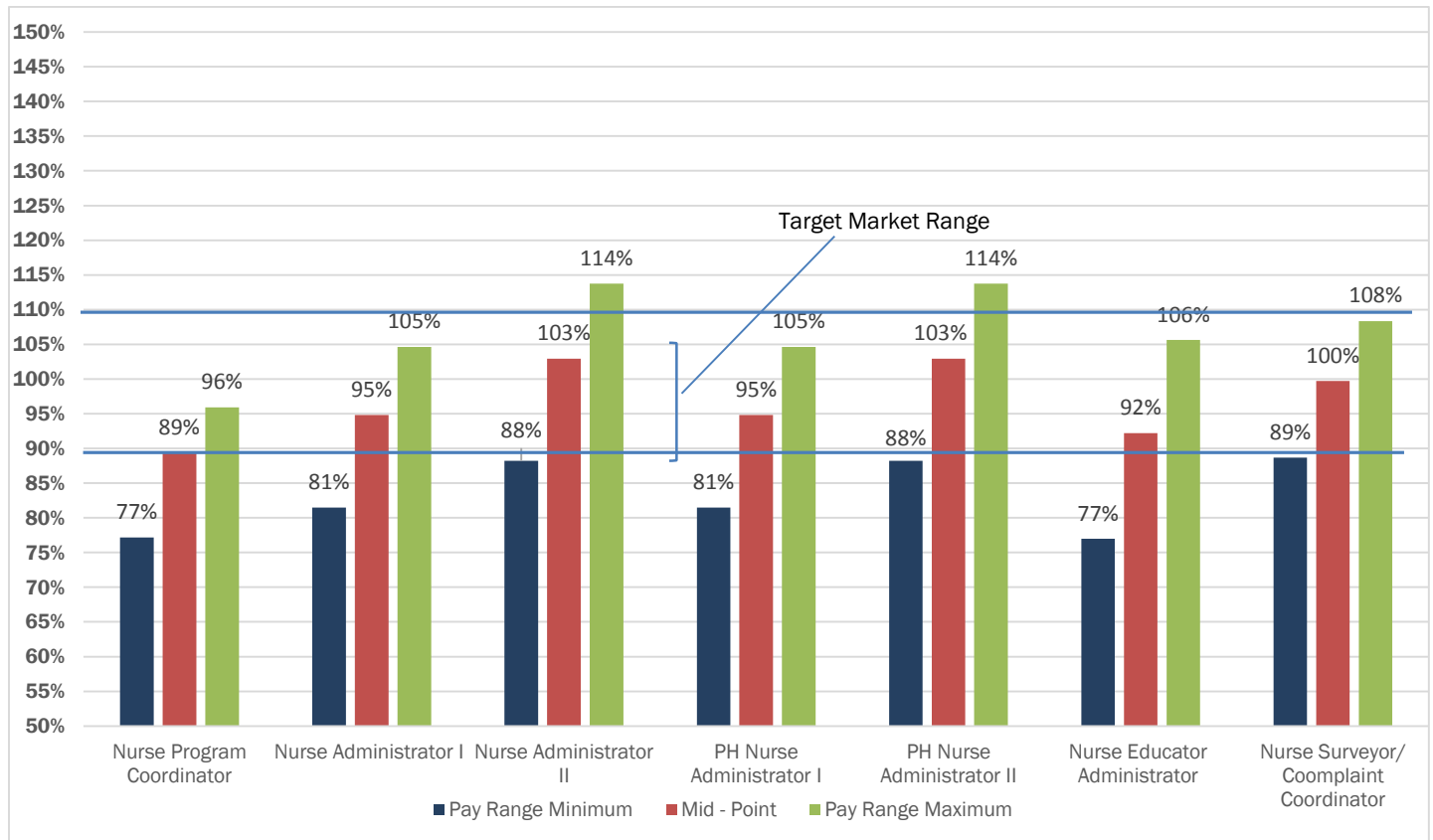
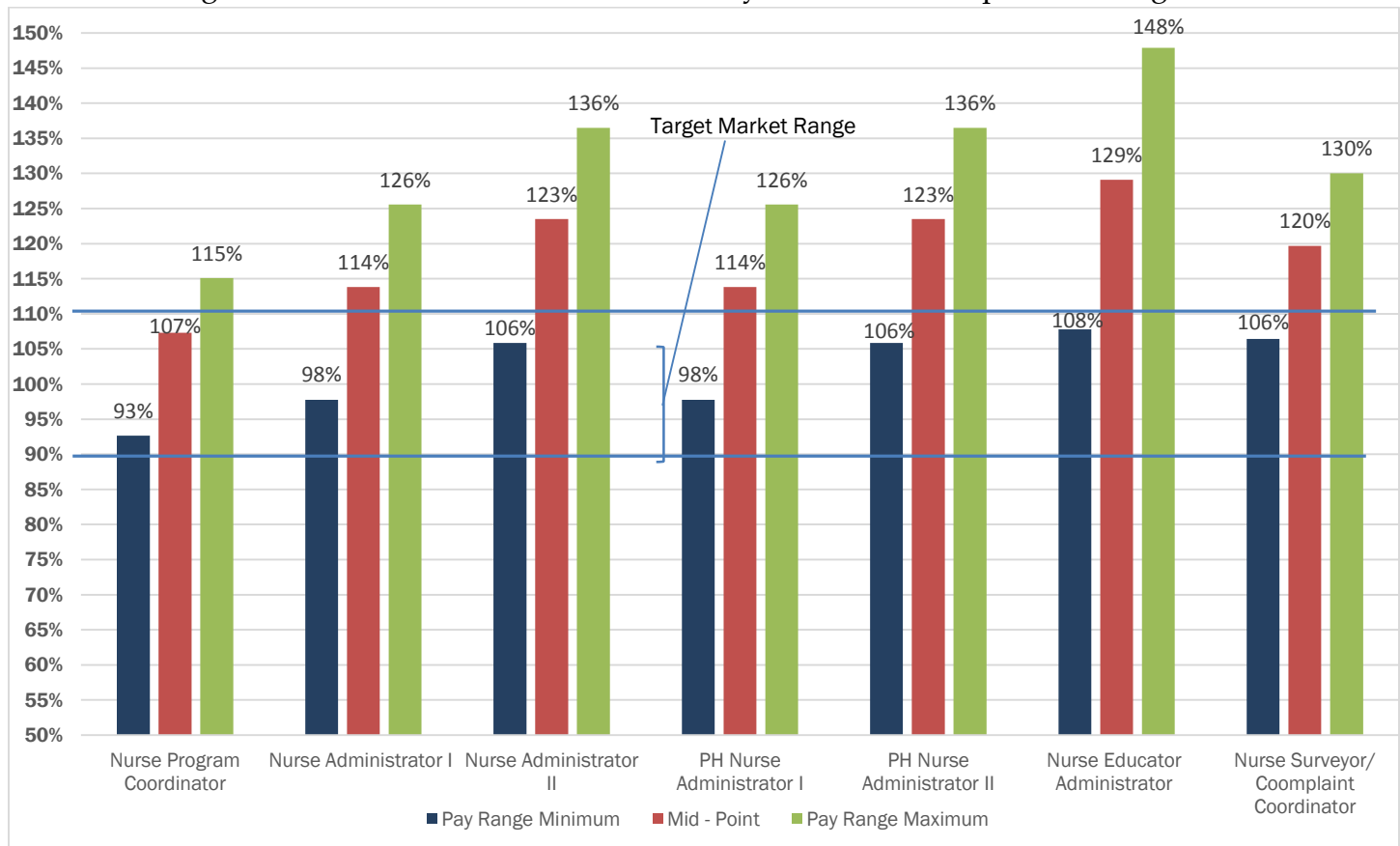


Table 21 – Program Administration Nurses Base Salary with MFA Compared to Target Market



Public Health Nurse Administrator I

The entry level of the range for Public Health Nurse Administrator I (step 1) is 81% of the 25th percentile. The pay grade 27/step 1 annualized rate of \$58,448 is clearly not within the competitive range with the target market. With a recommended 20% MFA, the pay grade 27/step 1 annualized rate of \$70,138 is competitive with the target market, at 98% of the 25th percentile.

Recommendation: 20% MFA to base salary

Nurse Educator Administrator

The entry level of the range for Nurse Educator Administrator (step 1) is 77% of the 25th percentile. The pay grade 27/step 1 annualized rate of \$58,448 is clearly not within the competitive range with the target market. With a recommended 40% MFA, the pay grade 27/step 1 annualized rate of \$81,127 is highly competitive with the target market, at 108% of the 25th percentile. NOTE: this is a facility based job class.

Recommendation: 40% MFA to base salary

Nurse Surveyor/Complaint Coordinator

The entry level of the range for Nurse Surveyor/Complaint Coordinator (step 1) is 89% of the 25th percentile. The pay grade 27/step 1 annualized rate of \$58,448 is clearly not within the competitive range with the target market. With a recommended 20% MFA, the pay grade 27/step 1 annualized rate of \$70,138 is highly competitive with the target market, at 106% of the 25th percentile.

Recommendation: 20% MFA to base salary

Nurse Administrator II

The entry level of the range for Nurse Administrator II (step 1) is 88% of the 25th percentile. The pay grade 29/step 1 annualized rate of \$66,269 is clearly not within the competitive range with the target market. With a recommended 20% MFA, the pay grade 29/step 1 annualized rate of \$79,523 is highly competitive with the target market, at 106% of the 25th percentile.

Recommendation: 20% MFA to base salary

Public Health Nurse Administrator II

The entry level of the range for Public Health Nurse Administrator II (step 1) is 88% of the 25th percentile. The pay grade 29/step 1 annualized rate of \$66,269 is clearly not within the competitive range with the target market. With a recommended 20% MFA, the pay grade 29/step 1 annualized rate of \$79,523 is highly competitive with the target market at 106% of the 25th percentile.

Recommendation: 20% MFA to base salary

Nursing Executives

Table 22 is a summary of nursing executive job classes detailed market analysis (found in Appendix E) and recommended MFAs. See Table 23 for a visual representation of State of Vermont pay ranges as a percent of target market average by quality management/care coordination job classes. Table 24 shows these ranges with the recommended MFA.

- Nursing executives command high salaries in the private/non-profit sectors in the target market.

Table 22 – Nursing Executives – Summary of Detailed Market Analysis and Recommendations.

Job Titles	Pay Grade	Minimum Annual Rate (Step 1)	% of Target Market Average	MFA	Minimum Annual Rate with MFA (Step 1)	% of Target Market Average
Public Health Nursing Director	29	\$66,269	69%	20%	\$79,523	83%
Associate Nursing Executive	30	\$70,595	71%	50%	\$105,893	107%
State Survey Agency Nurse Director	30	\$70,595	71%	20%	\$84,714	85%
Chief Nursing Executive	31	\$75,400	56%	50%	\$113,100	84%
Nursing Operations Director	31	\$75,400	63%	20%	\$90,480	76%

Public Health Nursing Director

The entry level of the range for Public Health Nursing Director (step 1) is 69% of the 25th percentile. The pay grade 29/step 1 annualized rate of \$66,269 is clearly not within the competitive range with the target market. With a recommended 20% MFA, (step 1) the pay grade 29/step 1 annualized rate of \$79,523 is below our ideal competitive range with the target market, at 83% of the 25th percentile.

Recommendation: 20% MFA to base salary

Associate Nursing Executive

The entry level of the range for Associate Nursing Executive (step 1) is 71% of the 25th percentile. The pay grade 30/step 1 annualized rate of \$70,595 is clearly not within the competitive range with the target market. With a recommended 50% MFA, (step 1) the annualized rate of \$105,893 is highly competitive with the target market, at 107% of the 25th percentile. NOTE: this is a facility based job class.

Recommendation: 50% MFA to base salary

Table 23 – Nursing Executives Base Salary with No MFA Compared to Target Market

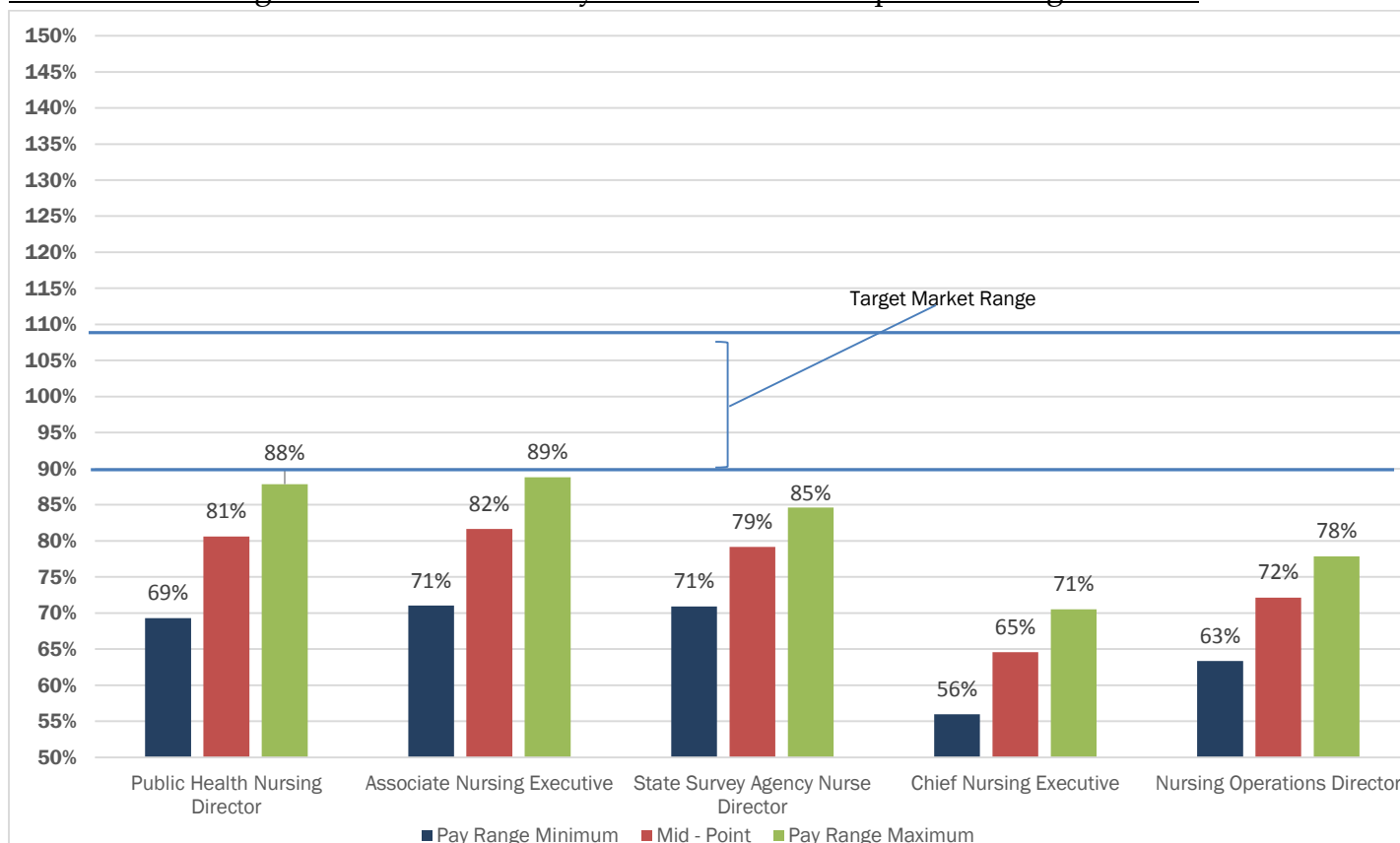
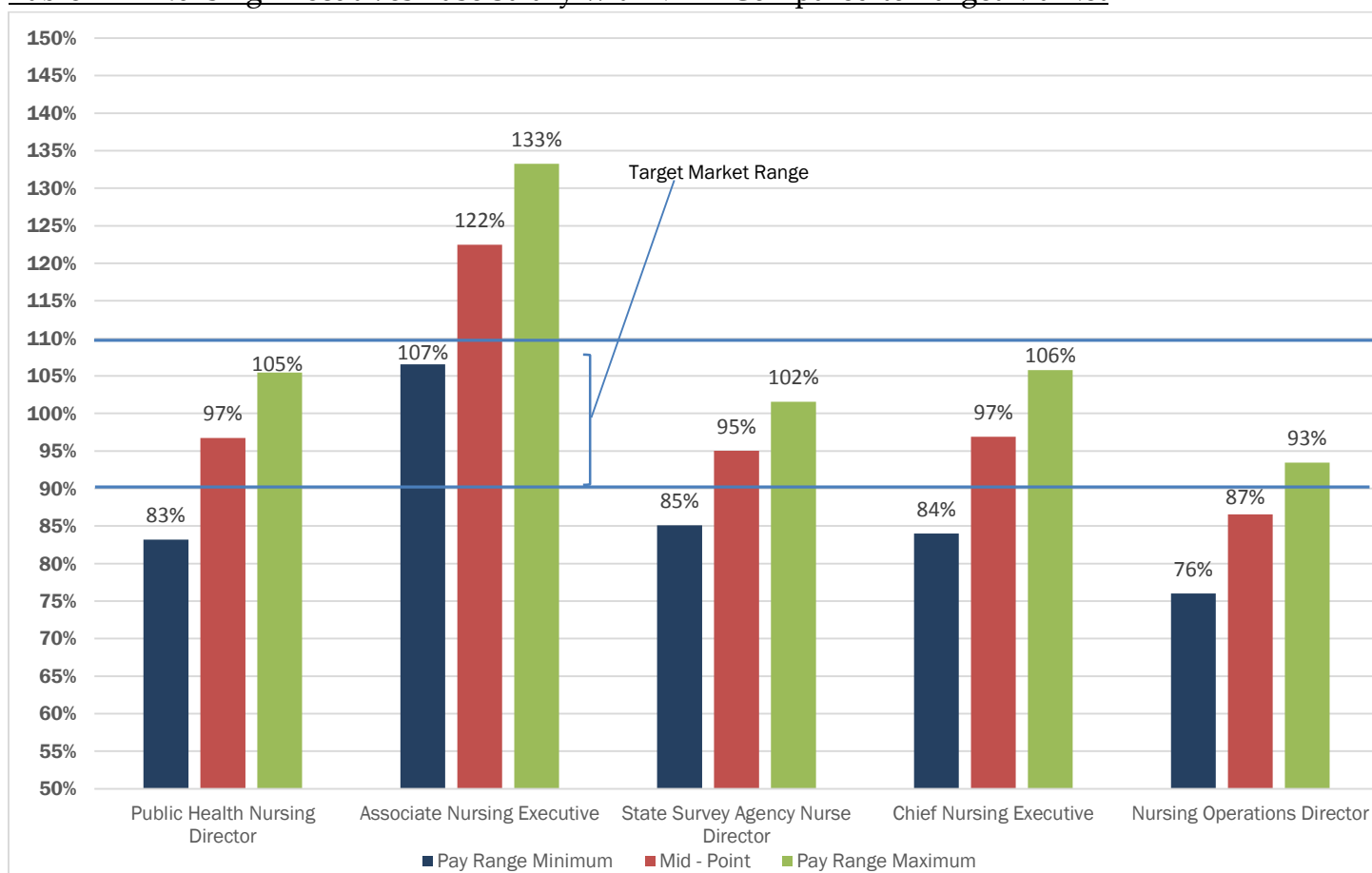


Table 24 – Nursing Executives Base Salary with MFA Compared to Target Market



State Survey Agency Nurse Director

The entry level of the range for State Survey Agency Nurse Director (step 1) is 71% of the 25th percentile. The pay grade 30/step 1 annualized rate of \$70,595 is clearly not within the competitive range with the target market. With a recommended 20% MFA, the annualized rate of \$84,714 is below our ideal competitive range with the target market, at 85% of the 25th percentile.

Recommendation: 20% MFA to base salary

Chief Nursing Executive

The entry level of the range for Chief Nursing Executive (step 1) is 56% of the 25th percentile. The pay grade 31/step 1 annualized rate of \$75,400 is clearly not within the competitive range with the target market. With a recommended 50% MFA, the pay grade 31/step 1 annualized rate of \$113,100 is below our ideal competitive range with the target market, at 84% of the 25th percentile. NOTE: this is a facility based job class.

Recommendation: 50% MFA to base salary

Nursing Operations Director

The entry level of the range for Nursing Operations Director (step 1) is 63% of the 25th percentile. The pay grade 31/step 1 annualized rate of \$75,400 is clearly not within the competitive range with the target market. With a recommended 20% MFA, the pay grade 31/step 1 annualized rate of \$90,480 is below our ideal competitive range with the target market, at 76% of the 25th percentile.

Recommendation: 20% MFA to base salary

Discussion of Nursing Executives

Recommended MFAs for nursing executive job classes are modest and for most part still do not bring the entry rate into the desired range.

Table 25 – Summary of New Nurse Titles, Pay Grade and Recommended MFAs

New Job Titles (Patient Care)	Pay Grade	Proposed MFA
Licensed Nursing Assistant	17	0%
Licensed Practical Nurse	20	0%
Registered Nurse I - Clinical Specialty Nurse	22	35%
Registered Nurse II - Clinical Specialty Nurse	23	40%
Public Health Nurse I	23	25%
Registered Nurse III - Clinical Specialty Nurse	24	40%
Public Health Nurse II	24	25%
Pediatric Nurse	24	25%
Nurse Educator	25	40%
Public Health Nurse Supervisor	25	25%
Nurse Supervisor	25	40%
Nurse Manager	26	40%

New Job Titles (Quality Management/Care Coordination)	Pay Grade	Proposed MFA
Nurse Auditor	24	30%
Nurse Surveyor	25	25%
Nurse Surveyor Supervisor	25	25%
Nurse Case Manager/Utilization Review Nurse I	25	35%
Nurse Quality Management Specialist	25	30%
Nurse Case Manager/Utilization Review Nurse II	26	35%
Nurse Quality Management Coordinator	27	30%

New Job Titles (Program Administration)	Pay Grade	Proposed MFA
Nurse Program Coordinator	25	20%
Nurse Administrator I	27	20%
Public Health Nurse Administrator I	27	20%
Nurse Educator Administrator	27	40%
Nurse Surveyor/Complaint Coordinator	27	20%
Nurse Administrator II	29	20%
Public Health Nurse Administrator II	29	20%

New Job Titles (Nursing Executives)	Pay Grade	Proposed MFA
Public Health Nursing Director	29	20%
Associate Nursing Executive	30	50%
State Survey Agency Nurse Director	30	20%
Chief Nursing Executive	31	50%
Nursing Operations Director	31	20%

MFA Flat Dollar Supplement for Certain Nurse Job Titles

- Additional compensation for working “off” shifts is a standard part of any compensation package for nurses working in a 24/7 facility.
- The compensation provided by the State for this work is significantly lower than those in our relevant market – from 17% to 38% of Market Average (See Tables 26 and 27)
- Our current rates are a significant impediment to recruitment efforts and retention. Nurse Committee members indicate that many conversations with potential applicants stop when the topic of such compensation is explained.

Recommendation

- That a MFA flat dollar rate adjustment be made to base salary. As an MFA it is tied to a job code and not to a specific shift as provided for in the CBA.
- It only applies to nurses in the following job classes:
 - Licensed Practical Nurse
 - Registered Nurse I - Clinical Specialty Nurse
 - Registered Nurse II - Clinical Specialty Nurse
 - Registered Nurse III - Clinical Specialty Nurse
 - Nurse Supervisor
- This MFA flat dollar does not apply to a nurse who may work an occasional evening/night shift on a fill-in basis.

MFA Flat Dollar MFA - LPNs

Evening: \$0.75

Night: \$1.90

MFA Flat Dollar MFA - RNs

Evening: \$1.00

Night: \$2.25

Table 26 – Market Analysis of LPN Shift Differential

Market Analysis - Shift Differential LPN					
Source	Evening	Night	Weekend	(Weekend Evening) *	(Weekend Night) *
UVMC **	\$1.90	\$3.85	\$2.30	\$4.20	\$6.15
Rutland Regional Medical Center	\$2.50	\$4.25	\$3.00	\$5.50	\$7.25
Northeastern Vermont Regional Hospital	\$1.50	\$3.00	\$1.50	\$3.00	\$4.50
Copley Hospital	\$2.25	\$4.50	\$2.25	\$4.50	\$6.75
Porter Hospital	\$3.00	\$4.00	\$2.00	\$5.00	\$6.00
State of Vermont (CBA)	\$0.85	\$1.00	\$0.40	\$1.25	\$1.40
Market Average	\$2.23	\$3.92	\$2.21	\$4.44	\$6.13
Percent of Market Average	38%	26%	18%	28%	23%
MFA Recommendation	\$0.75	\$1.90		\$0.75	\$1.90
Total Compensation (CBA + MFA)	\$1.60	\$2.90		\$2.00	\$3.30
Percent of Market Average	72%	74%		45%	54%

* Weekend rate is added to any other applicable differential

** Includes Central Vermont Medical Center

Table 27 – Market Analysis of RN Shift Differential

Market Analysis - Shift Differential RN					
Source	Evening	Night	Weekend	(Weekend Evening) *	(Weekend Night) *
UVMC **	\$2.50	\$4.75	\$2.95	\$5.45	\$7.70
Rutland Regional Medical Center	\$2.50	\$4.25	\$3.00	\$5.50	\$7.25
Northeastern Vermont Regional Hospital	\$1.50	\$3.00	\$1.50	\$3.00	\$4.50
Copley Hospital	\$2.25	\$4.50	\$2.25	\$4.50	\$6.75
Porter Hospital	\$3.00	\$4.00	\$2.00	\$5.00	\$6.00
State of Vermont (CBA)	\$0.85	\$1.00	\$0.40	\$1.25	\$1.40
Market Average	\$2.35	\$4.10	\$2.34	\$4.69	\$6.44
Percent of Market Average	36%	24%	17%	27%	22%
MFA Recommendation	\$1.00	\$2.25		\$1.00	\$2.25
Total Compensation (CBA + MFA)	\$1.85	\$3.25		\$2.25	\$3.65
Percent of Market Average	79%	79%		48%	57%

* Weekend rate is added to any other applicable differential

** Includes Central Vermont Medical Center

Appendix A – Existing Nurse Job Classes Crosswalk to New Job Classes and Pay Grades

Job Code	Title	Pay Grade	MFA	Adj. Hire Step	New Title	New Pay Grade
489000	Aging & Dis Program Supervisor	27	1.00	0	Nurse Administrator I	27
400401	Associate Director of Nursing	27	1.50	0	Associate Nursing Executive	30
462100	Care Coordination Field Direct	30	1.00	0	Nursing Operations Director	31
441600	Chief, Public Health Nursing	26	1.00	0	Public Health Nursing Director	29
406401	Child Health Prevention Coord	26	1.00	0	Public Health Nurse Administrator II	29
532800	Clinical Oper Nurse Case Mgr	25	1.00	0	Nurse Case Manager/Utilization Review Nurse I	25
465200	Clinical Ops and QA Manager	28	1.00	0	Nurse Administrator II	29
405101	CSHN Nrsg Admin AC: Newborn Sc	24	1.16	0	Public Health Nurse Administrator I	27
405100	CSHN Nrsg Admin AC: Supervisor	24	1.16	0	Nurse Supervisor	25
499510	CSHN Nurse Specialist	25	1.00	0	Nurse Program Coordinator	25
539200	Devel Dis Qual Mang Nurse Rev	25	1.00	0	Nurse Quality Management Specialist	25
400400	Director of Nursing	28	1.50	0	Chief Nursing Executive	31
401706	DMH Nurse Care Manager	25	1.30	0	Nurse Case Manager/Utilization Review Nurse I	25
472300	DVHA Clinical Oper Director	30	1.00	0	Nursing Operations Director	31
482700	Health & L T Care Fac Lic Ch	27	1.00	0	Nurse Administrator II	29
435700	Immunization Program Chief	28	1.00	0	Public Health Nurse Administrator II	29
445700	Infant & Child Health Nurse	26	1.00	0	Public Health Nurse Administrator I	27
400300	Licensed Nursing Assistant	15	1.00	0	Licensed Nursing Assistant	17
495500	Licensing & Prot Asst Div Dir	28	1.00	0	Nurse Survey Agency Nursing Director	30
142501	MCH Program & Planning Coord.	26	1.00	0	Public Health Nurse Administrator II	29
511405	MH Qual Mgt Coord AC: Nursing	24	1.30	0	Nurse Quality Management Specialist	25
499504	Nurse Case Mgr - High Risk Pre	25	1.00	0	Nurse Case Manager/Utilization Review Nurse I	25
499501	Nurse Case Mgr AC: Long Term C	24	1.00	0	Nurse Case Manager/Utilization Review Nurse I	25
406800	Nurse HV Program Administrator	25	1.00	0	Public Health Nurse Administrator I	27
441400	Nurse Surveyor	24	1.05	0	Nurse Surveyor	25
473700	Nurse Surveyor Complaint Coord	25	1.00	0	Nurse Surveyor/Complaint Coordinator	27
540800	Nurse Surveyor Field Superviso	25	1.05	0	Nurse Surveyor Supervisor	25
401700	Nursing Serv Supv AC: Gene	24	1.30	0	Nurse Supervisor	25
401702	Nursing Serv Supv AC: Nigh	24	1.30	0	Nurse Supervisor	25
401700	Nursing Services Supr	24	1.30	0	Nurse Supervisor	25
401704	Nursing Supervisor AC Nurse Ed	24	1.30	0	Nurse Educator	25
401700	Nursing Supervisor AC: General	24	1.30	0	Nurse Quality Management Specialist	25
420300	Pediatric Nurse	22	1.18	0	Pediatric Nurse	24
406402	PHN Program Spec AC: Epi	25	1.00	0	Nurse Program Coordinator	25
406403	PHN Program Spec AC:Immun	25	1.00	0	Nurse Program Coordinator	25
533300	Prog Integrity Nurse Auditor	24	1.00	0	Nurse Auditor	24
405307	Psych Nurse II Adolescent	23	1.15	7	Registered Nurse - Clinical Specialty Nurse II	23
405500	Psychiatric Nurse I	21	1.15	0	Registered Nurse - Clinical Specialty Nurse I	22
405300	Psychiatric Nurse II	23	1.15	0	Registered Nurse - Clinical Specialty Nurse II	23
405303	Psychiatric Nurse II Char Day	23	1.15	0	Registered Nurse - Clinical Specialty Nurse III	24
405303	Psychiatric Nurse II Charge	23	1.15	0	Registered Nurse - Clinical Specialty Nurse III	24

Appendix A – Existing Nurse Job Classes Crosswalk to New Job Classes (Continued)

Job Code	Title	Pay Grade	MFA	Adj. Hire Step	New Title	New Pay Grade
405300	Psychiatric Nurse II Days	23	1.15	0	Registered Nurse - Clinical Specialty Nurse II	23
406300	Public Health Nurse	24	1.00	0	Public Health Nurse II	24
406300	Public Health Nurse	24	1.00	0	Public Health Nurse I	23
406501	Public Health Nurse Supervisor	25	1.00	0	Public Health Nurse Supervisor	25
487600	Senior Nurse Case Manager	26	1.00	0	Nurse Case Manager/Utilization Review Nurse II	26
496200	VCCI Mgr for Clin Oper & Ser Q	28	1.00	0	Nurse Administrator II	29
496800	VCCI Mgr Prog Oper & Serv Qual	28	1.00	0	Nurse Administrator II	29
499500	VCCI Nurse Case Manager	25	1.00	0	Nurse Case Manager/Utilization Review Nurse I	25
499503	VCCI Senior Nurse Case Manager	26	1.00	0	Nurse Case Manager/Utilization Review Nurse II	26
405800	Veterans Home LPN	20	1.00	0	Licensed Practical Nurse	20
405700	Veterans Home Registered Nurse	22	1.28	0	Registered Nurse - Clinical Specialty Nurse II	23
401100	Vets Home Nursing Educ Spec	21	1.32	0	Nurse Educator	25
401500	Vets Home Nursing Sup	24	1.30	2	Nurse Supervisor	25
405201	VPCH Nrsng Syst Mgr AC Ed Trn	26	1.40	0	Nurse Educator Administrator	27
401705	VPCH Quality Management Dir	26	1.30	0	Nurse Quality Management Coordinator	27
400900	VVH Asst Dir of Nrsing Service	26	1.30	0	Associate Nursing Executive	30
467500	VVH Clinical Care Coord I	20	1.25	0	Nurse Manager	26
467600	VVH Clinical Care Coord II	22	1.28	0	Nurse Manager	26

Appendix B – Willis Ratings for New Nurse Job Classes

FINAL WILLIS RATINGS						
New Title	Knowledge & Skills	Mental Demands	Accountability	Working Conditions	Total	Pay Grade
Licensed Nursing Assistant	DIN 140	C3H 40	C1S 40	S3C 26	246	17
Licensed Practical Nurse	D1Y 184	D3I 61	DIS 61	S3C 26	332	20
Registered Nurse I - Clinical Specialty Nurse	E1Y 212	D4K 80	D2S 80	S3C 26	398	22
Public Health Nurse I	E1Y 212	E4K 92	D1D 92	S3B 17	413	23
Registered Nurse II - Clinical Specialty Nurse	E1Y 212	D4K 92	D2S 92	S3C 26	422	23
Nurse Auditor	E1Y 244	E4K 106	E1S 106	L1A 0	456	24
Pediatric Nurse	E1Y 244	D4K 106	D2D 106	S3B 17	473	24
Public Health Nurse II	E1Y 244	E4K 106	D2D 106	S3B 17	473	24
Registered Nurse III - Clinical Specialty Nurse	E1Y 244	D4K 106	D2D 106	S3C 26	482	24
Nurse Case Manager/Utilization Review Nurse I	E1Y 244	E4L 122	E2S 122	L2B 10	498	25
Nurse Educator	E1Y 244	E4L 122	E2S 122	L2B 10	498	25
Nurse Program Coordinator	E1Y 244	E4L 122	E2D 160	L2A 7	533	25
Nurse Quality Management Specialist	E1Y 244	E4L 122	E2S 140	L2B 10	516	25
Nurse Supervisor	E1Y 244	E4L 122	D2D 122	S3C 26	514	25
Nurse Surveyor	E1Y 244	E4L 122	E2S 122	S2B 10	498	25
Nurse Surveyor Supervisor	E1Y 244	E4L 122	E2S 140	S2B 10	516	25
Nurse Case Manager/Utilization Review Nurse II	F1Y 280	E4L 140	E2S 140	L2B 10	570	26
Nurse Manager	E1Y 244	E4L 122	E2D 160	S3C 26	552	26
Nurse Administrator I	F1Y 280	E4L 140	E3D 212	L1A 0	632	27
Nurse Educator Administrator	F1Y 280	E4L 140	E2D 160	S3C 26	606	27
Nurse Quality Management Coordinator	F1Y 280	E4L 140	E3D 212	L3B 10	642	27
Nurse Surveyor / Complaint Coordinator	F1Y 280	F4L 140	E3S 160	L2B 9	589	27
Public Health Nurse Administrator I	F1Y 280	F4L 140	E2D 184	L1A 0	604	27
Nurse Administrator II	F1Y 320	F4M 184	E3D 244	L1A 0	748	29
Public Health Nurse Administrator II	F1Y 320	F4M 184	E3D 244	L1A 0	748	29
Public Health Nursing Director	F2Y 320	F4M 184	E3D 244	L1A 0	748	29
Associate Nursing Executive	F2Y 320	F4M 184	F2D 280	L2B 10	794	30
State Survey Agency Nursing Director	F2Y 320	F4M 184	F2D 280	L1A 0	784	30
Chief Nursing Executive	F2Y 368	F4M 212	F3D 320	L1A 0	900	31
Nursing Operations Director	F2Y 368	F4M 212	F3D 320	L1A 0	900	31

Appendix C – Class Definition and Minimum Qualifications for New Nurse Job Classes

(NOTE: Job specifications are still in draft form)

Patient Care Job Classes

LICENSED NURSING ASSISTANT

Patient care and treatment work at the aide level in a long-term care setting, working an assigned shift. Work assignments are performed under the direction of a Licensed Practical Nurse and/or Registered Nurse. In-service training courses may be required.

Licensed Nursing Assistant OR in the process of obtaining Vermont State Licensure.

NOTE: Must maintain licensure as a condition of employment.

LICENSED PRACTICAL NURSE

Licensed practical nursing work involving the care and treatment of residents in a long-term care setting, working an assigned shift. Supervision is exercised over Licensed Nursing Assistants. Duties are performed under the supervision of a Registered Nurse.

Associate's degree in nursing.

Possession of (or eligible for) licensure as an LPN in Vermont.

NOTE: Must maintain licensure as a condition of employment.

REGISTERED NURSE I – CLINICAL SPECIALTY NURSE

Novice nurse providing direct patient care in a facility setting. Requires additional mentoring and oversight in the course of daily work in the specialty setting. Care and treatment may involve individuals with a variety of physical, emotional, mental and/or psychiatric disabilities.

Associate's degree in nursing OR Bachelor of Science in Nursing (BSN).

Possession of, or eligibility for, licensure as a Registered Nurse (RN) in Vermont

NOTE: Must maintain licensure as a Registered Nurse as a condition of employment.

REGISTERED NURSE II - CLINICAL SPECIALTY NURSE

This class describes the full-performance level of a Registered Nurse (RN) in a facility setting. Incumbents in this class demonstrate independent and autonomous decision making within the scope of RN practice. Fully collaborative members of the interdisciplinary team. Care and treatment may involve individuals with a variety of physical, emotional, mental and/or psychiatric disabilities.

Associate's degree in nursing OR Bachelor of Science in Nursing (BSN) AND two (2) years or more of professional nursing experience in the nursing specialty.

Possession of (or eligible for) licensure as a Registered Nurse (RN) in Vermont.

Specialty Areas:

Psychiatric

Geriatric

Pediatric

NOTE: Must maintain licensure as a Registered Nurse as a condition of employment.

REGISTERED NURSE III - CLINICAL SPECIALTY NURSE

This class describes Registered Nursing (RN) charge nurse responsibilities. Incumbents are designated charge nurses or those trained to fulfill the duties of the charge nurse role. With additional training, may serve in the capacity of Nursing Supervisor. Possess high level of clinical assessment ability and independent judgement in complex situations within the

scope of practice. Fully collaborative members of the interdisciplinary team. Care and treatment may involve individuals with a variety of physical, emotional, mental and/or psychiatric disabilities.

Associate's degree in nursing OR Bachelor of Science in Nursing (BSN) AND four (4) years or more of professional nursing experience in the nursing specialty.

Possession of (or eligible for) licensure as a Registered Nurse (RN) in Vermont.

Specialty Areas:

Psychiatric

Geriatric

Pediatric

Preferred:

Bachelor of Science in Nursing (BSN).

NOTE: Must maintain licensure as a Registered Nurse as a condition of employment.

PUBLIC HEALTH NURSE I

Assessment, analysis, education, coordination, and evaluation of services and interventions aimed at population health. Duties include health promotion and disease prevention through the use of evidence based programs and in collaboration with multiple health professionals. Particular emphasis of work is on improving public health services and programs in communities.

Associate's degree in nursing AND a bachelor's degree in a social science AND two (2) years or more of professional nursing experience.

OR

Bachelor of Science in Nursing (BSN).

OR

College senior in the final semester of a bachelor's degree in nursing (BSN) program. (Graduation from the BSN program must occur prior to hire and continued employment will be contingent on the employee passing the Nursing Licensure Exam (NCLEX).

Possession of, or eligibility for, licensure as a Registered Nurse (RN) in Vermont.

NOTE: Must maintain licensure as a Registered Nurse as a condition of employment.

PUBLIC HEALTH NURSE II

Assessment, analysis, education, coordination, and evaluation of services and interventions aimed at population health. Duties include health promotion and disease prevention through the use of evidence based programs. Particular emphasis of work is on improving public health services and programs in communities. This class is distinguished from level I by extensive coordination and collaboration with professionals and community partners in order to carry out public health initiatives and a comprehensive understanding of public health nursing practice including carrying out programs at all prevention levels with individuals, families and populations.

Associate's degree in nursing AND a bachelor's degree in social science AND five (5) years or more of professional nursing experience INCLUDING three (3) years or more in public health or community health nursing*.

OR

Bachelor of Science in Nursing (BSN) AND three (3) years or more in public health or community health nursing*.

Possession of, or eligibility for, licensure as a Registered Nurse (RN) in Vermont

NOTE: Must be competent in tier one of the Public Health Nursing Core Competencies.

*Community Health Nursing is defined as school nursing, home health nursing, home visiting nurses and community nurse health educators.

NOTE: Must maintain licensure as a Registered Nurse as a condition of employment.

PEDIATRIC NURSE

Provides assessment, implementation, evaluation and coordination of care and services to children from birth thru 19. Includes collaboration, consultation and communication with a variety of community health services to educate, inform and advocate for care. Work as member of a treatment team. Care and treatment involve individuals and families with a great variety of physical, emotional and/or mental disabilities. Supervision may be exercised over paraprofessional and nursing care personnel. Duties include health related education, care coordination, referral and follow up to individual's families and community groups, assessment and triage of health issues, referrals to physicians and administration of medications and treatments as needed. Duties are performed under the direction of a Nursing Supervisor with additional professional support from the Director of Nursing, Program Director or designee.

Associate's degree in nursing AND four (4) years or more of professional nursing experience INCLUDING three (3) years or more of experience working with a pediatric population or in community health nursing*.

OR

Bachelor of Science in Nursing (BSN) AND three (3) years or more of experience working with a pediatric population or in community health nursing.

Possession of, or eligibility for, licensure as a Registered Nurse (RN) in Vermont

*Community Health Nursing is defined as school nursing, home health nursing, home visiting nurses and community nurse health educators.

NOTE: Must maintain licensure as a Registered Nurse as a condition of employment.

NURSE EDUCATOR

Planning, administrative, educational, supervisory and evaluative work at a professional level that supports the development and implementation of education and training programs that improve patient care and enhance recruitment and retention of staff.

Associate's degree in nursing OR Bachelor of Science in Nursing (BSN) AND five (5) years or more of professional nursing experience in the nursing specialty.

OR

Master of Science in Nursing (MSN) AND three (3) years or more of professional nursing experience working in the nursing specialty.

Possession of (or eligible for) licensure as a Registered Nurse (RN) in Vermont.

NOTE: Must maintain licensure as a Registered Nurse as a condition of employment.

NURSE SUPERVISOR

Performs supervisory, advisory and clinical care functions in a facility for a population of patients during a shift. Ensures the provision of a full range of services to patients with a variety of needs. Incumbents exercise a high level of independent clinical decision making and provide leadership of clinical and non-clinical staff.

Associate's degree in nursing OR Bachelor of Science in Nursing (BSN) AND five (5) years or more of professional nursing experience in the nursing specialty INCLUDING one (1) year or more at a charge nurse level.

Possession of (or eligible for) licensure as a Registered Nurse (RN) in Vermont.

Specialty Areas:

Psychiatric

Geriatric

Pediatric

Preferred:

Bachelor of Science in Nursing (BSN).

NOTE: Must maintain licensure as a Registered Nurse as a condition of employment.

NURSE MANAGER

The nurse manager has 24/7 responsibility for the overall functioning of specified units, groups of patients, or area in a facility setting. Incumbents exercise a high degree of independent clinical decision making. The Nurse Manager is largely responsible for assuring regulatory compliance. The Manager provides direction and ensures feedback to nursing, other clinical care providers, patients, families and/or responsible parties. The incumbent is the key communicator between other managers/supervisors, nursing administration, collaborating health care professionals and other facility departments as indicated.

Associate's degree in nursing OR Bachelor of Science in Nursing (BSN) AND five (5) years or more of professional nursing experience in the nursing specialty INCLUDING one (1) year or more at a supervisory level.

Possession of (or eligible for) licensure as a Registered Nurse (RN) in Vermont.

Specialty Areas:

Psychiatric

Geriatric

Pediatric

Preferred:

Bachelor of Science in Nursing (BSN).

NOTE: Must maintain licensure as a Registered Nurse as a condition of employment.

Quality Management/Care Coordination Job Classes

NURSE AUDITOR

Investigative, clinical, analytical and consultative work at a professional level to assess and evaluate medical documentation to support medical necessity and appropriateness, which may include: inpatient and outpatient services, clinical procedures, durable medical equipment, high tech nursing services, in home care and/or case management and care coordination among service providers to support health and health outcomes for individuals with a variety of complex health conditions. Duties are in the area of program integrity and include the identification of unusual beneficiary and provider utilization patterns including procedural deficiencies in the reporting and claiming of reimbursement for services in these programs. Involves extensive interaction with other team members, clinical staff and Medicaid providers, Division Directors, State program managers, and Federal officials.

Associate's degree in nursing and four (4) years or more of professional nursing experience INCLUDING two (2) or more years of experience in an acute care hospital, health insurance carrier, or within a community health setting.

OR

Bachelor of Science in Nursing (BSN) and three (3) or more years of professional nursing experience in an acute care hospital, health insurance carrier, or within a community health setting.

Possession of (or eligible for) licensure as a Registered Nurse (RN) in Vermont.

NOTE: Must maintain licensure as a Registered Nurse as a condition of employment.

NURSE SURVEYOR

Specialized nursing work at a professional level involving surveys of facilities and organizations providing nursing care and/or supportive services. Duties include the assessment of nursing and medical care, quality of life, medication administration, and environment. Duties also include complaint investigations. The incumbent will act as a team leader for large facility reviews.

Associate's degree in nursing AND four (4) years or more of professional nursing experience

OR

Bachelor of Science in Nursing (BSN) AND three (3) years or more of professional nursing experience.

Possession of, or eligibility for, licensure as a Registered Nurse (RN) in Vermont

Preferred:

Bachelor of Science in Nursing (BSN)

QA/QI experience.

NOTE: Must maintain licensure as a Registered Nurse as a condition of employment.

NURSE SURVEYOR SUPERVISOR

Specialized nursing work at a professional level involving surveys of facilities and organizations providing nursing care and/or supportive services. Duties include the assessment of nursing and medical care, quality of life, medication administration, and environment. Duties also include complaint investigations. The incumbent will act as a supervisor to other nurse surveyors.

Associate's degree in nursing AND four (4) years or more of professional nursing experience

OR

Bachelor of Science in Nursing (BSN) AND three (3) years or more of professional nursing experience

Possession of, or eligibility for, licensure as a Registered Nurse (RN) in Vermont

Preferred:

Bachelor of Science in Nursing (BSN)

QA/QI experience.

NOTE: Must maintain licensure as a Registered Nurse as a condition of employment.

NOTE: Surveyor Minimum Qualifications Test (SMQT) certification is required within one year of hire.

NURSE CASE MANAGER/UTILIZATION REVIEW NURSE I

Specialized nursing work at a professional level assessing, evaluating, documenting and/or authorizing clinical service delivery. Areas may include: inpatient and outpatient services, Skilled Nursing Minimum Data Set (MDS), clinical procedures, durable medical equipment, high tech nursing services, in home care and/or holistic clinical case management, to support health and health outcomes and payment for services for individuals with a variety of complex health conditions. Setting is based upon agency of hire and may include office, facility or field based work. Individual reports to nurse supervisor, manager and/or director and works closely with the Medical Director.

Associate's degree in nursing AND five (5) years or more of professional nursing experience in an acute hospital setting, long term care, health insurance carrier, or within a community health/public health setting.

OR

Bachelor of Science in Nursing (BSN) AND three (3) years or more of professional nursing experience in an acute hospital setting, long term care, health insurance carrier, or within a community health/public health setting.

Possession of (or eligible for) licensure as a Registered Nurse (RN) in Vermont.

Preferred:

Prior experience as a nurse case manager or utilization management.

Certification in case management and/or Skilled Nursing Minimum Data Set (MDS) (for some positions).

NOTE: Must maintain licensure as a Registered Nurse as a condition of employment.

NURSE CASE MANAGER/UTILIZATION REVIEW NURSE II

Specialized nursing work at a professional level assessing, evaluating, documenting and/or authorizing clinical service delivery. Areas may include: inpatient and outpatient services, Skilled Nursing Minimum Data Set (MDS), clinical procedures, durable medical equipment, high tech nursing services, in home care and/or holistic clinical case management, to support health and health outcomes and payment for services for individuals with a variety of complex health conditions. Setting is based upon agency of hire and may include office, facility or field based work. Individual reports to nurse supervisor, manager and/or director and works closely with the Medical Director.

Associate's degree in nursing AND five (5) years or more of professional nursing experience in an acute hospital setting, long term care, health insurance carrier, or within a community health/public health setting.

OR

Bachelor of Science in Nursing (BSN) AND three (3) years or more of professional nursing experience in an acute hospital setting, long term care, health insurance carrier, or within a community health/public health setting.

Possession of (or eligible for) licensure as a Registered Nurse (RN) in Vermont.

Preferred:

Prior experience as a nurse case manager or utilization management.

Certification in case management and/or Skilled Nursing Minimum Data Set (MDS) (for some positions).

NOTE: Must maintain licensure as a Registered Nurse as a condition of employment.

NURSE QUALITY MANAGEMENT SPECIALIST

Specialized nursing work at a professional level involving highly advanced and comprehensive nursing administrative, consultative, technical and planning work. The class is responsible to provide responsive, high quality collaboration and well-coordinated services for the consumers and individuals served. Duties are performed under the general supervision of the Quality Management Team Supervisor, Administrator and/or Director. All employees of the Agency of Human Services perform their respective functions adhering to four key practices: customer service, holistic service, strengths-based relationships and results orientation.

Associate's degree in nursing OR Bachelor of Science in Nursing (BSN) AND five (5) years or more of professional nursing experience INCLUDING two (2) year or more of in the specialty area.

Possession of (or eligible for) licensure as a Registered Nurse (RN) in Vermont.

Preferred:

QA/QI experience.

NOTE: Must maintain licensure as a Registered Nurse as a condition of employment.

NURSE QUALITY MANAGEMENT COORDINATOR

Administrative and policy development work for the Vermont Psychiatric Care Hospital involving the management and implementation of ongoing, hospital-wide, data driven quality assessment and performance improvement program. Develop and maintain systems which will ensure successful program design and quality delivery of services. Duties include representing the hospital as primary point of contact with surveyors and other representatives of state and federal regulatory agencies. Develop plans of correction in response to regulatory findings; oversee corrections, track and communicate results. Reports directly to Chief Executive Officer. Majority of work is independently determined based on review and analysis of current trends, hospital processes and events, and interactions with regulatory agencies. Specific projects as assigned by hospital CEO.

Associate's degree in nursing OR Bachelor of Science in Nursing (BSN) AND five (5) years or more of professional nursing experience including quality management.

Possession of (or eligible for) licensure as a Registered Nurse (RN) in Vermont.

Preferred:

Acute psychiatric inpatient nursing experience.

NOTE: Must maintain licensure as a Registered Nurse as a condition of employment.

Program Administration Job Classes

NURSE PROGRAM COORDINATOR

Implementation and evaluation of program operations including direction of specialty services. Duties include providing consultation and technical assistance on issues and health intervention strategies. Responsible for the development and implementation of trainings and education materials, the collaboration and input into policy development, and providing guidance and specialty information to a variety of health professionals. Duties may include grant management and collaborative research related to health issues. Duties include the use of knowledge in specialty area to participate in planning and implementation of department programs and initiatives. May supervise nursing and non-nursing staff. Individuals in this job class collaborate with and report to the Administrator, Director of Nursing or Program Director.

Bachelor of Science in Nursing (BSN) AND four (4) years or more of professional nursing experience working in public health or community health*.

Possession of, or eligibility for, licensure as a Registered Nurse (RN) in Vermont

*Community Health Nursing is defined as school nursing, home health nursing, home visiting nurses and community nurse health educators.

NOTE: Must maintain licensure as a Registered Nurse as a condition of employment.

NURSE ADMINISTRATOR I

Administration, management, supervisory and quality oversight of program development, implementation and evaluation. Regulation and licensure of state and federal certified health care facilities. Duties include policy administration; to include State and Federal Regulations, development of management and clinical systems, and fiscal oversight including management of budget, grants and contracts. Duties performed include extensive coordination and collaboration with internal and external partners, supervision and support of professional nursing staff, technical and non-nursing staff.

Associate's degree in nursing OR Bachelor of Science in Nursing (BSN) AND five (5) years or more of professional nursing experience.

OR

Master of Science in Nursing (MSN) AND three (3) years or more of professional nursing experience.

Possession of (or eligible for) licensure as a Registered Nurse (RN) in Vermont.

NOTE: Must maintain licensure as a Registered Nurse as a condition of employment.

NURSE ADMINISTRATOR II

Administration, management, supervisory and quality oversight of program development, implementation and evaluation. Regulation and licensure of state and federal certified health care facilities. Duties include policy administration; to include State and Federal Regulations, development of management and clinical systems, and fiscal oversight including management of budget, grants and contracts. Duties performed include extensive coordination and collaboration with internal and external partners, supervision and support of professional nursing staff, technical and non-nursing staff.

Associate's degree in nursing OR Bachelor of Science in Nursing (BSN) AND eight (8) years or more of professional nursing experience INCLUDING three (3) years of administrative or supervisory experience.

OR

Master of Science in Nursing (MSN) AND five (5) years or more of professional nursing experience INCLUDING three (3) years of administrative or supervisory experience.

Possession of (or eligible for) licensure as a Registered Nurse (RN) in Vermont.

NOTE: Must maintain licensure as a Registered Nurse as a condition of employment.

PUBLIC HEALTH NURSE ADMINISTRATOR I

Management of public health nursing program development, administration and evaluation. Duties include policy administration, development of management and clinical systems to provide a framework for population based care, and fiscal oversight including management of budget, grants and contracts. Duties performed include extensive coordination and collaboration with internal and external partners. Duties may include supervision and support of nursing and non-nursing staff

Bachelor of Science in Nursing (BSN) AND five (5) years or more of professional nursing experience working in public health, community health* or specialty area.

OR

Master of Science in Nursing (MSN) AND three (3) years or more of professional nursing experience working in public health, community health* or specialty area.

Possession of, or eligibility for, licensure as a Registered Nurse (RN) in Vermont

*Community Health Nursing is defined as school nursing, home health nursing, home visiting nurses and community nurse health educators.

NOTE: Must maintain licensure as a Registered Nurse as a condition of employment.

PUBLIC HEALTH NURSE ADMINISTRATOR II

Management of public health program development, administration and evaluation. Duties include policy administration, development of management and clinical systems to provide a framework for population based care, and fiscal oversight including management of budget, grants and contracts. Duties performed include extensive coordination and collaboration with internal and external partners and representation and advocacy for the program to general public, community leaders, state policy administrators, elected officials, and federal administrators. Duties include supervision and support of nursing and non-nursing staff.

Associate's degree in nursing OR Bachelor of Science in Nursing (BSN) AND eight (8) years or more of professional nursing experience working in public health, community health* or specialty area INCLUDING three (3) years of administrative or supervisory experience.

OR

Master of Science in Nursing (MSN) AND five (5) years or more of professional nursing experience working in public health, community health* or specialty area INCLUDING three (3) years of administrative or supervisory experience.

Possession of, or eligibility for, licensure as a Registered Nurse (RN) in Vermont

*Community Health Nursing is defined as school nursing, home health nursing, home visiting nurses and community nurse health educators.

NOTE: Must maintain licensure as a Registered Nurse as a condition of employment.

Possession of, or eligibility for, licensure as a Registered Nurse (RN) in Vermont

*Community Health Nursing is defined as school nursing, home health nursing, home visiting nurses and community nurse health educators.

NURSE EDUCATOR ADMINISTRATOR

Planning, administrative, educational, supervisory and evaluative work at a professional level that supports the development and implementation of education and training programs that improve patient care and enhance recruitment and retention of staff. Position is a key component of VPCH Nursing Administration and an essential component of hospital leadership. Is responsible for complex projects and initiatives related to improving nursing practice and workforce development.

Master of Science in Nursing (MSN) AND five (5) years or more of professional nursing experience working in an inpatient psychiatric nursing setting.

Possession of (or eligible for) licensure as a Registered Nurse (RN) in Vermont.

NOTE: Must maintain licensure as a Registered Nurse as a condition of employment.

NURSE SURVEYOR/COMPLAINT COORDINATOR

Specialized nursing work at a professional level involving the administration and oversight of the State Survey Agency Complaint Program. Oversight of the Complaint Unit Quality Plan to assure that federal and state mandates are met. Duties include screening and triage of reports of regulatory non-compliance, complaints against facilities, and reports of potential abuse to determine if an onsite or offsite investigation is warranted. Duties may also include onsite and offsite complaint investigations.

SMQT (Surveyor Minimum Qualification Test) Certification AND two (2) years or more as a Nurse Surveyor.

Possession of (or eligible for) licensure as a Registered Nurse (RN) in Vermont.

NOTE: Must maintain licensure as a Registered Nurse as a condition of employment.

Nursing Executive Job Classes

PUBLIC HEALTH NURSING DIRECTOR

Executive functions including policy making, program planning and administrative responsibility including visionary leadership. Responsibility for nursing services provided within the department. Duties include integration of work to assure adherence to nursing scope and standards of practice, workforce development, quality control, quality assurance and quality improvement measures and evaluation of quality outcomes. Development of managerial and clinical systems and operations that provide a framework for the delivery of nursing and select non-nursing services. Planning, organizing, developing, and directing services in accordance with current federal and state regulations, professional standards and applicable policies, procedures and guidelines. Duties include coordination of department or Agency wide initiatives and development of partnerships at the community, state and federal levels. Duties may involve direct supervision of nursing and non-nursing staff. Duties may also include development and management of grants contracts and budgets.

Associate's degree in nursing OR Bachelor of Science in Nursing (BSN) AND eight (8) years or more of professional public health nursing experience (three (3) years may have been in Community Health Nursing*) INCLUDING three (3) years of administrative or supervisory experience.

OR

Master of Science in Nursing (MSN) AND five (5) years or more of professional nursing experience (three (3) years may have been in Community Health Nursing*) INCLUDING three (3) years of administrative or supervisory experience.

Possession of (or eligible for) licensure as a Registered Nurse (RN) in Vermont.

NOTE: Must maintain licensure as a Registered Nurse as a condition of employment.

*Community Health Nursing is defined as school nursing, home health nursing, home visiting nurses and community nurse health educators.

ASSOCIATE NURSING DIRECTOR

Perform executive and high-level management functions including policy development, program planning and administrative responsibilities utilizing visionary leadership. Conducts day-to-day oversight of quality of nursing services provided within the department and facility. Plans, organizes, develops, and directs services in accordance with current federal and state regulations, professional standards and applicable policies, procedures and guidelines. This individual has significant involvement in regulatory compliance, continued certification of the facility and development of managerial and clinical systems, processes and operations that provide a framework for the delivery of nursing and select non-nursing services. This position reports directly to the Chief Nursing Executive.

Associate's degree in nursing OR Bachelor of Science in Nursing (BSN) AND eight (8) years or more of professional nursing experience in the nursing specialty INCLUDING three (3) years of administrative or supervisory experience.

OR

Master of Science in Nursing (MSN) AND five (5) years or more of professional nursing experience in the nursing specialty INCLUDING three (3) years of administrative or supervisory experience.

Possession of (or eligible for) licensure as a Registered Nurse (RN) in Vermont.

NOTE: Must maintain licensure as a Registered Nurse as a condition of employment.

Possession of (or eligible for) licensure as a Registered Nurse (RN) in Vermont.

NOTE: Must maintain licensure at all times during your employment with the State of Vermont in the capacity as a Registered Nurse.

STATE SURVEY AGENCY NURSE DIRECTOR

Executive functions including policy making, program planning and administrative responsibility including visionary leadership. Responsibility for nursing survey services provided within the department for regulatory oversight of health care providers and suppliers. Has regulatory and / or licensure and certification oversight responsibilities of nursing homes, hospitals, home health agencies, and other health and long term care providers across the State. Duties include integration of work to assure adherence to nursing scope and standards of practice, workforce development, and quality control, quality assurance and quality improvement measures and evaluation of quality outcomes for the state survey agency. Work includes; extensive collaboration with Federal, Professional, Management and Executive personnel; advocacy groups, interested parties and involvement with the State Legislature.

Associate's degree in nursing OR Bachelor of Science in Nursing (BSN) AND eight (8) years or more of professional nursing experience INCLUDING three (3) years of administrative or supervisory experience.

OR

Master of Science in Nursing (MSN) AND five (5) years or more of professional nursing experience INCLUDING three (3) years of administrative or supervisory experience.

Possession of (or eligible for) licensure as a Registered Nurse (RN) in Vermont.

Requires SMQT (Surveyor Minimum Qualification Test) Certification.

NOTE: Must maintain licensure as a Registered Nurse as a condition of employment.

CHIEF NURSING EXECUTIVE

Perform executive and high-level management functions including policy development, program planning and administrative responsibilities utilizing visionary leadership. Has overall responsibility to ensure safe direct staffing levels and correct mix of registered nurses and assistive nursing personnel 24/7 for an acute inpatient Level I hospital (Vermont Psychiatric Care Hospital). Ensures ongoing development and implementation of systems which support managerial and clinical systems and operations which provide the framework for excellent nursing care. Plans, organizes, develops, and directs services in accordance with current federal and state regulations, professional standards and applicable policies, procedures and guidelines. This individual has significant involvement in regulatory compliance, continued certification of the facility and development of managerial and clinical systems, processes and operations that provide a framework for the delivery of nursing and select non-nursing services. This position reports directly to the Chief Executive Officer.

Associate's degree in nursing OR Bachelor of Science in Nursing (BSN) AND eight (8) years or more of professional nursing experience INCLUDING three (3) years or more in an administrative or supervisory capacity in a hospital or other health care facility.

OR

Master of Science in Nursing (MSN) AND five (5) years or more of professional nursing experience INCLUDING three (3) years or more in an administrative or supervisory capacity in a hospital or other health care facility.

Possession of (or eligible for) licensure as a Registered Nurse (RN) in Vermont.

NOTE: Must maintain licensure as a Registered Nurse as a condition of employment.

Preferred:

Management nursing experience in inpatient acute psychiatric facility.

NURSING OPERATIONS DIRECTOR

Executive functions including policy making, program planning and administrative responsibility including visionary leadership. Responsibility for nursing services provided within the department. May have regulatory and/or licensure and certification oversight responsibilities of nursing homes, hospitals, home health agencies, and other health and long term care providers across the State. Duties include integration of work to assure adherence to nursing scope and standards of practice, workforce development, and quality control, quality assurance and quality improvement measures and evaluation of quality outcomes. Development of managerial and clinical systems and operations that provide a framework for the delivery of nursing and select non-nursing services.

Associate's degree in nursing OR Bachelor of Science in Nursing (BSN) AND eight (8) years or more of professional nursing experience INCLUDING three (3) years or more in an administrative or supervisory capacity in a hospital or other health care facility.

OR

Master of Science in Nursing (MSN) AND five (5) years or more of professional nursing experience INCLUDING three (3) years or more in an administrative or supervisory capacity in a hospital or other health care facility.

Possession of (or eligible for) licensure as a Registered Nurse (RN) in Vermont.

NOTE: Must maintain licensure as a Registered Nurse as a condition of employment.

Appendix D – Existing Nurse Job Classes Crosswalk to New Job Classes, Pay Grades and MFAs

Job Code	Title	Pay Grade	MFA	Adj. Hire Step	New Title	New Pay Grade	New MFA
489000	Aging & Dis Program Supervisor	27	1.00	0	Nurse Administrator I	27	1.20
400401	Associate Director of Nursing	27	1.50	0	Associate Nursing Executive	30	1.50
462100	Care Coordination Field Direct	30	1.00	0	Nursing Operations Director	31	1.20
441600	Chief, Public Health Nursing	26	1.00	0	Public Health Nursing Director	29	1.20
406401	Child Health Prevention Coord	26	1.00	0	Public Health Nurse Administrator II	29	1.20
532800	Clinical Oper Nurse Case Mgr	25	1.00	0	Nurse Case Manager/Utilization Review Nurse I	25	1.35
465200	Clinical Ops and QA Manager	28	1.00	0	Nurse Administrator II	29	1.20
405101	CSHN Nrsg Admin AC: Newborn	24	1.16	0	Public Health Nurse Administrator I	27	1.20
405100	CSHN Nrsg Admin AC: Supervisor	24	1.16	0	Nurse Supervisor	25	1.40
499510	CSHN Nurse Specialist	25	1.00	0	Nurse Program Coordinator	25	1.20
539200	Devel Dis Qual Mang Nurse Rev	25	1.00	0	Nurse Quality Management Specialist	25	1.30
400400	Director of Nursing	28	1.50	0	Chief Nursing Executive	31	1.50
401706	DMH Nurse Care Manager	25	1.30	0	Nurse Case Manager/Utilization Review Nurse I	25	1.35
472300	DVHA Clinical Oper Director	30	1.00	0	Nursing Operations Director	31	1.20
482700	Health & L T Care Fac Lic Ch	27	1.00	0	Nurse Administrator II	29	1.20
435700	Immunization Program Chief	28	1.00	0	Public Health Nurse Administrator II	29	1.20
445700	Infant & Child Health Nurse	26	1.00	0	Public Health Nurse Administrator I	27	1.20
400300	Licensed Nursing Assistant	15	1.00	0	Licensed Nursing Assistant	17	1.00
495500	Licensing & Prot Asst Div Dir	28	1.00	0	Nurse Survey Agency Nursing Director	30	1.20
142501	MCH Program & Planning Coord.	26	1.00	0	Public Health Nurse Administrator II	29	1.20
511405	MH Qual Mgt Coord AC: Nursing	24	1.30	0	Nurse Quality Management Specialist	25	1.30
499504	Nurse Case Mgr - High Risk Pre	25	1.00	0	Nurse Case Manager/Utilization Review Nurse I	25	1.35
499501	Nurse Case Mgr AC: Long Term C	24	1.00	0	Nurse Case Manager/Utilization Review Nurse I	25	1.35
406800	Nurse HV Program Administrator	25	1.00	0	Public Health Nurse Administrator I	27	1.20
441400	Nurse Surveyor	24	1.05	0	Nurse Surveyor	25	1.25
473700	Nurse Surveyor Complaint Coord	25	1.00	0	Nurse Surveyor/Complaint Coordinator	27	1.20
540800	Nurse Surveyor Field Superviso	25	1.05	0	Nurse Surveyor Supervisor	25	1.25
401700	Nursing Serv Supv AC: Gene	24	1.30	0	Nurse Supervisor	25	1.40
401702	Nursing Serv Supv AC: Nigh	24	1.30	0	Nurse Supervisor	25	1.40
401700	Nursing Services Supr	24	1.30	0	Nurse Supervisor	25	1.40
401704	Nursing Supervisor AC Nurse Ed	24	1.30	0	Nurse Educator	25	1.40
401700	Nursing Supervisor AC: General	24	1.30	0	Nurse Quality Management Specialist	25	1.30
420300	Pediatric Nurse	22	1.18	0	Pediatric Nurse	24	1.25
406402	PHN Program Spec AC: Epi	25	1.00	0	Nurse Program Coordinator	25	1.20
406403	PHN Program Spec AC:Immun	25	1.00	0	Nurse Program Coordinator	25	1.20
533300	Prog Integrity Nurse Auditor	24	1.00	0	Nurse Auditor	24	1.30
405307	Psych Nurse II Adolescent	23	1.15	7	Registered Nurse - Clinical Specialty Nurse II	23	1.40
405500	Psychiatric Nurse I	21	1.15	0	Registered Nurse - Clinical Specialty Nurse I	22	1.35
405300	Psychiatric Nurse II	23	1.15	0	Registered Nurse - Clinical Specialty Nurse II	23	1.40
405303	Psychiatric Nurse II Char Day	23	1.15	0	Registered Nurse - Clinical Specialty Nurse III	24	1.40
405303	Psychiatric Nurse II Charge	23	1.15	0	Registered Nurse - Clinical Specialty Nurse III	24	1.40

Appendix D – Existing Nurse Job Classes Crosswalk to New Job Classes, Pay Grades and MFAs

Job Code	Title	Pay Grade	MFA	Adj. Hire Step	New Title	New Pay Grade	New MFA
405300	Psychiatric Nurse II Days	23	1.15	0	Registered Nurse - Clinical Specialty Nurse II	23	1.40
406300	Public Health Nurse	24	1.00	0	Public Health Nurse II	24	1.25
406300	Public Health Nurse	24	1.00	0	Public Health Nurse I	23	1.25
406501	Public Health Nurse Supervisor	25	1.00	0	Public Health Nurse Supervisor	25	1.25
487600	Senior Nurse Case Manager	26	1.00	0	Nurse Case Manager/Utilization Review Nurse II	26	1.35
496200	VCCI Mgr for Clin Oper & Ser Q	28	1.00	0	Nurse Administrator II	29	1.20
496800	VCCI Mgr Prog Oper & Serv Qual	28	1.00	0	Nurse Administrator II	29	1.20
499500	VCCI Nurse Case Manager	25	1.00	0	Nurse Case Manager/Utilization Review Nurse I	25	1.35
499503	VCCI Senior Nurse Case Manager	26	1.00	0	Nurse Case Manager/Utilization Review Nurse II	26	1.35
405800	Veterans Home LPN	20	1.00	0	Licensed Practical Nurse	20	1.00
405700	Veterans Home Registered Nurse	22	1.28	0	Registered Nurse - Clinical Specialty Nurse II	23	1.40
401100	Vets Home Nursing Educ Spec	21	1.32	0	Nurse Educator	25	1.40
401500	Vets Home Nursing Sup	24	1.30	2	Nurse Supervisor	25	1.40
405201	VPCH Nrsng Syst Mgr AC Ed Trn	26	1.40	0	Nurse Educator Administrator	27	1.40
401705	VPCH Quality Management Dir	26	1.30	0	Nurse Quality Management Coordinator	27	1.30
400900	VVH Asst Dir of Nrsing Service	26	1.30	0	Associate Nursing Executive	30	1.50
467500	VVH Clinical Care Coord I	20	1.25	0	Nurse Manager	26	1.40
467600	VVH Clinical Care Coord II	22	1.28	0	Nurse Manager	26	1.40

Appendix E – Detailed Market Analysis by New Job Class

Appendix E - Detailed Market Analysis

Detailed Market Analysis						
Licensed Nursing Assistant						
			Pay Range - Base Salary			
Source	Matching Job Titles	Grade	Minimum Annual (25th)	Midpoint Annual (50th)	Maximum Annual (75th)	Range
NHHA/VAHHS Salary Report *	Licensed Nursing Aide (LNA)		\$25,112	\$30,227	\$37,489	49%
Pay Scale *	Nurse Assistant		\$25,117	\$27,327	\$32,337	29%
ERI (U.S.)	Nurse Aide		\$28,257	\$30,010	\$32,290	14%
ERI (Vermont) *	Nurse Aide		\$27,770	\$29,448	\$31,758	14%
State of New Hampshire	Licensed Nursing Assistant I		\$32,240	\$37,107	\$41,974	30%
State of Maine	No Match					
State of Rhode Island	Certified Nursing Assistant		\$34,907	\$36,352	\$37,796	8%
State of Vermont	Licensed Nursing Assistant	17	\$33,218	\$42,307	\$51,397	55%
Total Market Average			\$28,901	\$31,745	\$35,607	23%
Percent of Total Market Average			115%	133%	144%	
Target Market Average *			\$26,000	\$29,001	\$33,861	30%
Percent of Target Market Average			128%	146%	152%	
MFA Recommendation						
1.00			\$33,218	\$42,307	\$51,397	55%
Percent of Target Market Average			128%	146%	152%	

Appendix E - Detailed Market Analysis

Detailed Market Analysis						
Licensed Practical Nurse						
			Pay Range - Base Salary			
Source	Matching Job Titles	Grade	Minimum Annual (25th)	Midpoint Annual (50th)	Maximum Annual (75th)	Range
NHHA/VAHHS Salary Report *	LPN		\$43,215	\$49,130	\$53,277	23%
Pay Scale	Licensed Practical Nurse (LPN)		\$34,605	\$38,599	\$47,592	38%
ERI (U.S.)	Nurse Licensed Practical		\$43,486	\$46,448	\$50,298	16%
ERI (Vermont) *	Nurse Licensed Practical		\$42,233	\$44,970	\$48,645	15%
State of New Hampshire	Licensed Practical Nurse I		\$42,099	\$48,963	\$55,827	33%
State of Maine	Licensed Parctical Nurse		\$31,470	\$35,922	\$40,373	28%
State of Rhode Island	Licensed Practical Nurse		\$37,982	\$39,796	\$41,610	10%
State of Vermont	Licensed Practical Nurse	20	\$38,917	\$49,681	\$60,445	55%
Total Market Average			\$39,299	\$43,404	\$48,232	23%
Percent of Total Market Average			99%	114%	125%	27%
Target Market Average *			\$42,724	\$47,050	\$50,961	19%
Percent of Target Market Average			91%	106%	119%	
MFA Recommendation						
1.00			\$38,917	\$49,681	\$60,445	55%
Percent of Target Market Average			91%	106%	119%	

Appendix E - Detailed Market Analysis

Detailed Market Analysis						
Registered Nurse I - Clinical Specialty Nurse						
			Pay Range - Base Salary			
Source	Matching Job Titles	Grade	Minimum Annual (25th)	Midpoint Annual (50th)	Maximum Annual (75th)	Range
NHHA/VAHHS Salary Report *	Staff RN		\$49,635	\$65,906	\$84,556	70%
Pay Scale	Registered Nurse (1-2 yrs.)		\$47,790	\$52,272	\$61,449	29%
Pay Scale	Psychiatric Nurse (RN) (1-2 yrs)		\$47,528	\$51,970	\$62,079	31%
ERI (U.S.)	Registered Nurse (Level 1)		\$58,561	\$62,906	\$68,554	17%
ERI (Vermont) *	Registered Nurse (Level 1)		\$56,263	\$60,578	\$66,227	18%
ERI (U.S.)	Psychiatric Nurse (Level 1)		\$55,694	\$59,486	\$64,417	16%
ERI (Vermont) *	Psychiatric Nurse (Level 1)		\$53,483	\$57,206	\$62,090	16%
ERI (U.S.)	Gerontology Nurse (Level 1)		\$54,230	\$57,922	\$62,723	16%
ERI (Vermont) *	Gerontology Nurse (Level 1)		\$52,065	\$55,666	\$60,400	16%
State of New Hampshire	Registered Nurse I		\$47,382	\$55,214	\$63,045	33%
State of Maine	Nurse I		\$49,026	\$66,040	\$83,054	69%
State of Rhode Island	Registered Nurse A		\$58,435	\$69,982	\$81,529	40%
State of Vermont	RN I - Clinical Speciality Nurse	22	\$43,410	\$55,588	\$67,766	56%
Total Market Average			\$52,508	\$59,596	\$68,344	30%
Percent of Total Market Average			83%	93%	99%	20%
Target Market Average *			\$52,861	\$59,839	\$68,318	29%
Percent of Target Market Average			82%	93%	99%	21%
MFA Recommendation						
1.35			\$58,603	\$75,044	\$91,485	56%
Percent of Target Market Average			111%	125%	134%	

Appendix E - Detailed Market Analysis

Detailed Market Analysis						
Registered Nurse II - Clinical Specialty Nurse						
		Pay Range - Base Salary				
Source	Matching Job Titles	Grade	Minimum Annual (25th)	Midpoint Annual (50th)	Maximum Annual (75th)	Range
NHHA/VAHHS Salary Report *	Staff RN		\$52,056	\$67,106	\$82,914	59%
Pay Scale	Registered Nurse (3-5 yrs)		\$51,616	\$56,616	\$66,761	29%
Pay Scale	Psychiatric Nurse (RN) (3-5 yrs)		\$50,872	\$55,662	\$66,561	31%
ERI (U.S.)	Registered Nurse		\$69,021	\$74,141	\$80,799	17%
ERI (Vermont) *	Registered Nurse		\$66,639	\$71,917	\$78,773	18%
ERI (U.S.)	Psychiatric Nurse		\$66,265	\$70,777	\$76,644	16%
ERI (Vermont) *	Psychiatric Nurse		\$63,881	\$68,485	\$74,471	17%
ERI (U.S.)	Gerontology Nurse		\$64,524	\$68,918	\$74,630	16%
ERI (Vermont) *	Gerontology Nurse		\$62,138	\$66,592	\$72,391	17%
State of New Hampshire	Registered Nurse III		\$55,827	\$65,624	\$75,421	35%
State of Maine	Nurse II		\$51,480	\$57,356	\$63,232	23%
State of Rhode Island	Registered Nurse B		\$60,081	\$71,703	\$83,325	39%
State of Vermont	RN II - Clinical Speciality Nurse	23	\$45,947	\$58,854	\$71,760	56%
Total Market Average			\$59,533	\$66,241	\$74,660	25%
Percent of Total Market Average			77%	89%	96%	25%
Target Market Average *			\$61,178	\$68,525	\$77,137	26%
Percent of Target Market Average			75%	86%	93%	
MFA Recommendation						
1.40			\$64,326	\$82,395	\$100,464	56%
Percent of Target Market Average			105%	120%	130%	

Appendix E - Detailed Market Analysis

Detailed Market Analysis						
Registered Nurse III - Clinical Specialty Nurse						
			Pay Range - Base Salary			
Source	Matching Job Titles	Grade	Minimum Annual (25th)	Midpoint Annual (50th)	Maximum Annual (75th)	Range
NHHA/VAHHS Salary Report *	Staff RN (Adj)		\$65,906	\$75,231	\$84,556	28%
Pay Scale *	Charge Nurse		\$52,249	\$57,271	\$68,364	31%
ERI (U.S.)	Nursing Shift Supervisor (Charge Nurse)		\$74,806	\$80,445	\$88,155	18%
ERI (Vermont) *	Nursing Shift Supervisor (Charge Nurse)		\$72,627	\$78,102	\$85,587	18%
State of New Hampshire	Nurse Specialist		\$60,798	\$71,552	\$82,306	35%
State of Maine	Nurse III		\$54,392	\$60,892	\$67,392	24%
State of Rhode Island	Registered Nurse B		\$60,081	\$71,703	\$83,325	39%
State of Vermont	RN III - Clinical Speciality Nurse	24	\$48,714	\$62,442	\$76,170	56%
Total Market Average			\$62,980	\$70,742	\$79,955	27%
Percent of Total Market Average			77%	88%	95%	
Target Market Average *			\$63,594	\$70,201	\$79,502	25%
Percent of Target Market Average			77%	89%	96%	
MFA Recommendation						
1.40			\$68,199	\$87,418	\$106,637	56%
Percent of Target Market Average			107%	125%	134%	

Appendix E - Detailed Market Analysis

Detailed Market Analysis						
Pediatric Nurse						
			Pay Range - Base Salary			
Source	Matching Job Titles	Grade	Minimum Annual (25th)	Midpoint Annual (50th)	Maximum Annual (75th)	Range
NHHA/VAHHS Salary Report *	Staff RN		\$52,056	\$67,106	\$82,914	59%
Pay Scale *	Pediatric Nurse		\$50,675	\$57,484	\$74,737	47%
ERI (U.S.)	Pediatric Nurse		\$67,114	\$72,094	\$78,567	17%
ERI (Vermont) *	Pediatric Nurse		\$64,715	\$69,811	\$76,445	18%
State of New Hampshire	No Match					
State of Maine	No Match					
State of Rhode Island	No Match					
State of Vermont	Pediatric Nurse	24	\$48,714	\$62,442	\$76,170	56%
Total Market Average			\$61,295	\$69,670	\$79,309	29%
Percent of Total Market Average			79%	90%	96%	21%
Target Market Average *			\$55,815	\$64,800	\$78,032	40%
Percent of Target Market Average			87%	96%	98%	
MFA Recommendation						
1.25			\$60,892	\$78,052	\$95,212	56%
Percent of Target Market Average			109%	120%	122%	

Appendix E - Detailed Market Analysis

Detailed Market Analysis						
Public Health Nurse I						
		Pay Range - Base Salary				
Source	Matching Job Titles	Grade	Minimum Annual (25th)	Midpoint Annual (50th)	Maximum Annual (75th)	Range
NHHA/VAHHS Salary Report *	Staff RN		\$52,056	\$67,106	\$82,914	59%
Pay Scale *	Public Health Nurse		\$54,365	\$61,860	\$79,072	45%
ERI (U.S.)	Nurse Public Health		\$62,217	\$66,833	\$72,834	17%
ERI (Vermont) *	Nurse Public Health		\$59,824	\$64,463	\$70,524	18%
State of New Hampshire	Public Health Nurse		\$39,478	\$46,009	\$52,540	33%
State of Maine	Public Health Nurse I		\$39,000	\$44,876	\$50,752	30%
State of Rhode Island	Community Health Nurse Coordinator		\$44,470	\$47,705	\$50,940	15%
State of Vermont	Public Health Nurse	23	\$45,947	\$56,857	\$67,766	47%
Total Market Average			\$50,201	\$56,979	\$65,654	31%
Percent of Total Market Average			92%	100%	103%	
Target Market Average *			\$55,415	\$64,476	\$77,503	40%
Percent of Target Market Average			83%	88%	87%	
MFA Recommendation						
1.25			\$57,434	\$71,071	\$84,708	47%
Percent of Target Market Average			104%	110%	109%	

Appendix E - Detailed Market Analysis

Detailed Market Analysis						
Public Health Nurse II						
		Pay Range - Base Salary				
Source	Matching Job Titles	Grade	Minimum Annual (25th)	Midpoint Annual (50th)	Maximum Annual (75th)	Range
NHHA/VAHHS Salary Report *	Staff RN		\$52,056	\$67,106	\$82,914	59%
Pay Scale *	Public Health Nurse		\$54,365	\$61,860	\$79,072	45%
ERI (U.S.)	Nurse Public Health		\$62,217	\$66,833	\$72,834	17%
ERI (Vermont) *	Nurse Public Health		\$59,824	\$64,463	\$70,524	18%
State of New Hampshire	Public Health Nurse		\$39,478	\$46,009	\$52,540	33%
State of Maine	Public Health Nurse II		\$41,912	\$48,412	\$54,912	31%
State of Rhode Island	Community Health Nurse Coordinator		\$44,470	\$47,705	\$50,940	15%
State of Vermont	Public Health Nurse	24	\$48,717	\$62,443	\$76,170	56%
Total Market Average			\$50,617	\$61,254	\$71,577	41%
Percent of Total Market Average			96%	102%	106%	
Target Market Average *			\$55,415	\$64,476	\$77,503	40%
Percent of Target Market Average			88%	97%	98%	
MFA Recommendation						
1.25			\$60,896	\$78,054	\$95,212	56%
Percent of Target Market Average			110%	121%	123%	

Appendix E - Detailed Market Analysis

Detailed Market Analysis						
Public Health Nurse Supervisor						
		Pay Range - Base Salary				
Source	Matching Job Titles	Grade	Minimum Annual (25th)	Midpoint Annual (50th)	Maximum Annual (75th)	Range
NHHA/VAHHS Salary Report *	Staff RN (Adj)		\$65,906	\$75,231	\$84,556	30%
Pay Scale *	Nursing Supervisor		\$66,237	\$73,241	\$86,102	30%
ERI (US)	Public Health Nursing Supervisor		\$85,966	\$81,188	\$89,927	23%
ERI (Vermont) *	Public Health Nursing Supervisor		\$71,638	\$78,823	\$88,164	35%
State of New Hampshire	Nursing Coordinator		\$66,269	\$77,969	\$89,669	29%
State of Maine	Nurse IV		\$55,910	\$63,898	\$71,885	26%
State of Rhode Island	Supervising Registered Nurse A		\$72,378	\$81,948	\$91,518	
						57%
State of Vermont	Public Health Nurse Supervisor	25	\$51,646	\$66,321	\$80,995	
						24%
Total Market Average			\$69,186	\$76,042	\$85,974	
Percent of Total Market Average			75%	87%	94%	
						27%
Target Market Average *			\$67,927	\$75,765	\$86,274	
Percent of Target Market Average			76%	88%	94%	
MFA Recommendation						57%
1.25			\$64,558	\$82,901	\$101,244	
Percent of Target Market Average			95%	109%	117%	

Appendix E - Detailed Market Analysis

Detailed Market Analysis						
Nurse Educator						
		Pay Range - Base Salary				
Source	Matching Job Titles	Grade	Minimum Annual (25th)	Midpoint Annual (50th)	Maximum Annual (75th)	Range
NHHA/VAHHS Salary Report *	Nurse Educator		\$79,168	\$84,725	\$88,556	12%
NHHA/VAHHS Salary Report *	Staff RN (Adj)		\$65,906	\$75,231	\$84,556	30%
Pay Scale	Nurse Educator		\$58,101	\$63,112	\$75,297	38%
Pay Scale	Nursing Instrutor		\$55,395	\$65,902	\$76,408	16%
ERI (U.S.)	Nursing Instructor		\$74,851	\$79,949	\$86,575	17%
ERI (Vermont) *	Nursing Instructor		\$72,687	\$78,041	\$84,928	
State of New Hampshire						
State of Maine						
State of Rhode Island						
						57%
State of Vermont	Nurse Educator	25	\$51,646	\$66,321	\$80,995	
						22%
Total Market Average			\$67,685	\$74,493	\$82,720	
Percent of Total Market Average			76%	89%	98%	
						18%
Target Market Average *			\$72,587	\$79,332	\$86,013	
Percent of Target Market Average			71%	84%	94%	
MFA Recommendation						57%
1.40			\$72,305	\$92,849	\$113,393	
Percent of Target Market Average			100%	117%	132%	

Appendix E - Detailed Market Analysis

Detailed Market Analysis						
Nurse Supervisor						
Source	Matching Job Titles	Pay Range - Base Salary				Range
		Grade	Minimum Annual (25th)	Midpoint Annual (50th)	Maximum Annual (75th)	
NHHA/VAHHS Salary Report *	Assistant Nurse Manager/Clinical Leader		\$71,698	\$81,276	\$90,854	27%
NHHA/VAHHS Salary Report *	Staff RN (Adj)		\$65,906	\$75,231	\$84,556	30%
Pay Scale *	Nursing Supervisor		\$66,237	\$73,241	\$86,102	29%
Pay Scale	Long-Term Care Nursing Supervisor		\$62,120	\$69,002	\$79,873	18%
ERI (US)	Nursing Supervisor		\$81,887	\$88,517	\$96,994	18%
ERI (Vermont) *	Nursing Supervisor		\$79,502	\$85,939	\$94,169	35%
State of New Hampshire	Nursing Coordinator		\$66,269	\$77,969	\$89,669	29%
State of Maine	Nurse IV		\$55,910	\$63,898	\$71,885	26%
State of Rhode Island	Supervising Registered Nurse A		\$72,378	\$81,948	\$91,518	
						57%
State of Vermont	Nurse Supervisor	25	\$51,646	\$66,321	\$80,995	
						26%
Total Market Average			\$69,101	\$77,447	\$87,291	
Percent of Total Market Average			75%	86%	93%	
						26%
Target Market Average *			\$70,836	\$78,922	\$88,920	
Percent of Target Market Average			73%	84%	91%	
MFA Recommendation						57%
1.40			\$72,305	\$92,849	\$113,393	
Percent of Target Market Average			102%	118%	128%	

Appendix E - Detailed Market Analysis

Detailed Market Analysis						
Nurse Manager						
		Pay Range - Base Salary				
Source	Matching Job Titles	Grade	Minimum Annual (25th)	Midpoint Annual (50th)	Maximum Annual (75th)	Range
NHHA/VAHHS Salary Report *	Nurse Manager/Director (single unit)		\$78,841	\$95,622	\$112,403	43%
NHHA/VAHHS Salary Report *	Nurse Manager/Director (multiple unit)		\$83,305	\$101,551	\$119,797	44%
Pay Scale *	Nursing Manager		\$71,549	\$79,439	\$94,441	32%
ERI (U.S.)	Nurse Manager Acute Care Unit		\$96,368	\$106,558	\$119,806	24%
ERI (Vermont) *	Nurse Manager Acute Care Unit		\$93,352	\$103,895	\$117,272	26%
ERI (U.S.)	Nurse Head		\$84,712	\$92,582	\$102,813	21%
ERI (Vermont) *	Nurse Head		\$82,878	\$91,268	\$101,985	23%
State of New Hampshire	Assistant Nursing Director		\$72,197	\$85,592	\$98,987	37%
State of Maine	Nurse V		\$65,645	\$74,516	\$83,387	27%
State of Rhode Island	Supervising Registered Nurse B		\$74,010	\$83,610	\$93,210	26%
State of Vermont	Nurse Manager	26	\$54,891	\$70,502	\$86,112	57%
Total Market Average			\$80,983	\$92,336	\$105,655	30%
Percent of Total Market Average			68%	76%	82%	
Target Market Average *			\$81,985	\$94,355	\$109,179	33%
Percent of Target Market Average			67%	75%	79%	
MFA Recommendation						
1.40			\$76,848	\$98,702	\$120,557	57%
Percent of Target Market Average			94%	105%	110%	

Appendix E - Detailed Market Analysis

Detailed Market Analysis						
Nurse Auditor						
		Pay Range - Base Salary				
Source	Matching Job Titles	Grade	Minimum Annual (25th)	Midpoint Annual (50th)	Maximum Annual (75th)	Range
NHHA/VAHHS Salary Report *	Staff RN (Adj)		\$65,906	\$75,231	\$84,556	28%
NHHA/VAHHS Salary Report *	Quality Assurance Coordinator		\$76,578	\$78,220	\$79,210	3%
Pay Scale *	Clinical Nurse Auditor		\$64,042	\$71,129	\$78,215	22%
Pay Scale *	Nurse Auditor		\$65,318	\$72,777	\$80,235	23%
ERI (U.S.) *	Quality Coordinator Hospital		\$64,525	\$68,919	\$74,631	16%
ERI (Vermont) *	Quality Coordinator Hospital		\$62,139	\$66,593	\$72,392	17%
ERI (U.S.)	Registered Nurse		\$69,021	\$74,141	\$80,799	17%
ERI (Vermont) *	Registered Nurse		\$66,639	\$71,917	\$78,773	18%
State of New Hampshire						
State of Maine						
State of Rhode Island						
State of Vermont	Nurse Auditor	24	\$48,714	\$62,442	\$76,170	56%
Total Market Average			\$66,771	\$72,366	\$78,601	18%
Percent of Total Market Average			73%	86%	97%	
Target Market Average *			\$67,316	\$72,948	\$79,033	17%
Percent of Target Market Average			72%	86%	96%	
MFA Recommendation						
1.30			\$63,328	\$81,174	\$99,020	56%
Percent of Target Market Average			94%	111%	125%	

Appendix E - Detailed Market Analysis

Detailed Market Analysis						
Nurse Surveyor						
		Pay Range - Base Salary				
Source	Matching Job Titles	Grade	Minimum Annual (25th)	Midpoint Annual (50th)	Maximum Annual (75th)	Range
NHHA/VAHHS Salary Report *	Staff RN (Adj)		\$65,906	\$75,231	\$84,556	28%
NHHA/VAHHS Salary Report *	Quality Assurance Coordinator		\$76,578	\$78,220	\$79,210	3%
Pay Scale	No Match					
ERI (U.S.)	Registered Nurse		\$69,021	\$74,141	\$80,799	17%
ERI (Vermont) *	Registered Nurse		\$66,639	\$71,917	\$78,773	18%
ERI (U.S.)	Quality Coordinator Hospital		\$64,525	\$68,919	\$74,631	16%
ERI (Vermont) *	Quality Coordinator Hospital		\$62,139	\$66,593	\$72,392	17%
State of New Hampshire						
State of Maine						
State of Rhode Island						
State of Vermont	Nurse Surveyor	25	\$51,646	\$66,321	\$80,995	57%
Market Average			\$67,468	\$72,504	\$80,834	20%
Percent of Market Average			77%	91%	100%	
Target Market Average *			\$67,816	\$72,990	\$78,733	16%
Percent of Target Market Average			76%	91%	103%	
MFA Recommendation						
1.25			\$64,558	\$82,901	\$101,244	57%
Percent of Target Market Average			95%	114%	129%	

Appendix E - Detailed Market Analysis

Detailed Market Analysis						
Nurse Surveyor Supervisor						
		Pay Range - Base Salary				
Source	Matching Job Titles	Grade	Minimum Annual (25th)	Midpoint Annual (50th)	Maximum Annual (75th)	Range
NHHA/VAHHS Salary Report *	Staff RN (Adj)		\$65,906	\$75,231	\$84,556	28%
NHHA/VAHHS Salary Report *	Quality Assurance Coordinator		\$76,578	\$78,220	\$79,210	3%
Pay Scale	No Match					
ERI (U.S.)	Registered Nurse		\$69,021	\$74,141	\$80,799	17%
ERI (Vermont) *	Registered Nurse		\$66,639	\$71,917	\$78,773	18%
ERI (U.S.) *	Quality Coordinator Hospital		\$64,525	\$68,919	\$74,631	16%
ERI (Vermont) *	Quality Coordinator Hospital		\$62,139	\$66,593	\$72,392	17%
State of New Hampshire						
State of Maine						
State of Rhode Island						
State of Vermont	Nurse Surveyor Supervisor	25	\$51,646	\$66,321	\$80,995	57%
Market Average			\$67,468	\$72,504	\$80,834	20%
Percent of Market Average			77%	91%	100%	
Target Market Average *			\$67,816	\$72,990	\$78,733	16%
Percent of Target Market Average			76%	91%	103%	
MFA Recommendation						
1.25			\$64,558	\$82,901	\$101,244	57%
Percent of Target Market Average			95%	114%	129%	

Appendix E - Detailed Market Analysis

Detailed Market Analysis						
Nurse Case Manager/Utilization Nurse I						
		Pay Range - Base Salary				
Source	Matching Job Titles	Grade	Minimum Annual (25th)	Midpoint Annual (50th)	Maximum Annual (75th)	Range
NHHA/VAHHS Salary Report *	Clinical Quality Specialist/UR RN		\$75,421	\$77,168	\$79,378	5%
NHHA/VAHHS Salary Report *	RN Care Coordinator		\$68,874	\$74,200	\$79,462	15%
Pay Scale	Nurse Case Manager		\$64,137	\$69,884	\$81,208	27%
Pay Scale	Registered Nurse, Utilization Review		\$59,449	\$66,007	\$80,168	35%
Pay Scale	Registered Nurse, Utilization Management		\$59,220	\$64,384	\$74,793	26%
ERI (U.S.)	Case Manager		\$69,208	\$73,921	\$80,048	16%
ERI (Vermont) *	Case Manager		\$66,828	\$71,689	\$77,988	17%
ERI (U.S.)	Ambulatory Nurse Case Manager		\$71,332	\$76,190	\$82,505	16%
ERI (Vermont) *	Ambulatory Nurse Case Manager		\$68,988	\$74,036	\$80,560	17%
ERI (U.S.)	Inpatient Nurse Case Manager		\$70,180	\$75,387	\$82,156	17%
ERI (Vermont) *	Inpatient Nurse Case Manager		\$72,910	\$71,884	\$86,361	18%
State of New Hampshire						
State of Maine						
State of Rhode Island						
State of Vermont	Nurse Case Manager/UR Nurse I	25	\$51,646	\$66,321	\$80,995	57%
Total Market Average			\$67,868	\$72,250	\$80,421	18%
Percent of Total Market Average			76%	92%	101%	
Target Market Average *			\$70,604	\$73,795	\$80,750	14%
Percent of Target Market Average			73%	90%	100%	
MFA Recommendation						
1.35			\$69,723	\$89,533	\$109,344	57%
Percent of Target Market Average			99%	121%	135%	

Appendix E - Detailed Market Analysis

Detailed Market Analysis						
Nurse Case Manager/Utilization Nurse II						
		Pay Range - Base Salary				
Source	Matching Job Titles	Grade	Minimum Annual (25th)	Midpoint Annual (50th)	Maximum Annual (75th)	Range
NHHA/VAHHS Salary Report *	Clinical Quality Specialist/UR RN		\$75,421	\$77,168	\$79,378	5%
NHHA/VAHHS Salary Report *	RN Care Coordinator		\$68,874	\$74,200	\$79,462	15%
Pay Scale	Nurse Case Manager		\$64,137	\$69,884	\$81,208	27%
Pay Scale	Registered Nurse, Utilization Review		\$59,449	\$66,007	\$80,168	35%
Pay Scale	Registered Nurse, Utilization Management		\$59,220	\$64,384	\$74,793	26%
ERI (U.S.)	Case Manager		\$69,208	\$73,921	\$80,048	16%
ERI (Vermont) *	Case Manager		\$66,828	\$71,689	\$77,988	17%
ERI (U.S.)	Ambulatory Nurse Case Manager		\$71,332	\$76,190	\$82,505	16%
ERI (Vermont) *	Ambulatory Nurse Case Manager		\$68,988	\$74,036	\$80,560	17%
ERI (U.S.)	Inpatient Nurse Case Manager		\$70,180	\$75,387	\$82,156	17%
ERI (Vermont) *	Inpatient Nurse Case Manager		\$72,910	\$71,884	\$86,361	18%
State of New Hampshire						
State of Maine						
State of Rhode Island						
State of Vermont	Nurse Case Manager/UR Nurse I	26	\$54,891	\$70,502	\$86,112	57%
Total Market Average			\$67,868	\$72,250	\$80,421	18%
Percent of Total Market Average			81%	98%	107%	
Target Market Average *			\$70,604	\$73,795	\$80,750	14%
Percent of Target Market Average			78%	96%	107%	
MFA Recommendation						
1.35			\$74,103	\$95,177	\$116,251	57%
Percent of Target Market Average			105%	129%	144%	

Appendix E - Detailed Market Analysis

Detailed Market Analysis						
Nurse Quality Management Specialist						
		Pay Range - Base Salary				
Source	Matching Job Titles	Grade	Minimum Annual (25th)	Midpoint Annual (50th)	Maximum Annual (75th)	Range
NHHA/VAHHS Salary Report *	Quality Assurance Coordinator		\$76,578	\$78,220	\$79,210	3%
Pay Scale	Quality Assurance Manager		\$55,798	\$64,573	\$84,772	52%
ERI (U.S.)	Quality Coordinator Hospital (Level 2)		\$61,450	\$65,624	\$71,074	16%
ERI (Vermont) *	Quality Coordinator Hospital (Level 2)		\$59,126	\$63,325	\$68,806	16%
State of New Hampshire						
State of Maine						
State of Rhode Island						
State of Vermont	Nurse Quality Management Specialist	25	\$51,646	\$66,321	\$80,995	57%
Total Market Average			\$63,238	\$67,936	\$75,965	20%
Percent of Total Market Average			82%	98%	107%	
Target Market Average *			\$67,852	\$70,773	\$74,008	9%
Percent of Target Market Average			76%	94%	109%	
MFA Recommendation						
1.30			\$67,140	\$86,217	\$105,294	57%
Percent of Target Market Average			99%	122%	142%	

Appendix E - Detailed Market Analysis

Detailed Market Analysis						
Nurse Quality Management Coordinator						
		Pay Range - Base Salary				
Source	Matching Job Titles	Grade	Minimum Annual (25th)	Midpoint Annual (50th)	Maximum Annual (75th)	Range
NHHA/VAHHS Salary Report *	Quality Assurance Coordinator		\$76,578	\$78,220	\$79,210	3%
Pay Scale	Quality Assurance Manager		\$64,573	\$64,573	\$80,632	25%
ERI (U.S.)	Quality Coordinator Hospital (Level 3)		\$70,037	\$74,807	\$84,772	21%
ERI (Vermont) *	Quality Coordinator Hospital (Level 3)		\$67,622	\$72,545	\$78,921	17%
State of New Hampshire						
State of Maine						
State of Rhode Island						
State of Vermont	Nurse Quality Management Coordinator	27	\$58,448	\$75,036	\$91,624	57%
Total Market Average			\$69,703	\$72,536	\$80,884	16%
Percent of Total Market Average			84%	103%	113%	
Target Market Average *			\$69,591	\$71,779	\$79,588	14%
Percent of Target Market Average			84%	105%	115%	
MFA Recommendation						
1.30			\$75,982	\$97,547	\$119,111	57%
Percent of Target Market Average			109%	136%	150%	

Appendix E - Detailed Market Analysis

Detailed Market Analysis						
Nurse Program Coordinator						
		Pay Range - Base Salary				
Source	Matching Job Titles	Grade	Minimum Annual (25th)	Midpoint Annual (50th)	Maximum Annual (75th)	Range
NHHA/VAHHS Salary Report *	Staff RN (Adj)		\$65,906	\$75,231	\$84,556	28%
Pay Scale *	Nurse Coordinator		\$61,703	\$68,325	\$82,293	33%
ERI (U.S.)	Consulting Nurse (Level I)		\$75,323	\$80,912	\$88,176	17%
ERI (Vermont) *	Consulting Nurse (Level I)		\$73,120	\$78,984	\$86,536	18%
State of New Hampshire						
State of Maine						
State of Rhode Island						
State of Vermont	Nurse Program Coordinator	25	\$51,646	\$66,321	\$80,995	57%
Total Market Average			\$69,013	\$75,863	\$85,390	24%
Percent of Total Market Average			75%	87%	95%	
Target Market Average *			\$66,910	\$74,180	\$84,462	26%
Percent of Target Market Average			77%	89%	96%	
MFA Recommendation						
1.20			\$61,976	\$79,585	\$97,194	57%
Percent of Target Market Average			93%	107%	115%	

Appendix E - Detailed Market Analysis

Detailed Market Analysis						
Nurse Administrator I						
			Pay Range - Base Salary			
Source	Matching Job Titles	Grade	Minimum Annual (25th)	Midpoint Annual (50th)	Maximum Annual (75th)	Range
NHHA/VAHHS Salary Report *	Staff RN (Adj)		\$65,906	\$75,231	\$84,556	28%
Pay Scale *	Nurse Coordinator		\$68,325	\$74,621	\$82,293	20%
ERI (U.S.)	Consulting Nurse (Level 2)		\$82,871	\$89,019	\$97,012	17%
ERI (Vermont) *	Consulting Nurse (Level 2)		\$80,980	\$87,518	\$95,866	18%
State of New Hampshire						
State of Maine						
State of Rhode Island						
State of Vermont	Nurse Administrator I	27	\$58,448	\$75,036	\$91,624	57%
Total Market Average			\$74,521	\$81,597	\$89,932	21%
Percent of Total Market Average			78%	92%	102%	
Target Market Average *			\$71,737	\$79,123	\$87,572	22%
Percent of Target Market Average			81%	95%	105%	
MFA Recommendation						
1.20			\$70,138	\$90,043	\$109,949	57%
Percent of Target Market Average			98%	114%	126%	

Appendix E - Detailed Market Analysis

Detailed Market Analysis						
Nurse Administrator II						
		Pay Range - Base Salary				
Source	Matching Job Titles	Grade	Minimum Annual (25th)	Midpoint Annual (50th)	Maximum Annual (75th)	Range
NHHA/VAHHS Salary Report *	Staff RN		\$65,906	\$75,231	\$84,556	28%
Pay Scale *	Nurse Coordinator		\$68,325	\$74,621	\$82,293	20%
ERI (U.S.)	Consulting Nurse (Level 3)		\$92,620	\$99,491	\$108,425	17%
ERI (Vermont) *	Consulting Nurse (Level 3)		\$91,175	\$98,543	\$107,870	18%
State of New Hampshire						
State of Maine						
State of Rhode Island						
State of Vermont	Nurse Administrator II	29	\$66,269	\$85,207	\$104,146	57%
						#DIV/0!
Total Market Average			\$79,507	\$86,972	\$95,786	20%
Percent of Total Market Average			83%	98%	109%	
Target Market Average *			\$75,135	\$82,798	\$91,573	22%
Percent of Target Market Average			88%	103%	114%	
MFA Recommendation						
1.20			\$79,523	\$102,249	\$124,975	57%
Percent of Target Market Average			106%	123%	136%	

Appendix E - Detailed Market Analysis

Detailed Market Analysis						
Public Health Nurse Administrator I						
		Pay Range - Base Salary				
Source	Matching Job Titles	Grade	Minimum Annual (25th)	Midpoint Annual (50th)	Maximum Annual (75th)	Range
NHHA/VAHHS Salary Report *	Staff RN (Adj)		\$65,906	\$75,231	\$84,556	28%
Pay Scale *	Nurse Coordinator		\$68,325	\$74,621	\$82,293	20%
ERI (U.S.)	Consulting Nurse (Level 2)		\$82,871	\$89,019	\$97,012	17%
ERI (Vermont) *	Consulting Nurse (Level 2)		\$80,980	\$87,518	\$95,866	18%
State of New Hampshire						
State of Maine						
State of Rhode Island						
State of Vermont	Public Health Nurse Administrator I	27	\$58,448	\$75,036	\$91,624	57%
Total Market Average			\$74,521	\$81,597	\$89,932	21%
Percent of Total Market Average			78%	92%	102%	
Target Market Average *			\$71,737	\$79,123	\$87,572	22%
Percent of Target Market Average			81%	95%	105%	
MFA Recommendation						
1.20			\$70,138	\$90,043	\$109,949	57%
Percent of Target Market Average			98%	114%	126%	

Appendix E - Detailed Market Analysis

Detailed Market Analysis						
Public Health Nurse Administrator II						
		Pay Range - Base Salary				
Source	Matching Job Titles	Grade	Minimum Annual (25th)	Midpoint Annual (50th)	Maximum Annual (75th)	Range
NHHA/VAHHS Salary Report *	Staff RN (Adj)		\$65,906	\$75,231	\$84,556	28%
Pay Scale *	Nurse Coordinator		\$68,325	\$74,621	\$82,293	20%
ERI (U.S.)	Consulting Nurse (Level 3)		\$92,620	\$99,491	\$108,425	17%
ERI (Vermont) *	Consulting Nurse (Level 3)		\$91,175	\$98,543	\$107,870	18%
State of New Hampshire						
State of Maine						
State of Rhode Island						
State of Vermont	Public Health Nurse Administrator II	29	\$66,269	\$85,207	\$104,146	57%
Total Market Average			\$79,507	\$86,972	\$95,786	20%
Percent of Total Market Average			83%	98%	109%	
Target Market Average *			\$75,135	\$82,798	\$91,573	22%
Percent of Target Market Average			88%	103%	114%	
MFA Recommendation						
1.20			\$79,523	\$102,249	\$124,975	57%
Percent of Target Market Average			106%	123%	136%	

Appendix E - Detailed Market Analysis

Detailed Market Analysis						
Nurse Educator Administrator						
		Pay Range - Base Salary				
Source	Matching Job Titles	Grade	Minimum Annual (25th)	Midpoint Annual (50th)	Maximum Annual (75th)	Range
NHHA/VAHHS Salary Report *	Nurse Educator		\$79,168	\$84,725	\$88,556	12%
NHHA/VAHHS Salary Report *	Staff RN (Adj)		\$65,906	\$75,231	\$84,556	28%
Pay Scale	Nurse Educator		\$58,101	\$63,112	\$75,297	30%
Pay Scale	Nursing Instrutor		\$55,395	\$65,902	\$76,408	38%
ERI (U.S.)	Nursing Instructor		\$74,851	\$79,949	\$86,575	16%
ERI (Vermont) *	Nursing Instructor		\$72,687	\$78,041	\$84,928	17%
State of New Hampshire						
State of Maine						
State of Rhode Island						
State of Vermont	Nurse Educator Administrator	27	\$58,448	\$75,036	\$91,624	57%
Total Market Average			\$67,685	\$74,493	\$82,720	22%
Percent of Total Market Average			86%	114%	111%	
Target Market Average *			\$75,927	\$81,383	\$86,742	14%
Percent of Target Market Average			77%	92%	106%	
MFA Recommendation						
1.40			\$81,827	\$105,050	\$128,274	57%
Percent of Target Market Average			108%	129%	148%	

Appendix E - Detailed Market Analysis

Detailed Market Analysis						
Nurse Surveyor / Complaint Coordinator						
		Pay Range - Base Salary				
Source	Matching Job Titles	Grade	Minimum Annual (25th)	Midpoint Annual (50th)	Maximum Annual (75th)	Range
NHHA/VAHHS Salary Report *	Staff RN (Adj)		\$65,906	\$75,231	\$84,556	28%
NHHA/VAHHS Salary Report *	Quality Assurance Coordinator		\$76,578	\$78,220	\$79,210	3%
Pay Scale	No Match					
ERI (U.S.)	Registered Nurse		\$69,021	\$74,141	\$80,799	17%
ERI (Vermont) *	Registered Nurse		\$66,639	\$71,917	\$78,773	18%
ERI (U.S.) *	Quality Coordinator Hospital		\$64,525	\$68,919	\$74,631	16%
ERI (Vermont) *	Quality Coordinator Hospital		\$62,139	\$66,593	\$72,392	17%
State of Vermont	Nurse Surveyor/Complaint Coordinator	27	\$58,448	\$75,036	\$91,624	57%
Total Market Average			\$69,536	\$74,877	\$80,834	16%
Percent of Total Market Average			84%	100%	113%	
Target Market Average *			\$65,906	\$75,231	\$84,556	28%
Percent of Target Market Average			89%	100%	108%	
MFA Recommendation						
1.20			\$70,138	\$90,043	\$109,949	57%
Percent of Target Market Average			106%	120%	130%	

Appendix E - Detailed Market Analysis

Detailed Market Analysis						
Public Health Nursing Director						
		Pay Range - Base Salary				
Source	Matching Job Titles	Grade	Minimum Annual (25th)	Midpoint Annual (50th)	Maximum Annual (75th)	Range
NHHA/VAHHS Salary Report	Nursing Home Administrator		\$97,495	\$112,375	\$127,255	31%
Pay Scale	Nursing Director		\$80,196	\$89,298	\$108,586	35%
ERI (U.S.)	Nursing Manager (2nd highest)		\$98,562	\$108,348	\$121,069	23%
ERI (Vermont) *	Nursing Manager (2nd highest)		\$95,616	\$105,721	\$118,542	24%
State of New Hampshire	Associate Nursing Director		\$78,728	\$93,558	\$108,389	38%
State of Maine						
State of Rhode Island						
State of Vermont	Public Health Nursing Director	29	\$66,269	\$85,207	\$104,146	57%
Total Market Average			\$90,119	\$101,860	\$116,768	30%
Percent of Total Market Average			74%	84%	89%	
Target Market Average *			\$95,616	\$105,721	\$118,542	24%
Percent of Target Market Average			69%	81%	88%	
MFA Recommendation						
1.20			\$79,523	\$102,249	\$124,975	57%
Percent of Target Market Average			83%	97%	105%	

Appendix E - Detailed Market Analysis

Detailed Market Analysis						
Associate Nursing Executive						
		Pay Range - Base Salary				
Source	Matching Job Titles	Grade	Minimum Annual (25th)	Midpoint Annual (50th)	Maximum Annual (75th)	Range
NHHA/VAHHS Salary Report *	Nursing Home Administrator		\$97,495	\$112,375	\$127,255	31%
Pay Scale	Hospital Administrator		\$83,098	\$103,613	\$156,072	88%
ERI (U.S.)	Nursing Manager (2nd highest)		\$98,562	\$108,348	\$121,069	23%
ERI (Vermont) *	Nursing Manager (2nd highest)		\$95,616	\$105,721	\$118,542	24%
ERI (U.S.)	Nursing Home Director		\$107,799	\$118,503	\$132,417	23%
ERI (Vermont) *	Nursing Home Director		\$105,108	\$115,995	\$129,891	24%
State of New Hampshire	Associate Nursing Director		\$78,728	\$93,558	\$108,389	38%
State of Maine						
State of Rhode Island						
State of Vermont	Associate Nursing Executive	30	\$70,595	\$90,917	\$111,238	58%
Total Market Average			\$95,201	\$108,302	\$127,662	34%
Percent of Total Market Average			74%	84%	87%	
Target Market Average *			\$99,406	\$111,364	\$125,229	26%
Percent of Target Market Average			71%	82%	89%	
MFA Recommendation						
1.50			\$105,893	\$136,375	\$166,858	58%
Percent of Target Market Average			107%	122%	133%	

Appendix E - Detailed Market Analysis

Detailed Market Analysis						
State Nursing Survey Director						
		Pay Range - Base Salary				
Source	Matching Job Titles	Grade	Minimum Annual (25th)	Midpoint Annual (50th)	Maximum Annual (75th)	Range
NHHA/VAHHS Salary Report	Nursing Home Administrator		\$97,495	\$112,375	\$127,255	31%
NHHA/VAHHS Salary Report *	QA/RM/UR Director		\$103,498	\$123,943	\$144,387	40%
Pay Scale	Nursing Director		\$80,196	\$89,298	\$108,586	35%
ERI (U.S.)	Nursing Manager (2nd highest)		\$98,562	\$108,348	\$121,069	23%
ERI (Vermont) *	Nursing Manager (2nd highest)		\$95,616	\$105,721	\$118,542	24%
State of New Hampshire	Associate Nursing Director		\$78,728	\$93,558	\$108,389	38%
State of Maine						
State of Rhode Island						
State of Vermont	State Nursing Survey Director	30	\$70,595	\$90,917	\$111,238	58%
Total Market Average			\$92,349	\$105,541	\$121,371	31%
Percent of Total Market Average			76%	86%	92%	
Target Market Average *			\$99,557	\$114,832	\$131,465	32%
Percent of Target Market Average			71%	79%	85%	
MFA Recommendation						
1.20			\$84,714	\$109,100	\$133,486	58%
Percent of Target Market Average			85%	95%	102%	

Appendix E - Detailed Market Analysis

Detailed Market Analysis						
Chief Nursing Executive						
		Pay Range - Base Salary				
Source	Matching Job Titles	Grade	Minimum Annual (25th)	Midpoint Annual (50th)	Maximum Annual (75th)	Range
NHHA/VAHHS Salary Report	Chief Nursing Executive		\$150,326	\$171,226	\$192,127	28%
Pay Scale	Hospital Administrator		\$83,098	\$103,613	\$156,072	88%
ERI (U.S.)	Nursing Services Director (highest)		\$150,662	\$165,621	\$185,068	23%
ERI (Vermont) *	Nursing Services Director (highest)		\$148,560	\$164,036	\$183,790	24%
ERI (U.S.)	Nursing Home Director		\$107,799	\$118,503	\$132,417	23%
ERI (Vermont) *	Nursing Home Director		\$105,108	\$115,995	\$129,891	24%
State of New Hampshire	Director of Nursing		\$90,251	\$106,642	\$123,032	36%
State of Maine						
State of Rhode Island						
State of Vermont	Chief Nursing Executive	31	\$75,400	\$97,146	\$118,893	58%
Total Market Average			\$119,401	\$135,091	\$157,485	32%
Percent of Total Market Average			63%	72%	75%	
Target Market Average *			\$134,665	\$150,419	\$168,603	25%
Percent of Target Market Average			56%	65%	71%	
MFA Recommendation						
1.50			\$113,100	\$145,720	\$178,339	58%
Percent of Target Market Average			84%	97%	106%	

Appendix E - Detailed Market Analysis

Detailed Market Analysis						
Nursing Operations Director						
		Pay Range - Base Salary				
Source	Matching Job Titles	Grade	Minimum Annual (25th)	Midpoint Annual (50th)	Maximum Annual (75th)	Range
NHHA/VAHHS Salary Report	Nursing Home Administrator		\$97,495	\$112,375	\$127,255	31%
NHHA/VAHHS Salary Report *	QA/RM/UR Director		\$103,498	\$123,943	\$144,387	40%
Pay Scale	Nursing Director		\$80,196	\$89,298	\$108,586	35%
ERI (U.S.)	Nursing Services Director (highest)		\$150,662	\$165,621	\$185,068	23%
ERI (Vermont) *	Nursing Services Director (highest)		\$148,560	\$164,036	\$183,790	24%
ERI (U.S.)	Nursing Home Director		\$107,799	\$118,503	\$132,417	23%
ERI (Vermont) *	Nursing Home Director		\$105,108	\$115,995	\$129,891	24%
State of New Hampshire	Associate Nursing Director		\$78,728	\$93,558	\$108,389	38%
ERI (Vermont)						
State of New Hampshire						
State of Maine						
State of Rhode Island						
State of Vermont	Nursing Operations Director	31	\$75,400	\$97,146	\$118,893	58%
Total Market Average			\$109,006	\$122,916	\$139,973	28%
Percent of Total Market Average			69%	79%	85%	
Target Market Average *			\$119,055	\$134,658	\$152,689	28%
Percent of Target Market Average			63%	72%	78%	
MFA Recommendation						
1.20			\$90,480	\$116,576	\$142,671	58%
Percent of Target Market Average			76%	87%	93%	