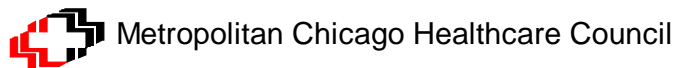


# Illinois Critical Skills Shortage Initiative

## Results of Employer Survey conducted for

## The Workforce Boards of Metropolitan Chicago

Prepared by  
The Metropolitan Chicago Healthcare Council  
Division of Human Resource Services  
222 South Riverside Plaza  
Chicago, Illinois 60606  
(312) 906-6107  
[www.mchc.org](http://www.mchc.org)



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## Background

During March, 2004, the Metropolitan Chicago Healthcare Council (MCHC) surveyed healthcare employers in the City of Chicago and DuPage, Kane, DeKalb, Kendall, Lake, Grundy, Kankakee, McHenry, Northern Cook, South and West Cook, and Will Counties on behalf of the Workforce Boards of Metropolitan Chicago (WBMC). This area comprises the Northeast Economic Development Region of the State of Illinois.

The survey was conducted as an initial step in the WBMC planning activities for the Critical Skills Shortage Initiative in healthcare. Its purpose is to provide vacancy, compensation, benefit and recruitment data for critical skills shortage healthcare occupations, providing the baseline for further investigation into the root causes of these shortages. In collecting this data, we targeted a variety of healthcare settings, including acute care (hospitals), long-term care (skilled nursing, assisted living) and ambulatory care (public health clinics, medical group practice clinics).

### Survey Development

In identifying positions for inclusion in the survey, MCHC analyzed data on healthcare occupations from several sources:

1. MCHC Member Survey Data, including:
  - a. Compensation Survey of Professional, Technical, Service and Clerical Positions in Metropolitan Chicago (includes vacancy data)
  - b. "Hot Jobs" survey. This survey is conducted semi-annually. Members vote on the positions to be included.
  - c. MCHC Turnover Report
2. CSSI Occupations, as identified by the Illinois Department of Commerce and Economic Opportunity. (See Exhibit 1)
3. Bureau of Labor Statistics Fastest Growing Occupations and Occupations with the highest growth. (See Exhibits 2 and 3)

Through this analysis, we identified 30 positions in acute care settings, 13 positions in long-term care and 21 positions in medical group clinic/public health clinic settings. These positions are listed below.

Position Titles	Acute Care	Long Term Care	Medical Group Clinic / Public Health Clinic
Activity Aide / Assistant		X	
Audiologist	X		X
Billing / Insurance Clerk	X	X	X
Cardiac Cath. Technician	X		
CNA / PCT	X	X	X

<b>Position Titles</b>	<b>Acute Care</b>	<b>Long Term Care</b>	<b>Medical Group Clinic / Public Health Clinic</b>
Computer Tomography (CT) Tech.	X		X
Emergency Room Tech.	X		
Food Service Worker / Dietary Assistant	X	X	
Licensed Practical Nurse (LPN II)	X	X	X
Medical Assistant			X
Medical Laboratory Technician	X		X
Medical Secretary	X	X	X
Medical Technologist	X		X
Medical Transcriptionist	X		X
Mental Health Counselor	X		X
MRI Tech.	X		X
Nuclear Med. Tech.	X		X
Occupational Therapist (AOTA)	X	X	
Occupational Therapy Assistant (COTA)	X	X	
Pharmacist (Staff / R.PH)	X		X
Pharmacy Tech.	X		X
Physical Therapist (ARPT)	X	X	
Physical Therapy Assistant (2 yr. / PTA)	X	X	
Physician Assistant	X	X	X
Radiologic Technologist (ARRT)	X		X
Registered Health Information Tech. / Coder	X		X
Registered Nurse (RN)	X	X	X
Respiratory Therapist (RRT)	X		
Social Worker	X		
Speech Therapist / Pathologist	X	X	
Substance Abuse Counselor	X		X
Surgical / O.R. Technician (Certified)	X		X

To gather the data, MCHC developed surveys for each of our target audiences. Internet-based data collection commenced on March 12, 2004. The acute care survey was distributed to MCHC's 94 institutional members in the region. To insure wide distribution of the long term care survey, MCHC partnered with two industry associations, the Illinois Council on Long-Term care and Life Services of Illinois. These organizations distributed the survey to over 250 of their member organizations. The Public Health Clinic/Medical Group Clinic was distributed to all county public health agencies in the region and to over 100 medical group practices. To develop this list, we worked with an MCHC member who is also a member of the Illinois Medical Group Management Association. The survey questionnaire for Long Term Care is attached as Exhibit 4.

Many of the region's acute care hospitals also operate long-term care facilities and/or group practices. These organizations were asked to complete all relevant surveys for their organization. In the following cases, one survey was submitted for multiple locations:

- An Ambulatory Care Network consisting 28 locations throughout the City of Chicago and North, South and West Cook County.
- A Senior Services Organization submitted a survey for a Will County nursing home. However, they indicated that the data was representative of their facilities throughout the region (six facilities in Kankakee County and six facilities in Kane County).
- Several acute care facilities included their long-term and/or clinic data in their acute care survey response. These are indicated in Exhibit 5, which lists all participating organizations.

In addition to the survey data, this report includes the following supplemental data:

- MCHC Survey of Employee Benefits, 2003. Data set for all participating organizations.
- MCHC Turnover Report

### **On-Line Resources**

American Hospital Association Workforce Facts and Trends at a Glance  
[http://www.hospitalconnect.com/healthcareworkforce/content/WF\\_FT.ppt](http://www.hospitalconnect.com/healthcareworkforce/content/WF_FT.ppt)

[www.healthcareworkforce.org](http://www.healthcareworkforce.org). Developed by the American Hospital Association, this site includes links to the following resources, data and reports:

#### **CHECKLISTS AND GUIDELINES**

- **AON's Performance Pyramid**
- **Building a Framework for Workforce Solutions**  
The American Society for Healthcare Human Resources Administration and the Society for Healthcare Strategy and Market Development
- **Key Middle Management Competencies**  
The American Society for Healthcare Human Resources Administration
- **Organizational Elements of Magnet Hospitals**
- **Rx for the Nursing Shortage: A Guidebook**  
American Organization of Nurse Executives (AONE) and Health Administration Press
- **Student Nurse Externship Guidelines**  
Pennsylvania State Board of Nursing and Pennsylvania Nurse
- **The Nursing Practice/Education Partnership Assessment Guide (CD-Rom)**
- **Workforce Strategy Map**  
AHA Commission on Workforce for Hospitals and Health Systems
- **Work/Life Benefits**  
The American Society for Healthcare Human Resources Administration

## HEALTH CAREER MARKETING MATERIALS

- Alabama Hospital Association recruitment campaign materials, including **Posters middle- and high-school audiences** and **mature audiences**, and a **Recruitment Brochure** (pages **One** and **Two**)
- **Be A Nurse** interactive CD-ROM, available at no charge from the Kentucky Hospital Association.
- The **Campaign for Nursing's Future** is a nationwide initiative developed ed by the Johnson & Johnson company in support of the nursing profession. Included in the initiative are nationwide television and print ads saluting America's nurses, honoring their contributions, and recruiting new people into the profession; the web site, **Discover Nursing**, where students can find information on becoming a nurse, find a nursing program that's right for them, search the largest database of nursing scholarships on the web, and find links to major nursing organization sites; and scholarship grants to several nursing organizations to qualified candidates pursuing a nursing degree or to qualified nurses interested in obtaining a Master's or Doctorate so that they can become nurse educators.
- The **Guide for Recruiting Students into Health Careers**, a 95-page manual developed by the GHA Manpower Task Force, provides basic guidelines a hospital may follow to begin their preparation and presentation on health careers to grades K-12; plus current tools, information, best practice models, and available resources on health careers.
- The **Kids Into Health Careers** website, developed by HRSA includes resources to teach kid about the opportunities in health care, the types of jobs available, and available financial assistance.
- **Nursing: The Power to Make a Difference** is a campaign developed by the North Carolina Center for Nursing is to promote awareness of and "spark an interest" in nursing careers among youth and minorities. Research demonstrates today's youth enter nursing for the same reason nurses in the past have chosen nursing: which is to help people or make a difference in people's lives.
- **Workforce Career Outreach**, The Hospital and HealthsystemHealthsystem Association of Pennsylvania. Includes:
  - Nursing Nursing Exploration Girl Scout Patch Program  
Public Service Announcement (PSA)
  - "Speaking to Youth About Careers in Health Care" Sample Program  
Career Outreach Publications
- **Youth Patch Program** at the Kansas Hospital Association
  - Health Care Careers Exploration Patch (Ages 5-8)
  - Health Care Careers Exploration Patch (ages 9-17)
- **Pro-Nurse** is a company focused on the improvement and satisfaction of the nursing profession. This organization's web site provides a variety of resources, including opportunities to purchase coloring books, buttons and posters designed to attract children's interest to the nursing profession.
- The American Society of Radiologic Technologists has created a **Toolkit** for employers, students and practitioners to help in recruiting and retaining radiologic technologists.

## DATA AND METRICS

- **Workforce Facts and Trends at a Glance: The Hospital Leader's Guide (2003)**  
*\*This is a 4MG file. It will take longer to download this file if you are using a dial-up connection. For example, if you are using 28.8-it can take anywhere from 10-30 minutes, or more in some cases, to download the file.*
- **2003 Healthcare @Work@Study**  
Aon Consulting in partnership with ASHHRA and the AHA
- **Acute Care Hospital Survey of RN Vacancy and Turnover Rates (2001)**  
American Organization of Nurse Executives
- **AONE Nursing Workforce Model Toolkit, A Systems Theory Approach to Understanding the Nursing Shortage (2001)**  
American Organization of Nurse Executives
- **Hay Hospital Compensation Survey (2001)**  
The Hay Group
- **Healthcare HR Metrics Benchmark Survey Results Report (2002)**  
The American Society for Healthcare Human Resources Administration
- **Labor Force Projections to 2010: Steady Growth and Changing Composition (2001)**  
Monthly Labor Review
- **Projected Supply, Demand and Shortages of Registered Nurses: 2000-2020**  
National Center for Health Workforce Analysis, Bureau of Health Professionals, HRSA
- **State Health Workforce Profiles (2000)**  
National Center for Health Workforce Analysis, Bureau of Health Professionals, HRSA

- **Time Is Money-Labor Analysis Toolkit (2002)**  
Health Care Financial Management Association
- **United States Health Workforce Personnel Factbook (2002)**  
National Center for Health Workforce Analysis, Bureau of Health Professionals, HRSA

#### CURRICULA

- **Collaborative Education to Ensure Patient Safety (2002)**  
Report to the Secretary of U.S. Department of Health and Human Services and Congress

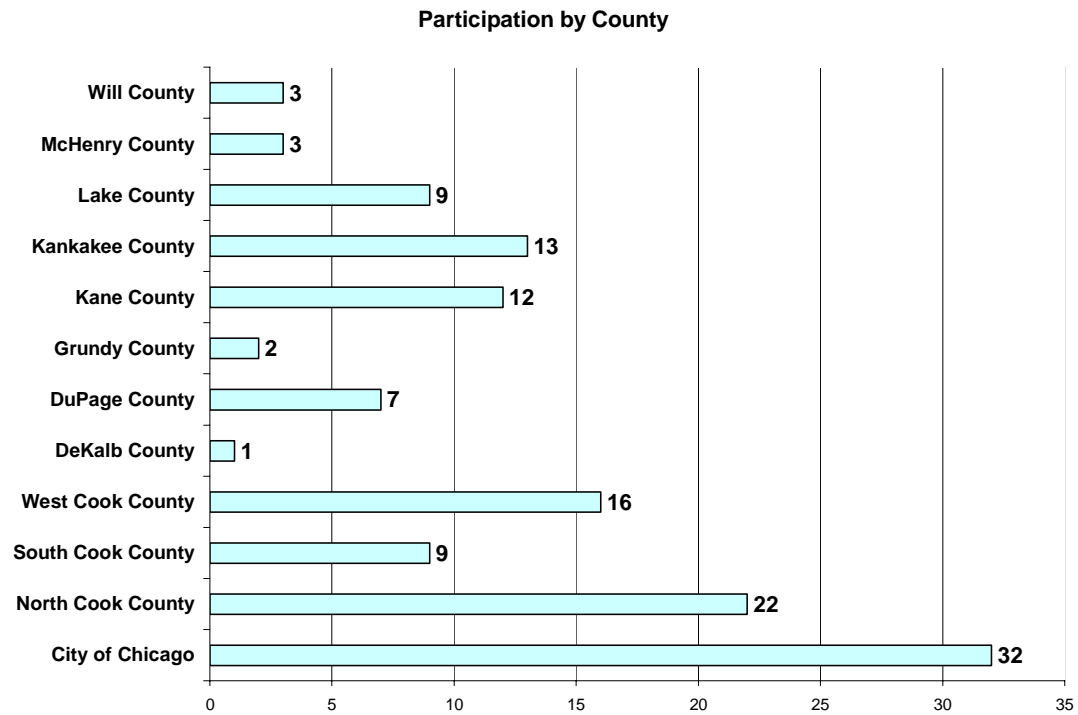
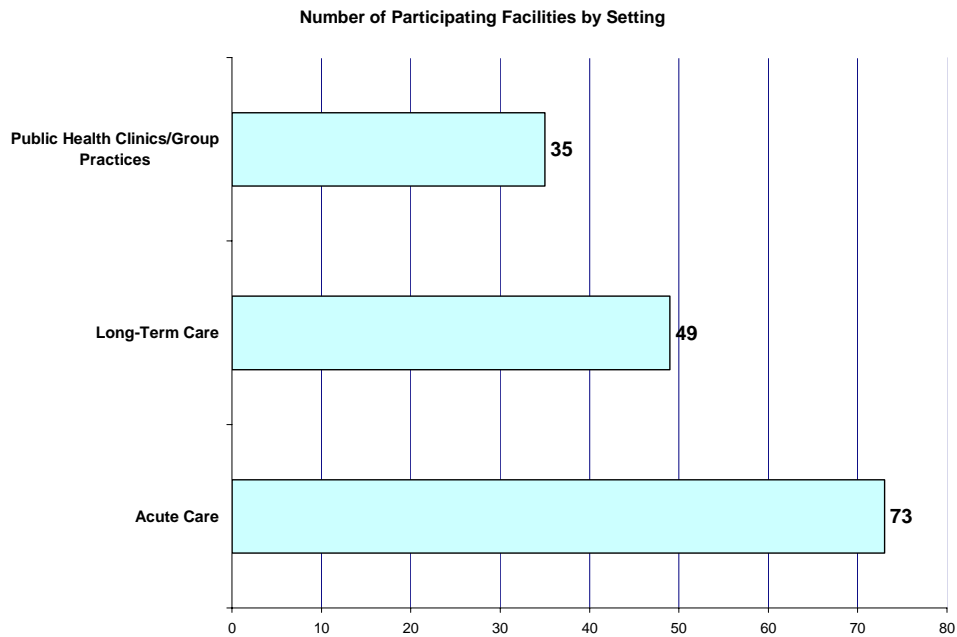
#### REPORTS

- **Position Statements Approved by the AONE Board of Directors (2003)**
  - Policy Statement on Foreign Nurse Recruitment
  - Policy Statement on Mandatory Overtime
  - Policy Statement on Mandated Staffing Ratios
- **Workforce Facts and Trends at a Glance: The Hospital Leader's Guide (2003)**  
*\*This is a 4MG file. It will take longer to download this file if you are using a dial-up connection. For example, if you are using 28.8-it can take anywhere from 10-30 minutes, or more in some cases, to download the file.*
- **Hallmarks of the Professional Nursing Practice Environment (2002)**  
American Association of Colleges of Nursing
- **Health Care at the Crossroads: Strategies for Addressing the Evolving Nursing Crisis (2002)**  
Joint Commission on Accreditation of Healthcare Organizations
- **Health Care's Human Crisis: The American Nursing Shortage (2002)**  
Robert Wood Johnson Foundation
- *Healthy Work Environments*, American Organization of Nurse Executives
  - **Volume I: Lessons From the Field (2003)**
  - **Volume II: Striving for Excellence (2003)**
- **In Our Hands, How Hospital Leaders Can Build a Thriving Workforce (April 2002)**  
AHA Commission on Workforce for Hospitals and Health Systems
- **Nursing Workforce: Emerging Nurse Shortages Due to Multiple Factors (2001)**  
U.S. General Accounting Office
- **Nursing's Agenda for the Future: A Call to the Nation (2002)**  
American Nurses Association
- **Overcoming the Financial Impact of Labor Shortages (2002)**  
Health Care Financial Management Association
- **The Healthcare Workforce Shortage and Its Implication for America's Hospitals (Fall 2001)**  
American Hospital Association
- **The Hospital Workforce Shortage: Immediate and Future (June 2001)**  
American Hospital Association and the Lewin Group, *TrendWatch*
- **The Key Ingredient of the National Prevention Agenda: Workforce Development (2001)**  
National Center for Health Workforce Information and Analysis Services, HRSA Bureau of Health Professions
- **The Nurse Shortage: Perspective from Current Direct Care Nurses and Former Direct Care Nurses (2001)**  
Federation of Nurses and Health Professionals

## Executive Summary of Key Findings

### Participant Profile

Participating healthcare organizations provided information for 157 hospitals, long-term care facilities, public health clinics and group practices. Several organizations reported data for multiple sites and/or types of facility, as depicted in the following graphs.





The U.S. Bureau of Labor Statistics (BLS), Bureau of Census reports that 10.5% of the U. S. Civilian Labor Force works in the healthcare sector. By 2010, health occupations are projected to grow by 29%, as compared to 14% growth of non-health occupations. By 2010, the BLS projects that we will need 3.1 million workers in new jobs, and 2.2 workers in replacement jobs in our healthcare organizations across the country.

While this might suggest to us that *all* health occupations might be considered critical skills shortage occupations, we have selected thirty-two of the *most* critical positions for inclusion in our survey and analysis. This selection was made based after a review of acute care vacancy data collected by MCHC over the past two years, Illinois Department of Employment Security data and BLS data. In addition, these positions also met the CSSI criteria as critical skills shortage positions based upon the following factors:

- Vacancy, turnover and length-to-fill data support their inclusion in the study.
- The surveyed positions pay a good wage and provide opportunity for advancement.
- The surveyed positions provided benefits

We emphasize that this is a representative list of positions for nursing and allied health. For example, in the area of diagnostic and therapeutic imaging, the survey included as representative of the field the following positions: Radiologic Technologists, Nuclear Medicine Technologists, Magnetic Resonance Imaging Technicians and Computerized Tomography (CT) Scanner Technicians. Other occupations in imaging that meet the criteria are Radiation Therapy Technologists, Radiation Dosemitrists and Ultrasound Technologists.

Creating or defining families of critical skills shortage occupations might fill important needs:

- Insure that all critical skills shortage occupations are identified and included
- Identify existing and potential new career lattices and career ladders as potential solutions

The following chart illustrates such groupings:

<b>Job Family</b>	<b>Included in CSSI Survey</b>	<b>Additional Positions Included in MCHC Data</b>
Nursing (Defined as positions within the nursing unit)	Registered Nurse Emergency Room Technician Licensed Practical Nurse Certified Nursing Assistant Patient Care Technician Surgical Technician	Charge Nurse/Nursing Supervisor Clinical Nurse Specialist Infection Control Practitioner (RN) Nurse Anesthetist O.B. Technician Unit Secretary
Imaging	Radiologic Technologist Nuclear Medicine Technologist MRI Technologist CT Scanner Technician	Mammography Technologist Special Procedures Radiology Tech. Radiation Therapy Technologists Radiation Dosemitrists Ultrasound Technologist
Laboratory	Medical Laboratory Technician Medical Technologist	Cytotechnologist Histology Lab Technologist Laboratory Supervisor Medical Physicist Phlebotomist

<b>Job Family</b>	<b>Included in CSSI Survey</b>	<b>Additional Positions Included in MCHC Data</b>
Other Professional/Clinical/ Technical	Audiologist Cardiac Cath Technician Mental Health Counselor Occupational Therapist Occupational Therapy Asst. Pharmacist Pharmacy Technician Physical Therapist Physical Therapy Asst. Physician Assistant Respiratory Therapist Social Worker Speech Therapist Substance Abuse Counselor	Cardiac Technician (Echo/Vector) EEG Technician EKG Technician Medical Interpreter Polysonographer Pulmonary Function Tech Telemetry Technician Vascular Technologist
Finance/Health Information/ Administrative	Billing/Insurance Clerk Medical Secretary Medical Transcriptionist Registered Health Information Tech (Coder)	Accountant/Cost Accountant Accounts Payable Clerk Registration/Access Rep. Tumor Registrar
Other/Entry Level	Activity Aide/Assistant Food Service Worker Medical Assistant	Housekeeper Patient Escort/Transporter

### Wages and Benefits

Average Actual Paid salaries for the 32 positions included in the survey ranged from \$9.61 per hour (\$19,989 per year based on 40 hours per week) for Food Service Workers to \$40.18 per hour (\$83,574 per year) for Pharmacists. The average salary paid for Registered Nurses was \$27.17 per hour (\$56,513 per year). These salaries do not reflect shift and/or weekend differentials or on-call pay.

Virtually all acute care organizations provide benefits to full- and part-time employees. In most acute care organizations, part-time employees are eligible for benefits if they work a minimum of 20 hours per week. Most acute care hospitals provide a basic package of medical and dental coverage, life insurance, pension/retirement plan, tuition reimbursement and paid time off for vacation and sick time. Approximately 70% of acute care organizations offer a paid time off plan, which combines vacation and sick time. Approximately 75 to 80% of acute care facilities provide short-term disability, and almost 100% provide long-term disability.

In long-term care facilities, all organizations provided benefits to full-time employees, and approximately 66% to 75% provided benefits to part-time employees. On average, part-time employees were benefit-eligible if they worked a minimum of 20 to 25 hours per week. Most long-term care facilities provide a basic package of medical and dental coverage and life insurance. All of the long-term care facilities offer a paid time off plan which combines vacation and sick time.

Detailed salary and benefit information is included in this report.

### Perceived Skills Deficiencies and Obstacles to Recruitment

When asked to identify the major obstacles to hiring for hard-to-fill positions, over 90% of respondents cited "small labor pool". Over 70% identified competition with other industries for the same candidates as a major obstacle. In the acute care setting, 30% of respondents said that candidates lack the training and skills.

Participants were then asked if the clinical and technical skills learned in schools/training are transferable to the workplace. An overwhelming 98% said yes. However, when asked schools and training programs prepare students for the realities of the workplace, 30% of acute care respondents and 52% of long-term care respondents said no.

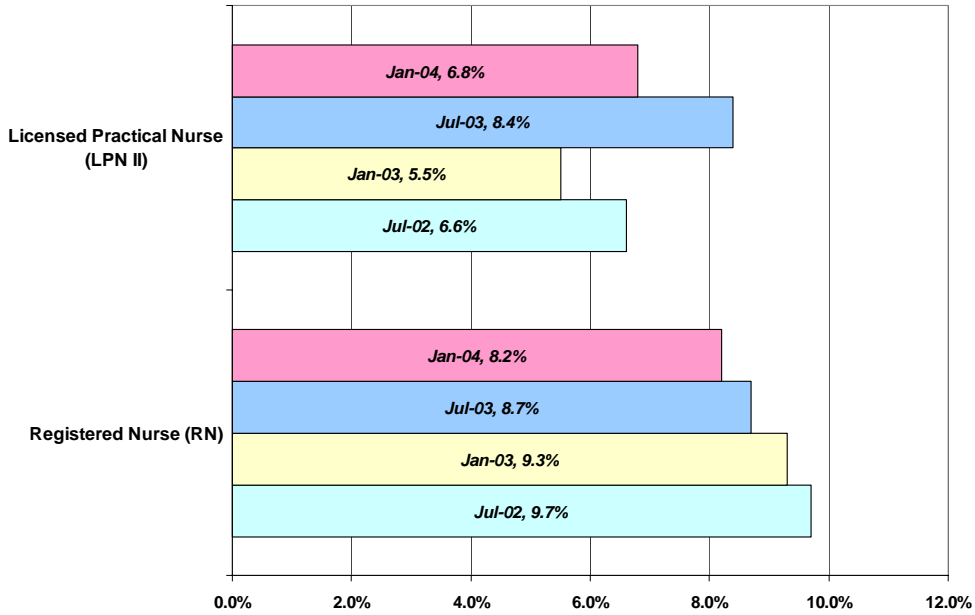
In the first round of employer focus groups, held on April 7, 2004, healthcare recruiters were asked these questions, and they identified additional obstacles and training deficiencies that will be documented in the Focus Group Summary Reports.

<b>Acute Care Vacancy Rates Selected Positions July, 2002 – January, 2004</b>				
<b>Job Classifications</b>	<b>Jan-04</b>	<b>Jul-03</b>	<b>Jan-03</b>	<b>Jul-02</b>
Audiologist	10.0%	8.9%	2.5%	2.1%
Speech Pathologist	7.2%	10.1%	11.3%	12.3%
Medical Secretary	3.6%	5.6%	5.5%	3.2%
Billing / Insurance Clerk	6.1%	4.2%	2.4%	6.6%
Food Service Worker (Entry Level)	6.7%	5.8%	7.5%	3.9%
Cardiac Cath. Technician (Angiographer)	5.9%	12.6%	10.1%	11.4%
Cardiac Technician (Echo / Vector)	7.6%	6.7%	7.1%	8.6%
Respiratory Therapist (CRT / Cert. Eligible)	4.4%	6.0%	11.4%	6.6%
Respiratory Therapist (RRT / Reg. Eligible)	6.9%	8.0%	10.7%	7.6%
Radiologic Technologist (Staff / Reg. / ARRT)	4.2%	8.2%	8.8%	15.4%
Computerized Tomography (CT) Scanner Technician	4.8%	7.4%	8.4%	10.9%
Magnetic Resonance Imaging (MRI) Technician	7.3%	6.7%	8.4%	15.5%
Nuclear Medicine Technologist (Staff / Reg. / ARRT)	2.6%	7.1%	14.3%	12.2%
Registered Nurse (RN)	8.2%	8.7%	9.3%	9.7%
Licensed Practical Nurse (LPN II)	6.8%	8.4%	5.5%	6.6%
Nursing Assistant	4.6%	5.5%	5.4%	8.7%
Patient Care Assistant	10.0%	8.7%	0.5%	0.0%
Patient Care Technician	4.6%	6.0%	6.9%	6.1%
Medical Technologist (Staff / Reg. / ASCP)	2.7%	2.0%	2.6%	2.8%
Medical Laboratory Technician (MLT)	3.8%	5.8%	3.7%	4.8%

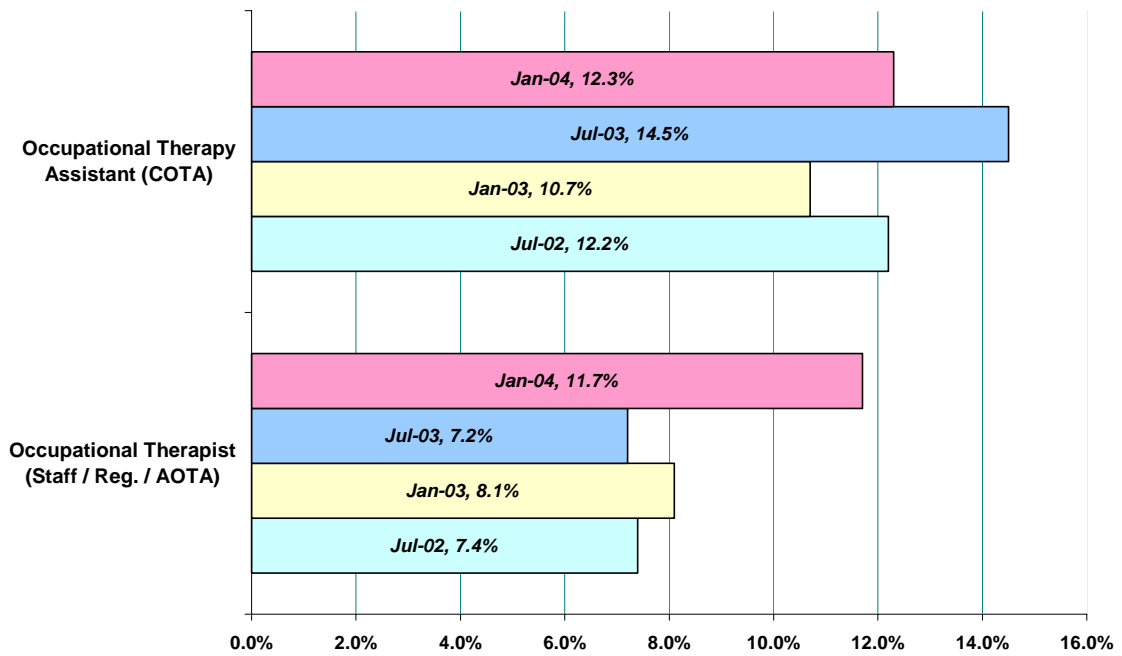
**Acute Care Vacancy Rates  
Selected Positions  
July, 2002 – January, 2004**

<b>Job Classifications</b>	<b>Jan-04</b>	<b>Jul-03</b>	<b>Jan-03</b>	<b>Jul-02</b>
Registered Health Information Tech. / Coder (RHIT)	4.7%	6.8%	8.7%	8.7%
Medical Transcriptionist	3.2%	2.4%	3.8%	6.3%
Mental Health Counselor	2.4%	5.7%	4.6%	8.0%
Social Worker (M.SW)	3.0%	3.9%	5.8%	3.9%
Occupational Therapist (Staff / Reg. / AOTA)	11.7%	7.2%	8.1%	7.4%
Occupational Therapy Assistant (COTA)	12.3%	14.5%	10.7%	12.2%
Pharmacist (Staff / R.PH)	5.1%	4.7%	8.6%	6.5%
Pharmacy Admixture Technician	3.5%	2.9%	3.6%	1.4%
Pharmacy Technician	3.3%	4.7%	8.2%	5.7%
Physical Therapist	8.1%	5.6%	4.7%	7.8%
Physical Therapy Aide	5.9%	1.5%	3.0%	4.8%
Physical Therapy Asst. (2 yr. / PTA)	7.9%	5.5%	6.0%	7.5%
Surgical / O.R. Technician (Certified)	8.1%	6.7%	4.5%	5.8%
Surgical / O.R. Technician (Non-Certified)	8.2%	7.7%	4.6%	12.5%
Emergency Room Technician	2.7%	3.5%	6.1%	5.0%

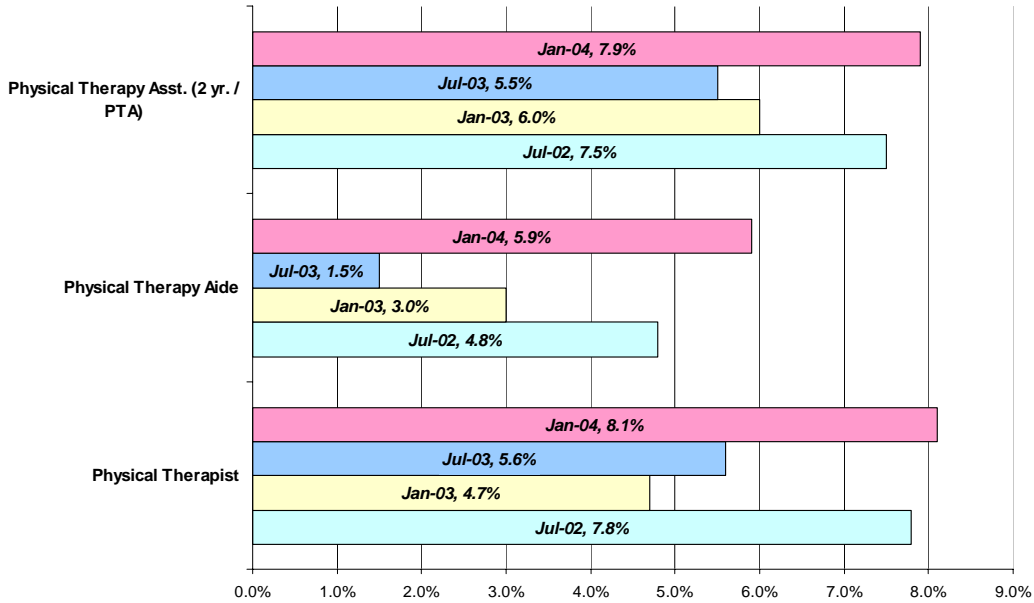
**Nursing Vacancy Rates - Acute Care Facilities  
July 2002 - January 2004**



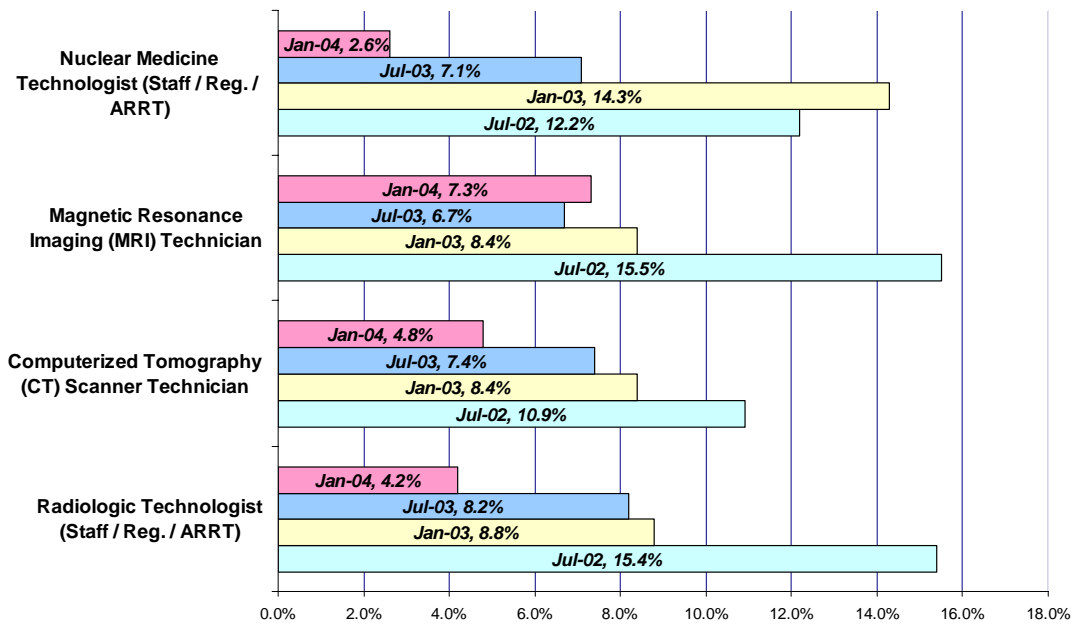
**Vacancy Rates For Occupational Therapy Positions in Acute Care Facilities  
July 2002 - January 2004**



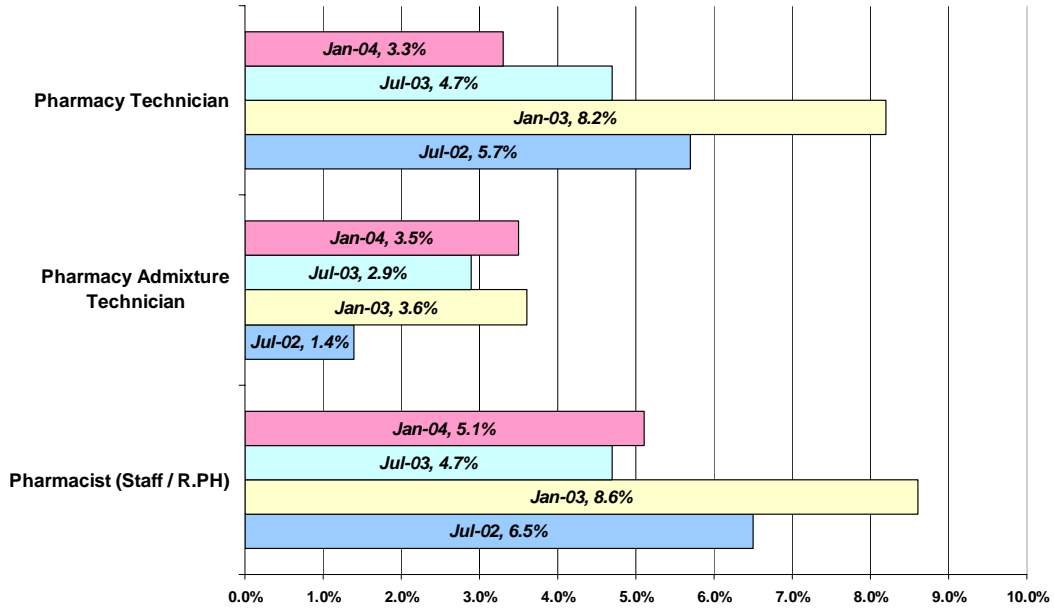
**Vacancy Rates for Physical Therapy Positions in Acute Care Facilities  
July 2002 - January 2004**



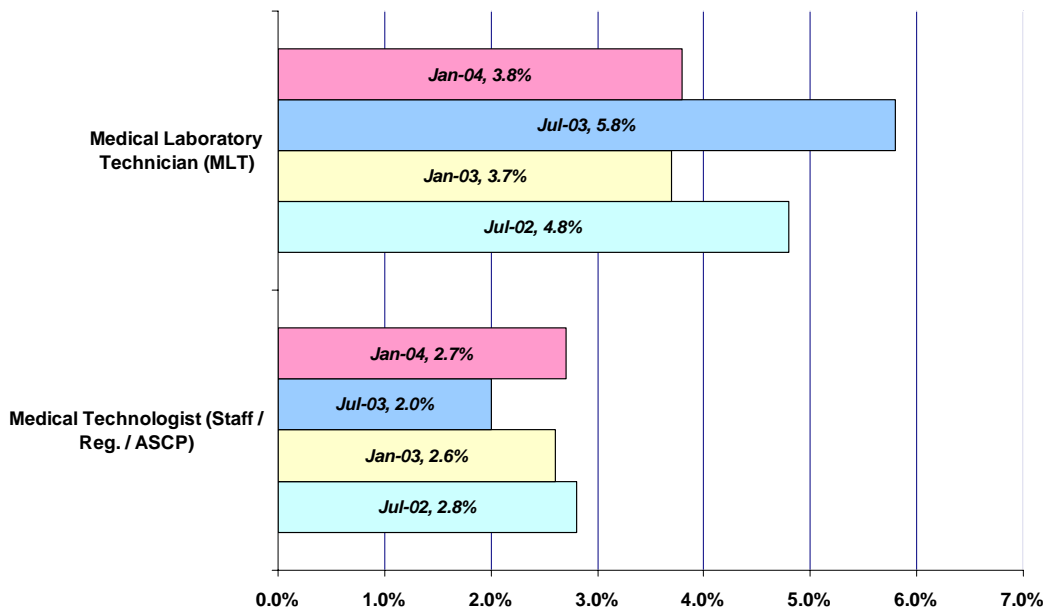
**Vacancy Rates for Imaging Professions in Acute Care  
July 2002 - January 2004**



**Vacancy Rates for Pharmacy in Acute Care Settings  
July 2002 - January 2004**

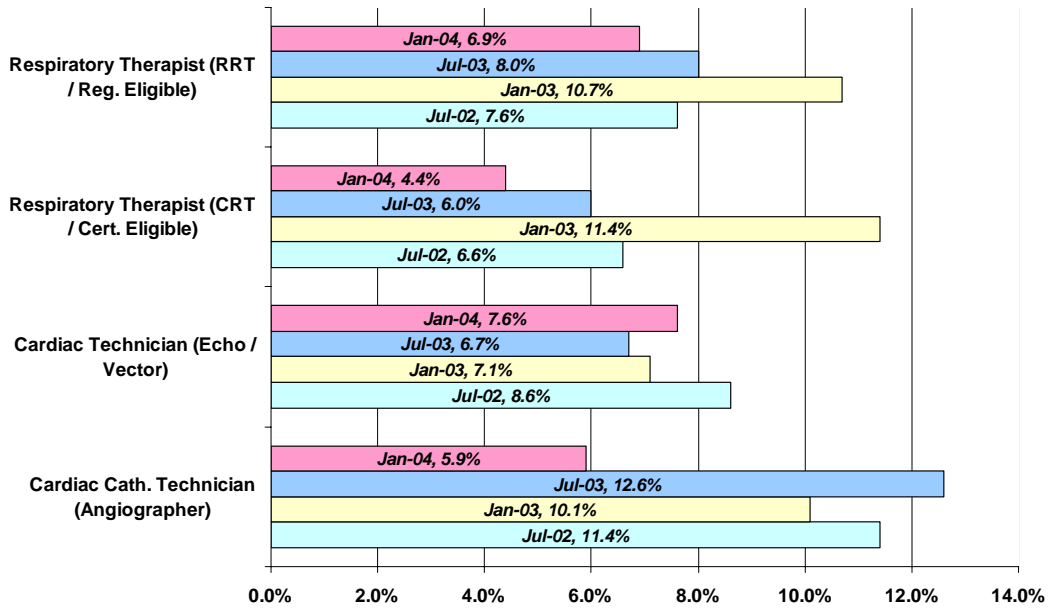


**Vacancy Rates for Laboratory Positions in Acute Care Settings  
July 2002 - January 2004**

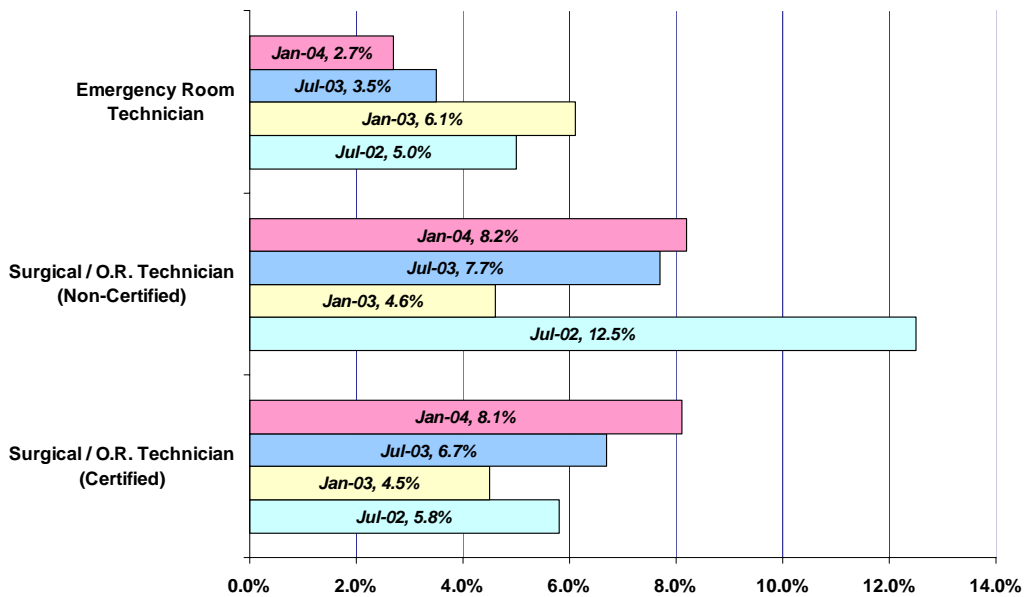




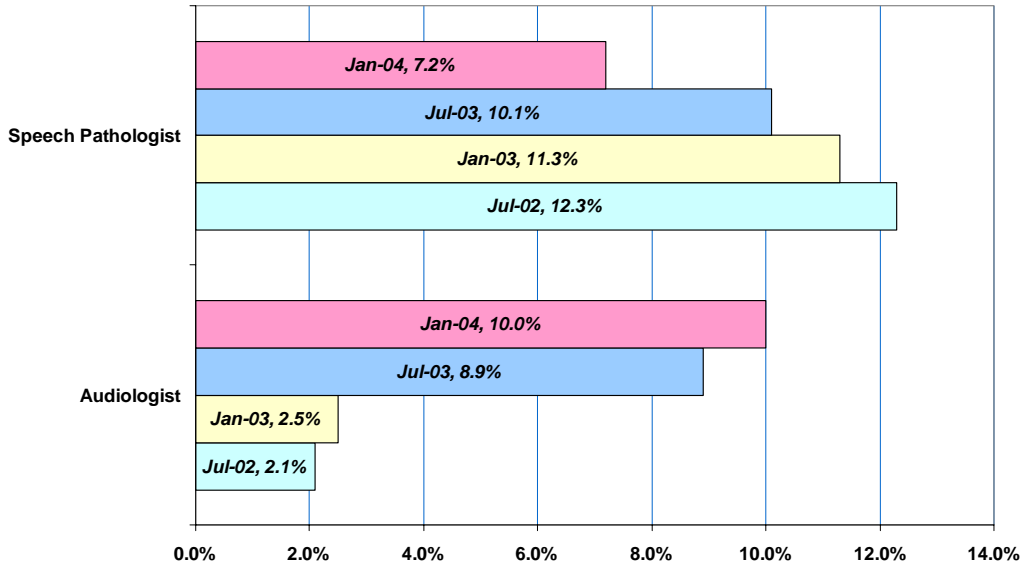
**Vacancy Rates for Respiratory and Cardiac Technicians in Acute Care Settings July 2002 - January 2004**



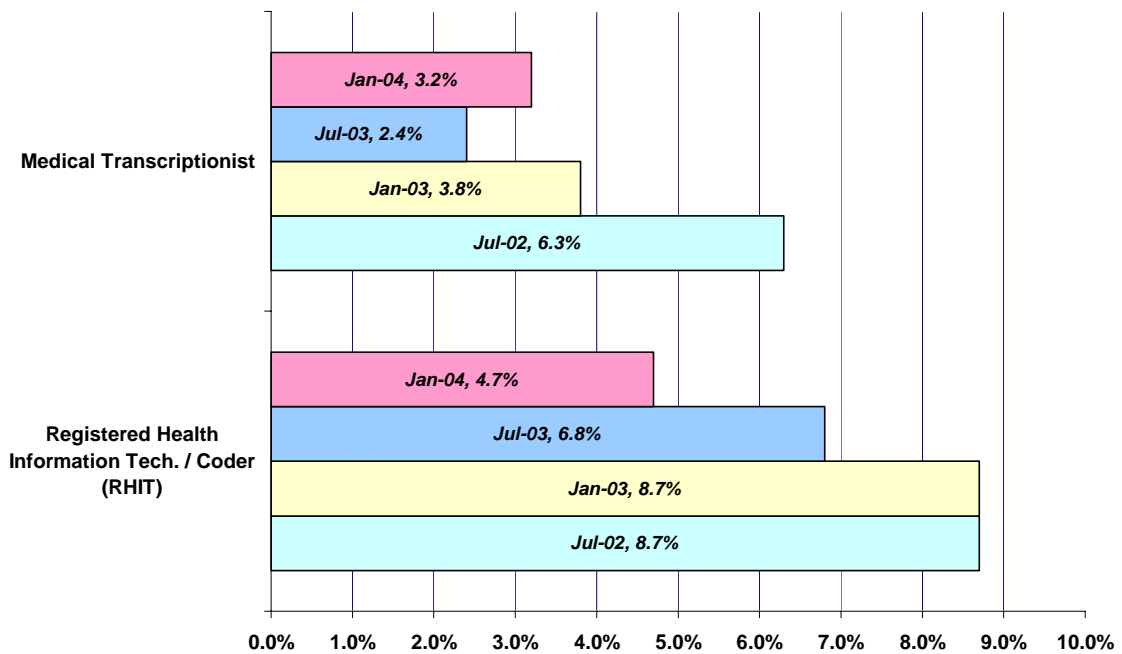
**Vacancy Rates for Surgery and Emergency Technical Positions in Acute Care Settings July 2002 - January 2004**



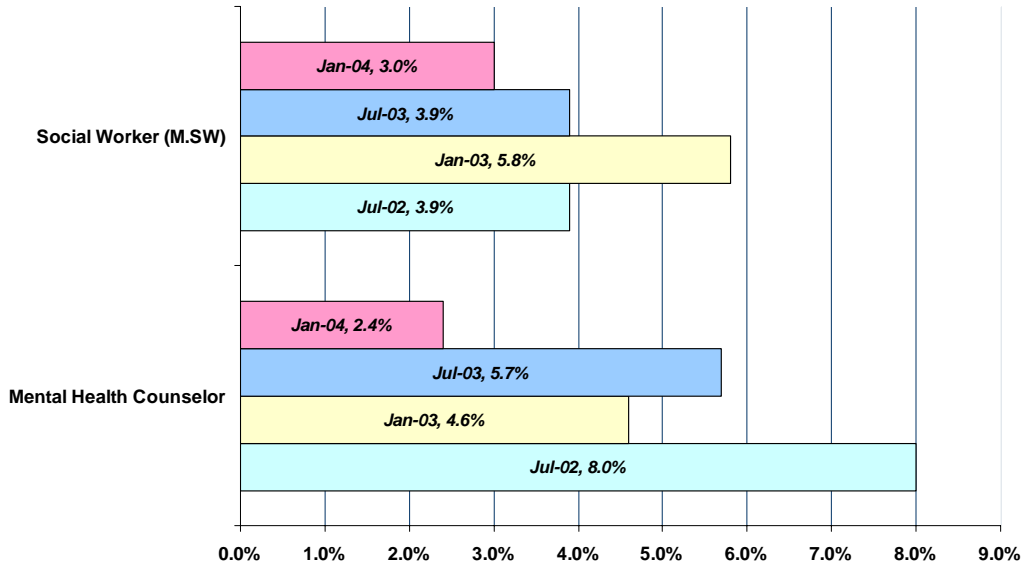
**Vacancy Rates for Audiologists and Speech Pathologists  
in Acute Care Facilities  
July 2002 - January 2004**



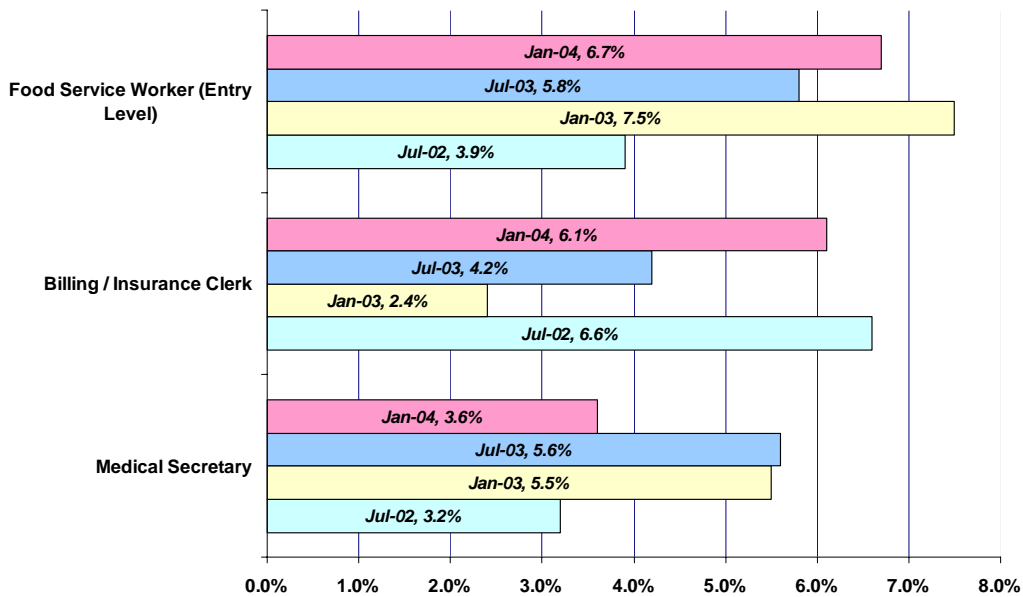
**Vacancy Rates for Health Information Positions in Acute Care Settings  
July 2002 - January 2004**



**Vacancy Rates for Social Workers and Mental Health Counselors  
in Acute Care Settings  
July 2002 - January 2004**



**Vacancy Rates for Service and Clerical Positions in Acute Care Settings  
July 2002 - January 2004**



<b>Vacancy Rates for All Positions in the MCHC Survey of Professional, Technical, Service and Clerical Positions July 2002 – January 2004</b>				
<b>Job Classifications</b>	<b>Vacancy Rate January 2004</b>	<b>Vacancy Rate July 2003</b>	<b>Vacancy Rate January 2003</b>	<b>Vacancy Rate July 2002</b>
Accountant (Cost Accountant)	13.0%	0.0%	8.8%	0.0%
Accountant (Staff)	2.6%	3.3%	1.0%	2.9%
Accounts Payable Clerk	1.1%	3.3%	4.8%	8.7%
Administrative Secretary	4.7%	3.3%	4.4%	3.9%
Admitting Representative	3.0%	4.6%	1.6%	5.8%
Advanced Practice Nurse	3.9%	15.9%	6.2%	3.1%
Anesthesia Technician	1.2%	0.0%	Not in survey	Not in survey
Assistant to the President	0.0%	3.1%	5.0%	0.0%
Audiologist	10.0%	8.9%	2.5%	2.1%
Benefits Specialist	0.0%	2.4%	0.0%	4.4%
Billing / Insurance Clerk	6.1%	4.2%	2.4%	6.6%
Bio-Medical Electronic Repair Technician	2.8%	3.6%	3.5%	8.9%
Buyer	1.3%	2.8%	8.5%	1.0%
Cardiac Cath. Technician (Angiographer)	5.9%	12.6%	10.1%	11.4%
Cardiac Technician (Echo / Vector)	7.6%	6.7%	7.1%	86.0%
Carpenter	0.0%	1.6%	5.7%	1.7%
Case Manager	3.9%	4.9%	4.3%	3.5%
Cashier	1.4%	3.3%	3.6%	1.9%
Chaplain	6.4%	9.3%	6.2%	2.3%
Charge Nurse / Nursing Supervisor	3.6%	5.1%	5.0%	3.3%
Child-Life Specialist	0.0%	6.7%	13.6%	0.0%
Claims Representative	1.7%	3.1%	1.7%	5.5%
Clerk Typist	4.6%	11.0%	11.4%	2.8%
Clinical Nurse Specialist	9.7%	16.2%	14.0%	9.4%

<b>Vacancy Rates for All Positions in the MCHC Survey of Professional, Technical, Service and Clerical Positions July 2002 – January 2004</b>				
<b>Job Classifications</b>	<b>Vacancy Rate January 2004</b>	<b>Vacancy Rate July 2003</b>	<b>Vacancy Rate January 2003</b>	<b>Vacancy Rate July 2002</b>
Clinical Team Leader	7.1%	4.5%	3.8%	Not in survey
Collection Clerk	3.1%	0.7%	3.4%	5.9%
Compensation Analyst	0.0%	0.0%	7.1%	11.8%
Computer Operator	1.2%	4.5%	3.0%	1.0%
Computerized Tomography (CT) Scanner Technician	4.8%	7.4%	8.4%	10.9%
Cook	2.9%	2.6%	2.2%	3.0%
Courier	3.4%	0.0%	1.6%	4.7%
Credentialing Coordinator	0.0%	5.3%	0.0%	2.9%
Cytotechnologist	2.0%	3.8%	5.9%	8.5%
Data Entry Operator	0.0%	0.0%	0.0%	10.0%
Diener (Autopsy / Morgue Tech.)	12.5%	11.1%	0.0%	0.0%
Dietician (Staff) A.D.A.	5.7%	5.6%	5.9%	2.0%
Discharge Planner	0.0%	0.0%	3.3%	3.0%
EEG Technician (Non-Certified)	7.0%	0.0%	5.0%	7.7%
EKG Technician (Non-Certified)	1.9%	3.4%	5.0%	3.5%
Electrician	1.5%	2.2%	1.5%	7.5%
Emergency Room Technician	2.7%	3.5%	6.1%	5.0%
Exercise Physiologist	1.9%	5.9%	1.9%	3.7%
Family / Patient Advocate	3.6%	0.0%	7.5%	Not in survey
File Clerk	1.4%	4.8%	3.3%	3.8%
Financial Counselor	1.3%	1.9%	Not in survey	Not in survey
Food Service Supervisor	3.9%	2.5%	2.7%	1.1%
Food Service Worker (Entry Level)	6.7%	5.8%	7.5%	3.9%
Histology Lab Technologist	2.2%	4.9%	5.1%	8.0%
Housekeeper (Entry Level)	2.1%	2.3%	2.0%	3.2%

<b>Vacancy Rates for All Positions in the MCHC Survey of Professional, Technical, Service and Clerical Positions July 2002 – January 2004</b>				
<b>Job Classifications</b>	<b>Vacancy Rate January 2004</b>	<b>Vacancy Rate July 2003</b>	<b>Vacancy Rate January 2003</b>	<b>Vacancy Rate July 2002</b>
Housekeeping Supervisor	4.5%	2.5%	1.3%	5.6%
Human Resources Generalist	3.1%	4.1%	5.1%	0.0%
Infection Control Practitioner (RN)	4.7%	4.4%	4.9%	8.5%
Internal Nurse Auditor	11.1%	4.0%	Not in survey	Not in survey
Laboratory Supervisor (Section Chief)	2.0%	1.4%	3.9%	3.1%
Lactation Consultant	6.7%	5.0%	0.0%	Not in survey
Laundry Worker	1.0%	2.8%	6.0%	0.6%
Licensed Practical Nurse (LPN II)	6.8%	8.4%	5.5%	6.6%
Magnetic Resonance Imaging (MRI) Technician	7.3%	6.7%	8.4%	15.5%
Mail Clerk	0.0%	0.0%	5.3%	0.0%
Maintenance Helper	2.2%	5.1%	5.6%	2.7%
Maintenance Mechanic	1.1%	3.2%	3.5%	1.9%
Mammography Technologist	3.4%	4.1%	7.6%	10.3%
Medical Interpreter	0.0%	3.0%	25.0%	4.3%
Medical Laboratory Technician (MLT)	3.8%	5.8%	3.7%	4.8%
Medical Physicist	4.5%	8.3%	8.0%	Not in survey
Medical Technologist (Staff / Reg. / ASCP)	2.7%	2.0%	2.6%	2.8%
Medical Transcriptionist	3.2%	2.4%	3.8%	6.3%
Mental Health Counselor	2.4%	5.7%	4.6%	8.0%
Nuclear Medicine Technologist (Staff / Reg. / ARRT)	2.6%	7.1%	14.3%	12.2%

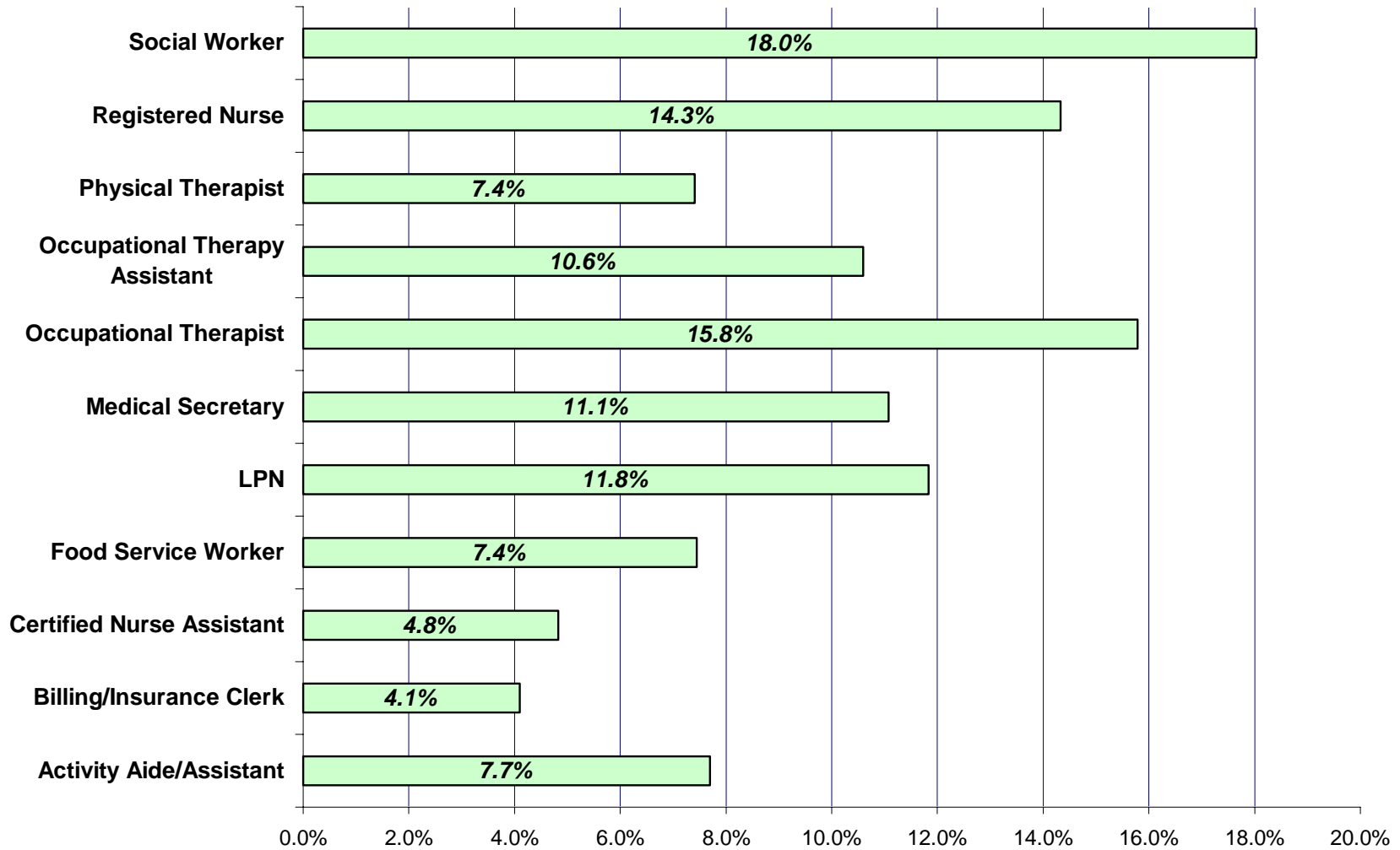
<b>Vacancy Rates for All Positions in the MCHC Survey of Professional, Technical, Service and Clerical Positions July 2002 – January 2004</b>				
<b>Job Classifications</b>	<b>Vacancy Rate January 2004</b>	<b>Vacancy Rate July 2003</b>	<b>Vacancy Rate January 2003</b>	<b>Vacancy Rate July 2002</b>
Nurse Anesthetist (Staff / Reg. / AANA)	7.5%	12.9%	14.3%	5.8%
Nursing Assistant	4.6%	5.5%	5.4%	8.7%
Nursing Service Supervisor	2.0%	0.0%	7.0%	Not in survey
Nursing Supervisor {Evenings & Nights}	2.3%	3.3%	2.9%	Not in survey
O.B. Technician	5.7%	6.0%	3.8%	4.1%
Occupational Health Nurse	0.0%	0.0%	3.7%	2.0%
Occupational Therapist (Staff / Reg. / AOTA)	11.7%	7.2%	8.1%	7.4%
Occupational Therapy Assistant (COTA)	12.3%	14.5%	10.7%	12.2%
Operating Room Supervisor	2.2%	2.0%	0.0%	0.0%
Ophthalmic Technician	0.0%	8.3%	4.3%	Not in survey
Painter	0.0%	3.0%	4.3%	1.3%
Pastoral Associate	0.0%	37.5%	14.3%	0.0%
Patient Care Assistant	10.0%	8.7%	0.5%	0.0%
Patient Care Technician	4.6%	6.0%	6.9%	6.1%
Payroll Clerk	2.1%	1.6%	0.0%	1.5%
Perfusionist	3.6%	3.6%	0.0%	3.0%
Pharmacist (Staff / R.PH)	5.1%	4.7%	8.6%	6.5%
Pharmacy Admixture Technician	3.5%	2.9%	3.6%	1.4%
Pharmacy Technician	3.3%	4.7%	8.2%	5.7%
Phlebotomist	7.0%	4.1%	2.9%	4.9%
Physical Therapist (Staff / Reg. / ARPT)	8.1%	5.6%	4.7%	7.8%
Physical Therapy Aide	5.9%	1.5%	3.0%	4.8%
Physical Therapy Assistant (2 yr. / PTA)	7.9%	5.5%	6.0%	7.5%

<b>Vacancy Rates for All Positions in the MCHC Survey of Professional, Technical, Service and Clerical Positions July 2002 – January 2004</b>				
<b>Job Classifications</b>	<b>Vacancy Rate January 2004</b>	<b>Vacancy Rate July 2003</b>	<b>Vacancy Rate January 2003</b>	<b>Vacancy Rate July 2002</b>
Polysonographer / Sleep Lab Technician	1.4%	2.7%	2.6%	8.8%
Pulmonary Function Technician	0.0%	0.0%	2.6%	4.3%
Radiation Dosemitrist	8.0%	13.8%	12.0%	27.5%
Radiation Therapy Technologist (Staff / Reg. / ARRT)	9.9%	10.5%	13.0%	10.3%
Radiologic Technologist (Staff / Reg. / ARRT)	4.2%	8.2%	8.8%	15.4%
Recreation Therapist	4.7%	4.4%	4.1%	5.3%
Recruiter	2.0%	1.4%	1.8%	8.0%
Registered Health Information Admin. (RHIA / ART)	3.3%	0.0%	3.3%	6.1%
Registered Health Information Tech. / Coder (RHIT)	4.7%	6.8%	8.7%	8.7%
Registered Nurse (RN)	8.2%	8.7%	9.3%	9.7%
Registered Nurse First Assistant (RNFA)	0.0%	0.0%	Not in survey	Not in survey
Registration Representative	4.9%	0.6%	2.5%	3.1%
Registration / Access Representative	3.5%	2.8%	Not in survey	Not in survey
Research Nurse	3.4%	0.0%	3.3%	Not in survey
Respiratory Therapist (RRT / Reg. Eligible)	6.9%	8.0%	10.7%	7.6%
Respiratory Therapist (CRT / Cert. Eligible)	4.4%	6.0%	11.4%	6.6%
Scheduler / Central Scheduler	1.9%	3.2%	1.5%	3.4%
Secretary (Departmental)	3.6%	5.6%	5.5%	3.2%
Security Officer / Guard	4.2%	3.8%	5.2%	5.4%
Social Worker (M.SW)	3.0%	3.9%	5.8%	3.9%

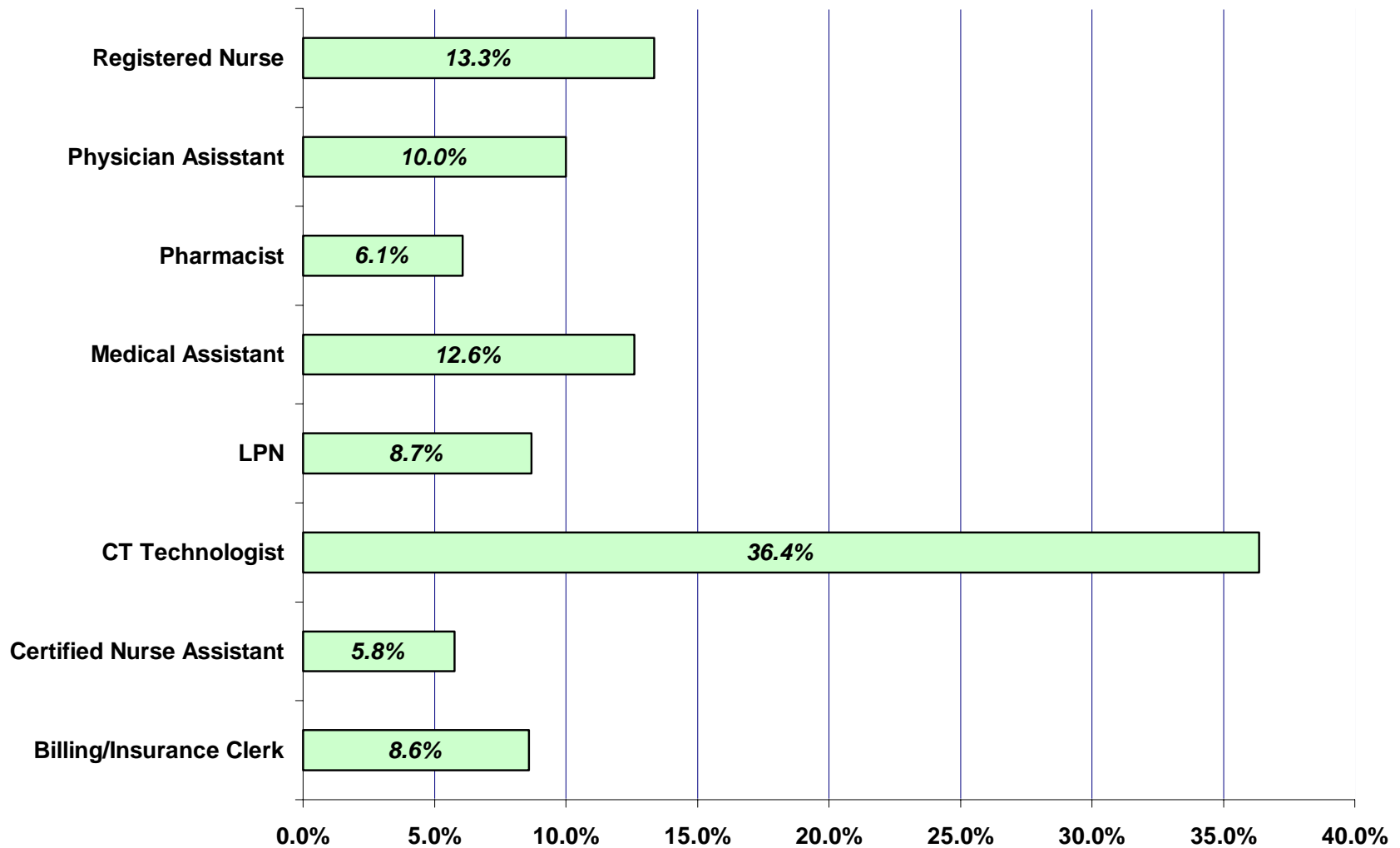


<b>Vacancy Rates for All Positions in the MCHC Survey of Professional, Technical, Service and Clerical Positions July 2002 – January 2004</b>				
<b>Job Classifications</b>	<b>Vacancy Rate January 2004</b>	<b>Vacancy Rate July 2003</b>	<b>Vacancy Rate January 2003</b>	<b>Vacancy Rate July 2002</b>
Special Procedures Radiology Technician	3.9%	10.9%	11.5%	16.7%
Speech Pathologist	7.2%	10.1%	11.3%	12.3%
Staffing Coordinator	0.0%	4.8%	8.6%	Not in survey
Stationary Engineer	1.0%	2.2%	0.4%	2.3%
Sterile Supply Technician	1.8%	2.6%	4.1%	3.0%
Storeroom Clerk	2.6%	2.3%	23.0%	6.0%
Surgical / O.R. Assistant (Certified)	9.8%	2.2%	3.9%	6.5%
Surgical / O.R. Technician (Certified)	8.1%	6.7%	4.5%	5.8%
Surgical / O.R. Technician (Non-Certified)	8.2%	7.7%	4.6%	12.5%
Telecommunications Operator	2.4%	2.2%	2.6%	5.1%
Telemetry Technician	8.8%	3.7%	8.2%	9.4%
Transporter	1.9%	4.2%	4.4%	3.1%
Tumor Registrar	0.0%	3.2%	2.9%	10.3%
Ultrasound Technologist	7.5%	3.7%	6.9%	10.4%
Unit Secretary	2.9%	3.9%	3.8%	2.9%
Utilization Review Coordinator	4.1%	3.9%	8.5%	5.2%
Vascular Technologist	3.1%	12.0%	11.5%	0.0%
Total budgeted ftes reported	50,877	54,301	53,162	55,030
total vacant positions reported	3,100	3,555	3,772	4,026
overall job vacancy rate	6.1%	6.5%	7.1%	7.3%

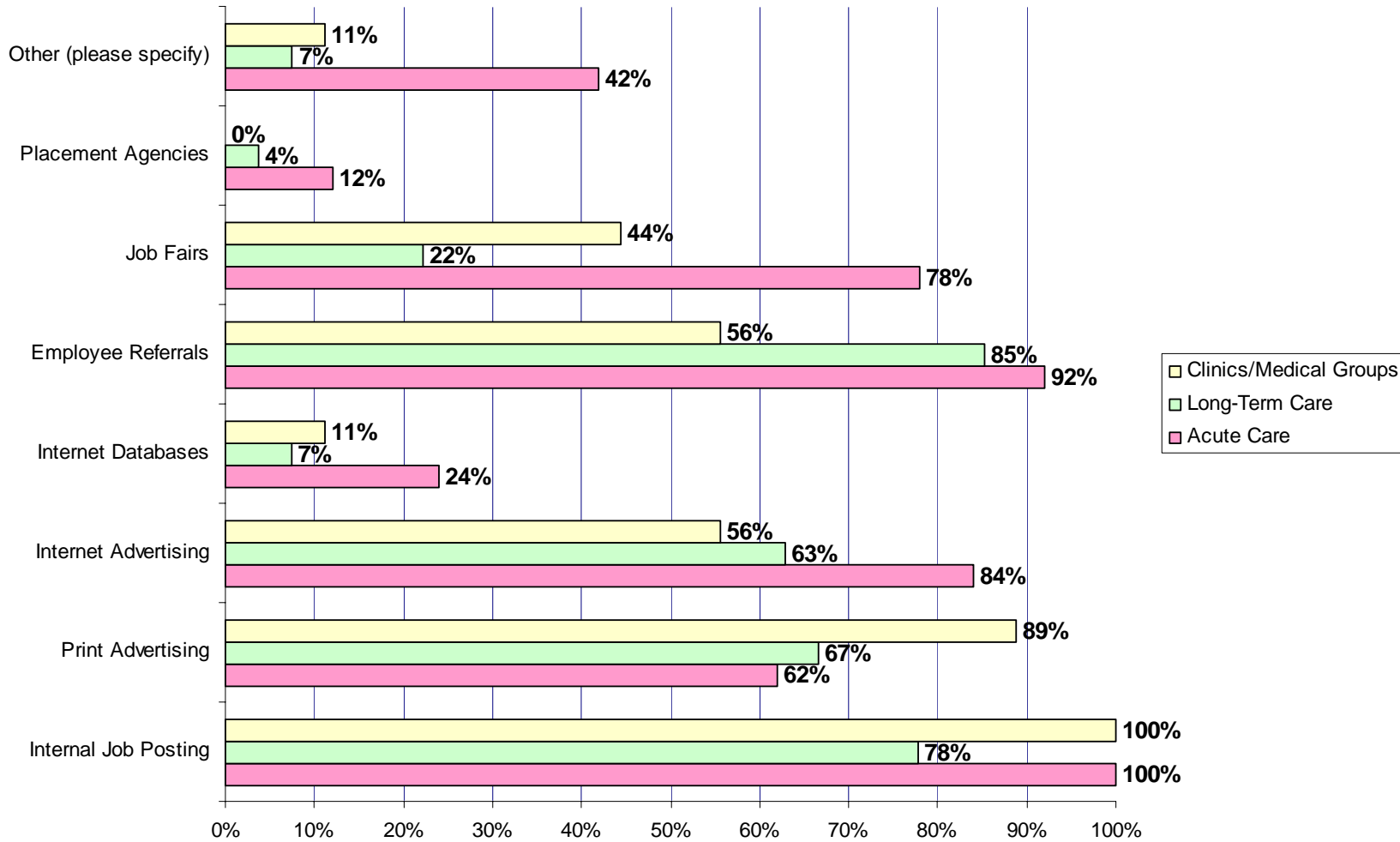
### Vacancy Rates for Long-Term Care Positions



### Vacancy Rates for Public Health Clinics and Medical Group Practices



## Recruitment Methods for Clerical and Service Positions



## **RECRUITMENT METHODS FOR CLERICAL AND SERVICE POSITIONS “OTHER” RESPONSES**

### For Acute Care:

- Illinois Skills Match
- Our own web site
- Our website's internal resume database
- All jobs are posted on our career website that is viewable internally and externally
- Temp to perm through staffing agencies
- Walk-in candidates

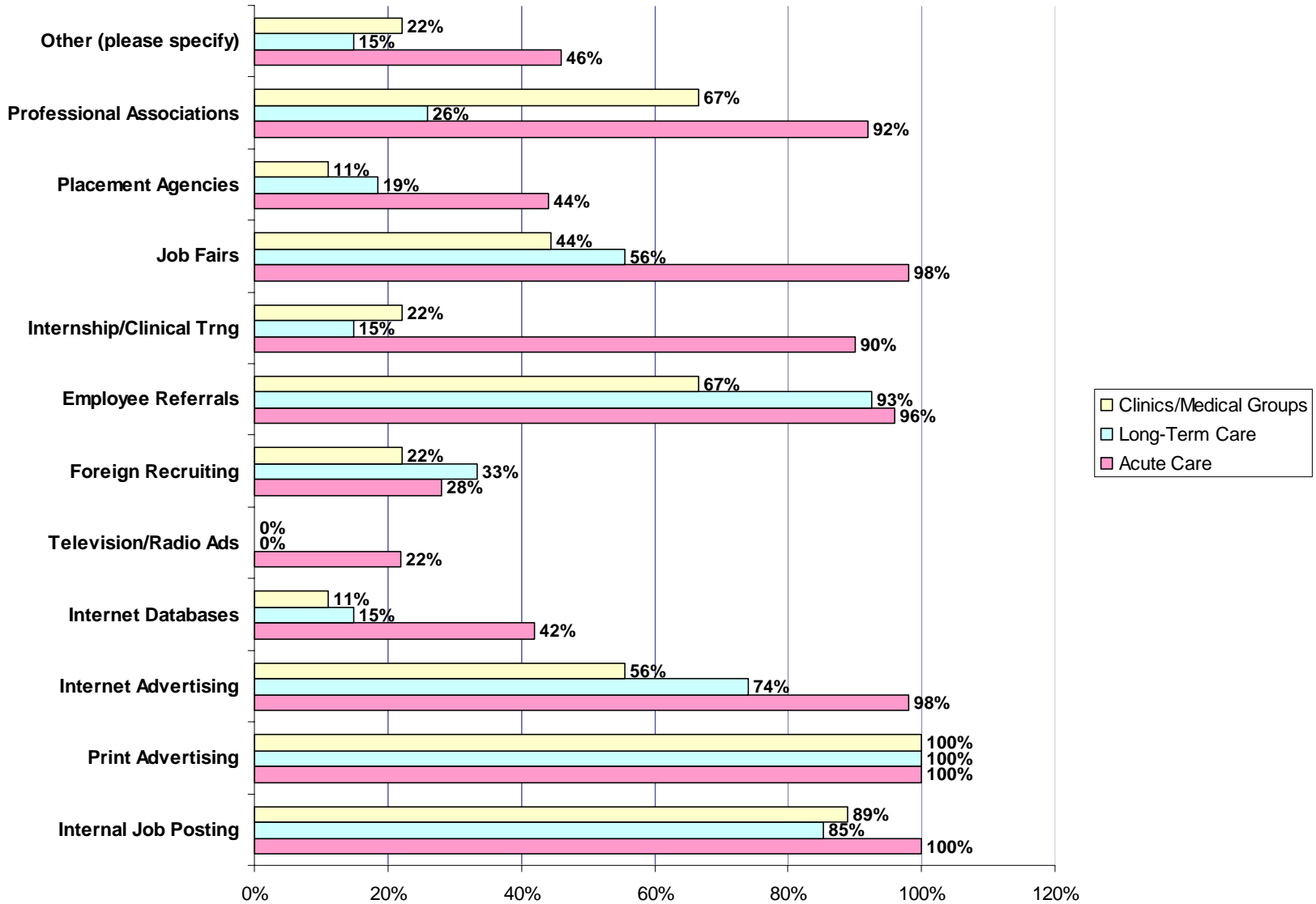
### Long-Term Care:

- Corporate recruiters
- Church bulletins

### Clinics/Medical Groups

- Illinois Skills Match

## Recruitment Methods for Professional and Technical Positions



## Recruitment Methods for Technical and Clinical Positions “Other” Responses

### Acute Care

- Open houses (8 responses)
- Career fairs (8 responses)
- Educational offerings (8 responses)
- Hospital website (12 responses)
- Direct mail (2 responses)
- Movie screens
- Recruitment events
- Mailings to members of professional associations

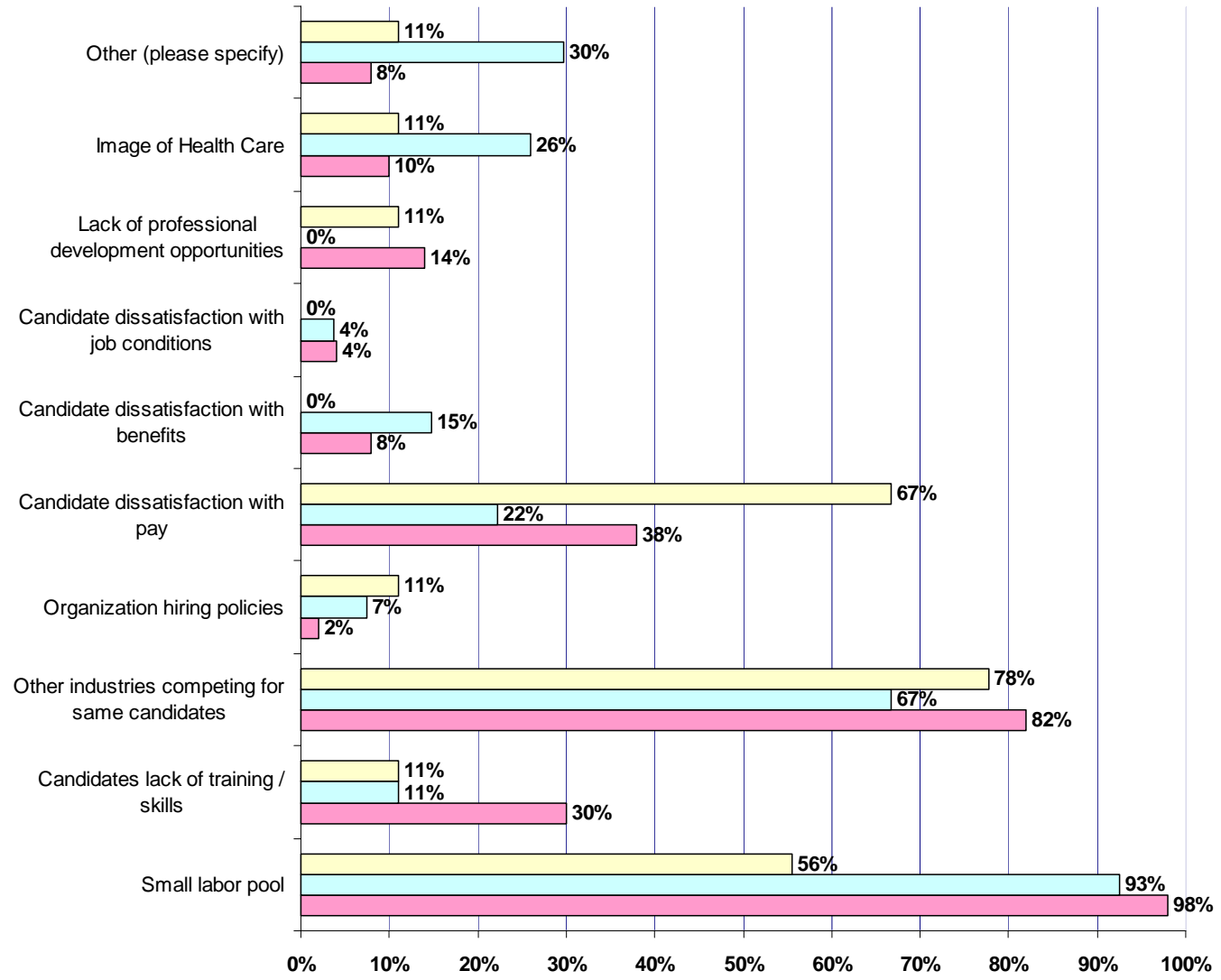
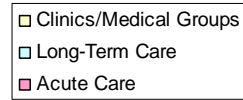
### Long-Term Care:

- Corporate recruiting
- Church bulletins
- Vendors and service providers
- Direct mail
- Networking with business associates

### Clinics/Medical Group Practices

- Direct mail
- Illinois Skills Match

### Major Obstacles to Hiring for Hard-to-Fill Positions





## Major Obstacles to Hiring for Hard-to-Fill Positions “Other” Responses

### Acute Care:

- Shift issues
- Location of the hospital facility and equipment
- New organization
- Commuting factors

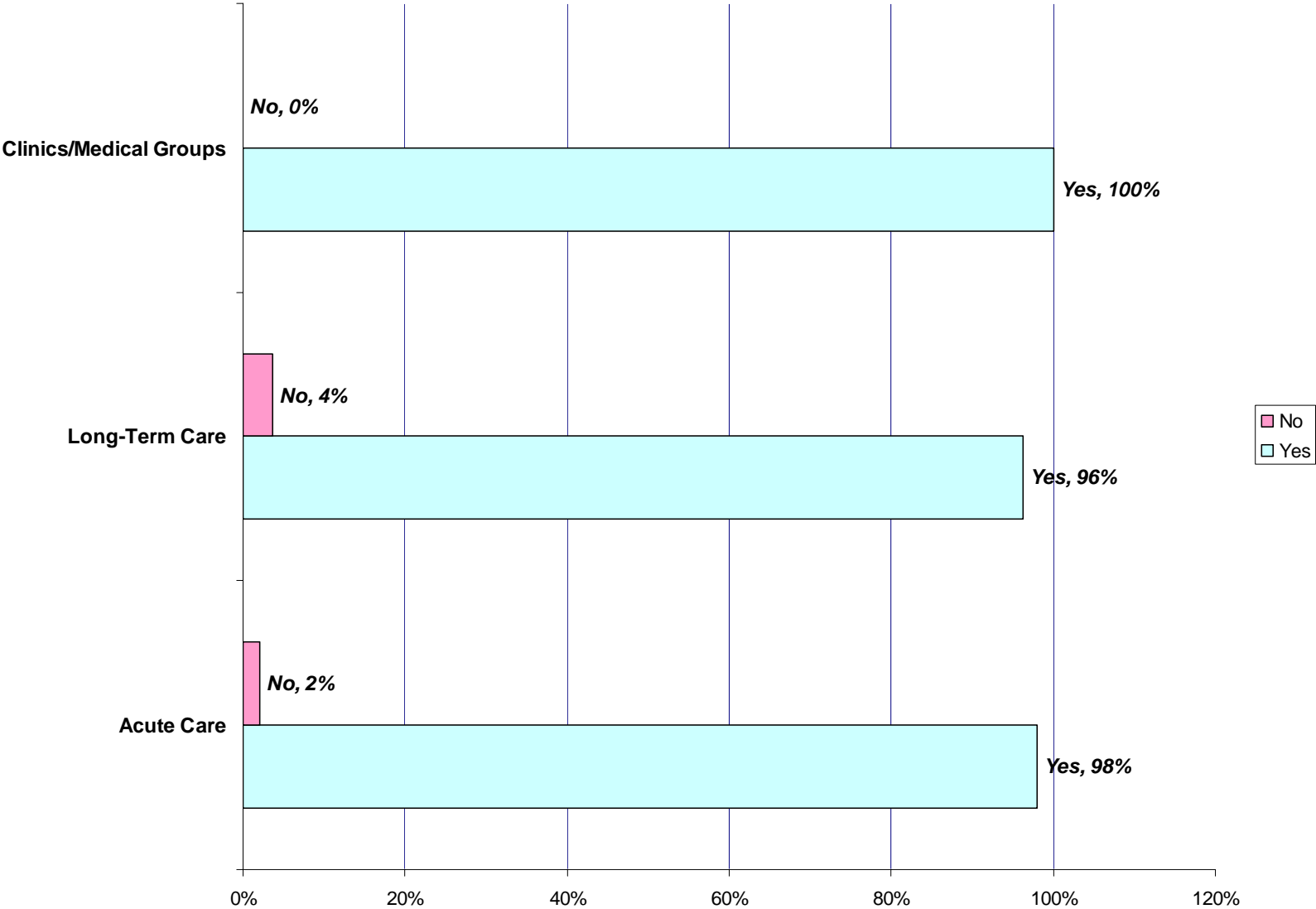
### Long-Term Care:

- Reluctance to work in long term care
- Image of long term care
- Competition with other LT Care facilities (7 responses)
- Location
- Transportation
- Scheduling

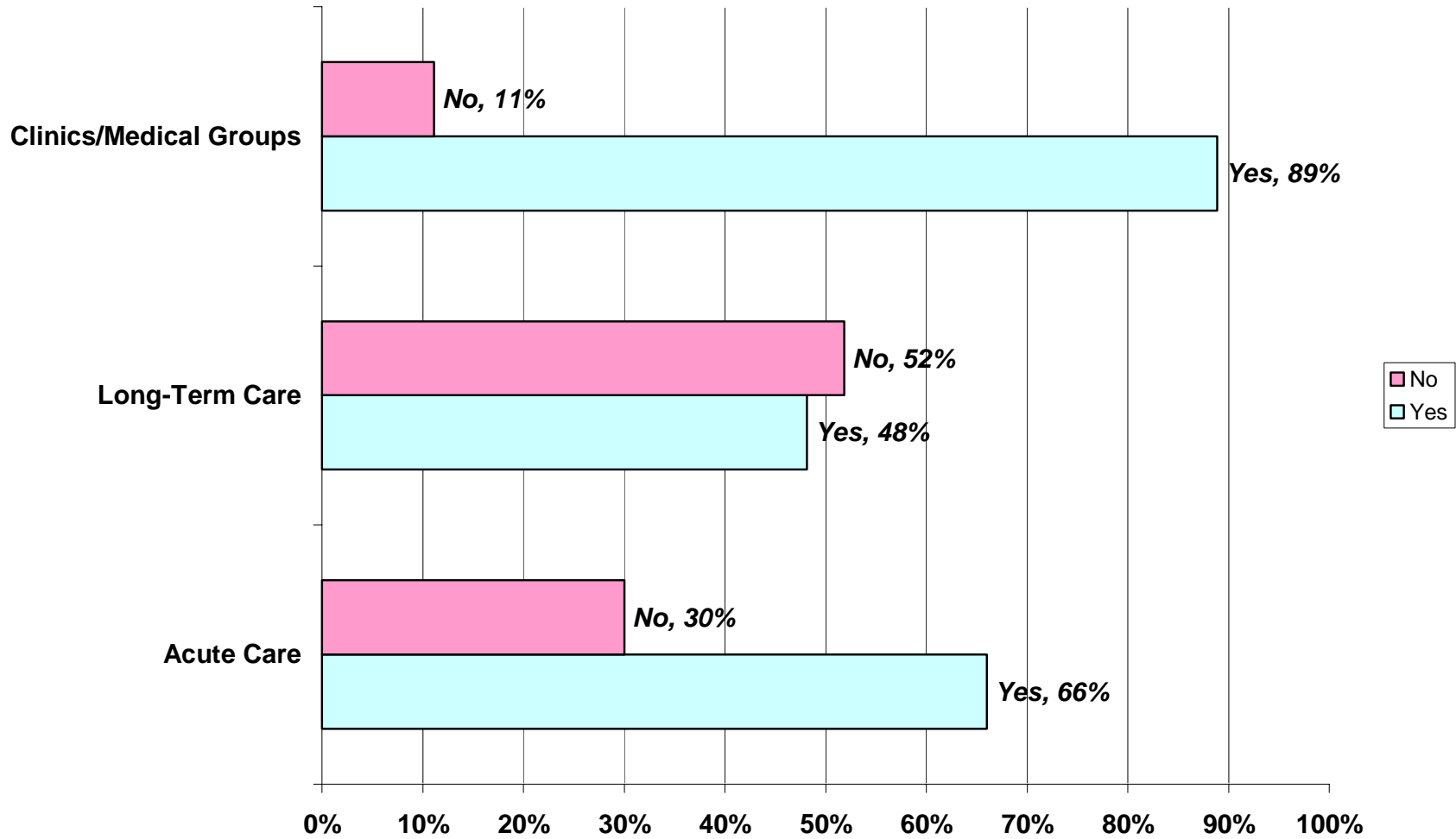
### Clinics/Medical Groups:

- Competitive salary

# Are Technical and Clinical Skills Taught in School Transferable to the Workplace?



### Do Schools and Training Programs Prepare Students for the Reality of the Workplace?



## MINIMUM EDUCATION REQUIREMENTS FOR ACUTE CARE POSITIONS

	HS Diploma/GED	Associates	Bachelors	Masters	Certification
Audiologist			12%	47%	25%
Billing / Insurance Clerk	88%	2%	4%		4%
Cardiac Cath Tech	12%	57%			24%
CNA / PCT	41%	0%			65%
CT Tech	10%	63%			39%
ER Tech	53%	2%			51%
Food Service Worker	73%	0%			0%
LPN II	37%	29%			41%
Medical Lab Tech	10%	69%	4%		37%
Medical Secretary	67%	8%			2%
Medical Technologist			76%		41%
Medical Transcriptionist	69%	10%			16%
Mental Health Counselor		20%	43%	4%	8%
MRI Tech		63%	6%		33%
Nuclear Med Tech		65%	8%		25%
Occupational Therapist (AOTA)			69%	22%	41%
Occupational Therapy Assistant (COTA)	12%	67%	4%		51%
Pharmacist (Staff / R.PH)			80%	8%	18%
Pharmacy Tech	63%	8%			49%
Physical Therapist (ARPT)			67%	25%	39%
Physical Therapy Assistant	14%	78%			24%
Physician Assistant		2%	45%	14%	16%
Radiologic Tech (ARRT)		79%	2%		51%
Registered Health Info Tech / Coder (RHIT)		67%	4%		27%
Registered Nurse		86%	14%		22%
Respiratory Therapist (RRT)		79%			24%
Social Worker			65%	31%	18%
Speech Therapist / Pathologist			22%	65%	12%
Substance Abuse Counselor		16%	35%	4%	8%
Surgical / O.R. Tech (Certified)	35%	29%	2%		57%

## MINIMUM EDUCATION REQUIREMENTS FOR LONG-TERM CARE POSITIONS

	HS Diploma/GED	Associates	Bachelors	Masters	Certification
Activity Aide/Assistant	100%				4%
Billing / Insurance Clerk	85%		4%		
CNA	67%				85%
Food Service Worker	85%				11%
LPN	59%				74%
Medical Secretary	81%		0%		
Occupational Therapist (AOTA)			63%		30%
Occupational Therapy Assistant (COTA)		56%			30%
Physical Therapist (ARPT)			67%		37%
Physical Therapy Assistant		60%	4%		26%
Physician Assistant			7%	7%	7%
Registered Nurse		59%	15%		44%
Social Worker			78%	19%	15%
Speech Therapist			22%	33%	22%

## MINIMUM EDUCATION REQUIREMENTS FOR CLINICS AND MEDICAL PRACTICES

	HS Diploma/GED	Associates	Bachelors	Masters	Certification
Audiologist			11%	22%	11%
Billing / Insurance Clerk	89%	11%			
CNA / PCT	44%	22%			44%
CT Tech	22%				33%
LPN	33%	33%			33%
Medical Assistant	22%	11%			33%
Medical Lab Tech	11%	22%	11%		22%
Medical Secretary	44%	11%			0%
Medical Technologist			22%		22%
Medical Transcriptionist	33%				
Mental Health Counselor			11%	22%	
MRI Tech	11%	11%			33%
Nuclear Med Tech	22%				11%
Pharmacist (Staff / R.PH)			22%		22%
Pharmacy Tech	22%				33%
Physician Assistant				11%	22%
Radiologic Tech (ARRT)	11%	11%			33%
Registered Health Info Tech / Coder (RHIT)		22%			33%
Registered Nurse		89%	11%		33%
Substance Abuse Counselor		11%	11%	11%	11%
Surgical / O.R. Tech (Certified)	11%				33%

## PERCEIVED LACK OF SKILLS IN CURRENT ACUTE CARE CANDIDATE POOL

	At least 1 year experience	Bilingual	Culturally Competent	Employability Skills (work ethic literacy etc.)	Knowledge of Equipment	Knowledge of Current Care Practices
Audiologist	9%	26%				
Billing / Insurance Clerk	33%	42%	5%	12%		5%
Cardiac Cath Tech	14%	23%		2%	2%	2%
CNA / PCT	16%	30%	9%	26%	2%	5%
CT Tech	12%	26%	2%	2%		2%
ER Tech	12%	42%	2%	5%	2%	7%
Food Service Worker	9%	23%	12%	67%	5%	2%
LPN II	7%	21%	2%	5%	0%	7%
Medical Lab Tech	9%	26%		2%	7%	2%
Medical Secretary	12%	26%		9%	2%	5%
Medical Technologist	9%	26%		2%	7%	5%
Medical Transcriptionist	35%	19%		5%	2%	2%
Mental Health Counselor	9%	21%	2%			2%
MRI Tech	14%	23%			2%	
Nuclear Med Tech	40%	21%				
Occupational Therapist (AOTA)	16%	28%				2%
Occupational Therapy Assistant (COTA)	12%	47%				2%
Pharmacist (Staff / R.PH)	7%	21%		2%	5%	5%
Pharmacy Tech	12%	21%		14%	5%	5%
Physical Therapist (ARPT)	16%	35%				2%
Physical Therapy Assistant (2 yr. / PTA)	9%	40%	2%			2%
Physician Assistant	2%	19%				5%
Radiologic Tech (ARRT)	9%	21%	2%	5%	5%	5%
Registered Health Info Tech / Coder (RHIT)	30%	21%	2%	2%		
Registered Nurse	12%	37%	5%	2%	5%	5%
Respiratory Therapist (RRT)	16%	26%	5%	12%	2%	5%
Social Worker	7%	28%				5%
Speech Therapist / Pathologist	14%	26%				5%
Substance Abuse Counselor	2%	21%				
Surgical / O.R. Tech (Certified)	12%	21%		12%	5%	5%

**PERCEIVED SKILLS DEFICIENCIES IN CURRENT LONG-TERM CARE CANDIDATE POOL**

	At least 1 year experience	Bilingual	Culturally Competent	Employability Skills (work ethic literacy etc.)	Knowledge of equipment	Knowledge of current patient care practices
Activity Aide/Assistant	21%	14%	7%	21%		14%
Billing / Insurance Clerk	14%		7%		7%	7%
CNA	7%		14%	50%	14%	29%
Food Service Worker	21%	7%	14%	43%		7%
LPN	7%		14%	14%		14%
Medical Secretary			7%			7%
Occupational Therapist (AOTA)			7%			7%
Occupational Therapy Assistant (COTA)			7%			7%
Physical Therapist (ARPT)			7%			7%
Physical Therapy Assistant (2 yr. / PTA)			7%			7%
Physician Assistant			0%			0%
Registered Nurse	7%		21%	7%		14%
Social Worker		7%				7%



**PERCEIVED SKILLS DEFICIENCIES IN CURRENT CANDIDATE POOL  
FOR CLINICS AND MEDICAL GROUP PRACTICES**

	<b>At least 1 year experience</b>	<b>Bilingual</b>	<b>Culturally Competent</b>	<b>Employability Skills (work ethic literacy etc.)</b>	<b>Knowledge of Equipment</b>	<b>Knowledge of Current Patient Care Practices</b>
Audiologist	20%					
Billing / Insurance Clerk	60%			20%	20%	
CNA / PCT	20%	20%				
CT Tech		0%				
LPN	20%	0%				
Medical Assistant						
Medical Lab Tech						
Medical Secretary						
Medical Technologist						
Medical Transcriptionist						
Mental Health Counselor		20%				
MRI Tech						
Nuclear Med Tech						
Pharmacist (Staff / R.PH)						
Pharmacy Tech						
Physician Assistant						
Radiologic Tech (ARRT)						
Registered Health Info Tech / Coder (RHIT)						
Registered Nurse	20%	60%				
Substance Abuse Counselor		20%				
Surgical / O.R. Tech (Certified)						

## **“Other” Perceived Deficiencies Identified by Participants**

### Acute Care:

- Insufficient specialized skills and experience in the candidate pool
- Attention to detail
- Computer skills

### Long-Term Care:

- Lack of training in mental illness / developmental disability
- Poor safety training for lifting for all healthcare occupations has resulted in ergonomic problems

### Clinics/Medical Practices

- Shortage of qualified certified CPT/ICD-9 Coders for physician billing/collecting. Training a cadre of coders would pay off nicely for them and fill a void in the market.

### AVERAGE LENGTH OF TIME TO FILL POSITION - ACUTE CARE

	1-30 Days	31-60 Days	61-90 Days	91-180 Days	181+ Days	Responses per Position
Audiologist	7%	20%	7%	63%	3%	30
Billing / Insurance Clerk	37%	54%	7%	2%		46
Cardiac Cath Tech	3%	43%	49%	6%		35
CNA / PCT	63%	33%	4%			48
CT Tech	3%	21%	47%	29%		38
ER Tech	71%	24%	5%			38
Food Service Worker	85%	10%	2%	2%		48
LPN II	8%	53%	33%	6%		36
Medical Lab Tech	13%	40%	23%	25%		40
Medical Secretary	50%	45%	5%			40
Medical Technologist	8%	31%	15%	46%		39
Medical Transcriptionist	11%	26%	34%	26%	3%	38
Mental Health Counselor	63%	23%	13%			30
MRI Tech		24%	24%	49%	3%	37
Nuclear Med Tech		15%	25%	53%	8%	40
Occupational Therapist (AOTA)	4%	39%	26%	24%	7%	46
Occupational Therapy Assistant (COTA)	8%	62%	18%	10%	3%	39
Pharmacist (Staff / R.PH)		16%	29%	40%	16%	45
Pharmacy Tech	60%	26%	14%			43
Physical Therapist (ARPT)	4%	17%	35%	35%	9%	46
Physical Therapy Assistant (2 yr. / PTA)	15%	39%	37%	7%	2%	41
Physician Assistant	13%	41%	34%	6%	6%	32
Radiologic Tech (ARRT)	7%	41%	39%	11%	2%	46
Registered Health Info Tech / Coder (RHIT)	3%	28%	20%	28%	23%	40
Registered Nurse	2%	20%	46%	32%		50
Respiratory Therapist (RRT)	5%	45%	36%	14%		44
Social Worker	36%	50%	12%	2%		42
Speech Therapist / Pathologist	5%	15%	22%	46%	12%	41
Substance Abuse Counselor	63%	26%	7%	4%		27
Surgical / O.R. Tech (Certified)	5%	41%	21%	31%	3%	39

**AVERAGE LENGTH OF TIME TO FILL POSITION  
LONG-TERM CARE**

	<b>1-30 Days</b>	<b>31-60 Days</b>	<b>61-90 Days</b>	<b>91-180 Days</b>	<b>181+ Days</b>	<b>Responses per Position</b>
Activity Aide/Assistant	88%	12%				26
Billing / Insurance Clerk	57%	36%	7%			14
CNA	62%	38%				26
Food Service Worker	96%	4%				26
LPN	15%	33%	11%	37%	4%	27
Medical Secretary	67%	25%	8%			12
Occupational Therapist (AOTA)	15%	8%		62%	15%	13
Occupational Therapy Assistant (COTA)	17%	8%		75%		12
Physical Therapist (ARPT)	9%		82%	9%		11
Physical Therapy Assistant (2 yr. / PTA)	8%	8%	67%	8%	8%	12
Physician Assistant						
Registered Nurse	8%	15%	35%	38%	4%	26
Social Worker	13%	65%	17%	4%		23
Speech Therapist		9%	9%	82%		11

**AVERAGE LENGTH OF TIME TO FILL POSITION  
MEDICAL GROUP CLINIC & PUBLIC HEALTH CLINICS**

	1-30 Days	31-60 Days	61-90 Days	91-180 Days	181+ Days	Responses per Position
Audiologist		50%	50%			2
Billing / Insurance Clerk	83%		17%			6
CNA/Patient Care Technician	80%		20%			5
Computer Tomography Technician		33%	33%		33%	3
LPN	25%	25%	25%	25%		4
Medical Assistant	20%	20%	60%			5
Medical Lab Tech		50%		50%		2
Medical Secretary	33%	67%				3
Medical Tech			50%	50%		2
Medical Transcriptionist	50%	50%				2
Mental Health Counselor	100%					1
MRI Tech		33%	33%		33%	3
Nuclear Medicine Tech		50%	50%			2
Pharmacist		33%	33%		33%	3
Pharmacy Technician	33%	67%				3
Physician Assistant				100%		2
Radiologic Technologist		33%	33%		33%	3
Registered Health Information Tech/Coder		50%	25%		25%	4
Registered Nurse	11%	44%	33%	11%		9
Substance Abuse Counselor		100%				1
Surgical/OR Tech (Certified)	50%		50%			2

## VACANCY RATES AND TIME TO FILL FOR ACUTE CARE POSITIONS

Job Classifications	Vacancy Rate 1/1/2004	Percent of Respondents - Time to Fill Positions					Responses per Position
		1-30 Days	31-60 Days	61-90 Days	91-180 Days	181+ Days	
Audiologist	10.0%	7%	20%	7%	63%	3%	30
Billing / Insurance Clerk	6.1%	37%	54%	7%	2%		46
Cardiac Cath. Technician (Angiographer)	5.9%	3%	43%	49%	6%		35
Computerized Tomography (CT) Scanner Technician	4.8%	3%	21%	47%	29%		38
Emergency Room Technician	2.7%	71%	24%	5%			38
Food Service Worker (Entry Level)	6.7%	85%	10%	2%	2%		48
Licensed Practical Nurse (LPN II)	6.8%	8%	53%	33%	6%		36
Magnetic Resonance Imaging (MRI) Technician	7.3%		24%	24%	49%	3%	37
Medical Laboratory Technician (MLT)	3.8%	13%	40%	23%	25%		40
Medical Secretary	3.6%	50%	45%	5%			40
Medical Technologist (Staff / Reg. / ASCP)	2.7%	8%	31%	15%	46%		39
Medical Transcriptionist	3.2%	11%	26%	34%	26%	3%	38
Mental Health Counselor	2.4%	63%	23%	13%			30
Nuclear Medicine Technologist (Staff / Reg. / ARRT)	2.6%		15%	25%	53%	8%	40
Nursing Assistant	4.6%	63%	33%	4%			48
Occupational Therapist (Staff / Reg. / AOTA)	11.7%	4%	39%	26%	24%	7%	46
Occupational Therapy Assistant (COTA)	12.3%	8%	62%	18%	10%	3%	39
Patient Care Assistant	10.0%						
Patient Care Technician	4.6%	63%	33%	4%			48
Pharmacist (Staff / R.PH)	5.1%		16%	29%	40%	16%	45
Pharmacy Technician	3.3%	60%	26%	14%			43
Physical Therapist	8.1%	4%	17%	35%	35%	9%	46
Physical Therapy Aide	5.9%						
Physical Therapy Asst. (2 yr. / PTA)	7.9%	15%	39%	37%	7%	2%	41
Radiologic Technologist (Staff / Reg. / ARRT)	4.2%	7%	41%	39%	11%	2%	46
Registered Health Information Tech. / Coder (RHIT)	4.7%	3%	28%	20%	28%	23%	40
Registered Nurse (RN)	8.2%	2%	20%	46%	32%		50
Respiratory Therapist (CRT / Cert. Eligible)	4.4%	5%	45%	36%	14%		44

<b>VACANCY RATES AND TIME TO FILL FOR ACUTE CARE POSITIONS</b>							
<b>Job Classifications</b>	<b>Vacancy Rate 1/1/2004</b>	<b>Percent of Respondents - Time to Fill Positions</b>					<b>Responses per Position</b>
		<b>1-30 Days</b>	<b>31-60 Days</b>	<b>61-90 Days</b>	<b>91-180 Days</b>	<b>181+ Days</b>	
Respiratory Therapist (RRT / Reg. Eligible)	6.9%	5%	45%	36%	14%		44
Social Worker (M.SW)	3.0%	36%	50%	12%	2%		42
Speech Pathologist	7.2%	5%	15%	22%	46%	12%	41
Surgical / O.R. Technician (Certified)	8.1%	5%	41%	21%	31%	3%	39

<b>VACANCY RATES AND TIME TO FILL FOR LONG TERM CARE POSITIONS</b>							
<b>Job Classifications</b>	<b>Vacancy Rate</b>	<b>Percent of Respondents - Time to Fill Positions</b>					<b>Responses per Position</b>
		<b>1-30 Days</b>	<b>31-60 Days</b>	<b>61-90 Days</b>	<b>91-180 Days</b>	<b>181+ Days</b>	
Activity Aide/Assistant	7.7%	88%	12%				26
Billing / Insurance Clerk	4.1%	57%	36%	7%			14
CNA	4.8%	62%	38%				26
Food Service Worker	7.4%	96%	4%				26
LPN	11.8%	15%	33%	11%	37%	4%	27
Medical Secretary	39.1%	67%	25%	8%			12
Occupational Therapist (AOTA)	15.8%	15%	8%		62%	15%	13
Occupational Therapy Assistant (COTA)	10.6%	17%	8%		75%		12
Physical Therapist (ARPT)	ID	9%		82%	9%		11
Physical Therapy Assistant (2 yr. / PTA)	ID	8%	8%	67%	8%	8%	12
Physician Assistant							
Registered Nurse	14.3%	8%	15%	35%	38%	4%	26
Social Worker	18.0%	13%	65%	17%	4%		23
Speech Therapist	ID		9%	9%	82%		11

**VACANCY RATES AND TIME TO FILL FOR MEDICAL GROUP CLINIC &  
PUBLIC HEALTH CLINIC POSITIONS**

Job Classifications	Vacancy Rate	Percent of Respondents - Time to Fill Positions					Responses per Position
		1-30 Days	31-60 Days	61-90 Days	91-180 Days	181+ Days	
Audiologist	ID		50%	50%			2
Billing / Insurance Clerk	8.6%	83%		17%			6
CNA/Patient Care Technician	5.8%	80%		20%			5
Computer Tomography Technician	36.3%		33%	33%		33%	3
LPN	8.7%	25%	25%	25%	25%		4
Medical Assistant	12.6%	20%	20%	60%			5
Medical Lab Tech	ID		50%		50%		2
Medical Secretary	25%	33%	67%				3
Medical Tech	42.3%			50%	50%		2
Medical Transcriptionist	ID	50%	50%				2
Mental Health Counselor	ID	100%					1
MRI Tech	28.6%		33%	33%		33%	3
Nuclear Medicine Tech	ID		50%	50%			2
Pharmacist	6.1%		33%	33%		33%	3
Pharmacy Technician	50%	33%	67%				3
Physician Assistant	10%				100%		2
Radiologic Technologist	ID		33%	33%		33%	3
Registered Health Information Tech/Coder	0%		50%	25%		25%	4
Registered Nurse	13.3%	11%	44%	33%	11%		9
Substance Abuse Counselor	ID		100%				1
Surgical/OR Tech (Certified)	ID	50%		50%			2



**MINIMUM AND MAXIMUM OF RANGE AND AVERAGE ACTUALLY PAID FOR ACUTE CARE POSITIONS**

<b>Job Classifications</b>		<b>North Suburbs</b>	<b>North City</b>	<b>West Suburbs</b>	<b>Central and South City</b>	<b>South Suburbs</b>	<b>Metropolitan Chicago Average</b>
<b>Audiologist - 29 Respondents</b>							
	Minimum	\$ 19.91	\$ 20.11	\$ 20.95	\$ 19.04	\$ 20.59	\$ 20.15
	Maximum	\$ 32.72	\$ 31.62	\$ 32.83	\$ 28.93	\$ 31.57	\$ 31.49
	Average Paid	\$ 27.12	\$ 24.41	\$ 27.33	\$ 25.39	\$ 26.11	\$ 26.09
<b>Billing / Insurance Clerk - 64 Respondents</b>							
	Minimum	\$ 11.34	\$ 12.19	\$ 11.64	\$ 11.47	\$ 11.17	\$ 11.51
	Maximum	\$ 17.24	\$ 18.30	\$ 16.99	\$ 17.87	\$ 16.26	\$ 17.21
	Average Paid	\$ 14.56	\$ 14.47	\$ 14.52	\$ 14.04	\$ 13.98	\$ 14.33
<b>Cardiac Cath. Technician (Angiographer) - 43 Respondents</b>							
	Minimum	\$ 19.41	\$ 20.76	\$ 19.54	\$ 20.59	\$ 19.41	\$ 19.80
	Maximum	\$ 30.86	\$ 31.37	\$ 29.61	\$ 31.31	\$ 29.62	\$ 30.41
	Average Paid	\$ 26.08	\$ 25.57	\$ 25.64	\$ 25.88	\$ 24.87	\$ 25.62
<b>Cardiac Technician (Echo / Vector) - 49 Respondents</b>							
	Minimum	\$ 20.54	\$ 20.55	\$ 19.59	\$ 17.90	\$ 16.92	\$ 18.97
	Maximum	\$ 32.84	\$ 32.11	\$ 29.17	\$ 27.50	\$ 25.47	\$ 29.09
	Average Paid	\$ 26.56	\$ 26.04	\$ 23.93	\$ 22.34	\$ 21.99	\$ 23.87
<b>Computerized Tomography (CT) Scanner Technician - 52 Respondents</b>							
	Minimum	\$ 21.36	\$ 21.96	\$ 20.88	\$ 22.65	\$ 20.02	\$ 21.21
	Maximum	\$ 33.11	\$ 32.91	\$ 30.95	\$ 34.37	\$ 30.15	\$ 32.04
	Average Paid	\$ 27.46	\$ 28.03	\$ 26.72	\$ 26.88	\$ 26.01	\$ 26.95
<b>Emergency Room Technician - 51 Respondents</b>							
	Minimum	\$ 10.99	\$ 11.46	\$ 11.08	\$ 11.42	\$ 10.54	\$ 11.04
	Maximum	\$ 17.45	\$ 17.38	\$ 16.45	\$ 17.47	\$ 15.65	\$ 16.73
	Average Paid	\$ 13.51	\$ 13.12	\$ 12.86	\$ 13.35	\$ 12.21	\$ 12.96

**MINIMUM AND MAXIMUM OF RANGE AND AVERAGE ACTUALLY PAID FOR ACUTE CARE POSITIONS**

<b>Job Classifications</b>		<b>North Suburbs</b>	<b>North City</b>	<b>West Suburbs</b>	<b>Central and South City</b>	<b>South Suburbs</b>	<b>Metropolitan Chicago Average</b>					
Food Service Worker (Entry Level) 73 Respondents												
Minimum	\$	7.94	\$	8.32	\$	8.27	\$	8.83	\$	8.24	\$	8.28
Maximum	\$	11.88	\$	12.08	\$	11.83	\$	12.36	\$	12.00	\$	11.99
Average Paid	\$	9.11	\$	9.89	\$	9.54	\$	10.58	\$	9.35	\$	9.61
Licensed Practical Nurse (LPN II) - 65 Respondents												
Minimum	\$	13.39	\$	13.90	\$	13.41	\$	14.09	\$	12.75	\$	13.44
Maximum	\$	20.14	\$	21.23	\$	19.99	\$	20.67	\$	18.68	\$	20.03
Average Paid	\$	18.04	\$	17.42	\$	17.47	\$	17.33	\$	16.80	\$	17.44
Magnetic Resonance Imaging (MRI) Technician - 48 Respondents												
Minimum	\$	21.37	\$	22.86	\$	21.84	\$	22.94	\$	19.84	\$	21.62
Maximum	\$	33.61	\$	34.72	\$	32.23	\$	35.04	\$	29.71	\$	32.73
Average Paid	\$	28.57	\$	28.16	\$	28.49	\$	29.10	\$	25.74	\$	28.10
Medical Laboratory Technician (MLT) - 56 Respondents												
Minimum	\$	13.43	\$	13.81	\$	13.44	\$	14.73	\$	14.43	\$	13.91
Maximum	\$	20.51	\$	21.20	\$	20.58	\$	21.08	\$	21.08	\$	20.82
Average Paid	\$	16.78	\$	16.57	\$	18.65	\$	17.27	\$	18.83	\$	17.71
Medical Secretary - 70 Respondents												
Minimum	\$	11.34	\$	12.12	\$	11.75	\$	11.97	\$	10.85	\$	11.56
Maximum	\$	17.07	\$	18.33	\$	17.29	\$	17.79	\$	15.84	\$	17.17
Average Paid	\$	14.09	\$	15.11	\$	15.25	\$	14.76	\$	13.94	\$	14.66

**MINIMUM AND MAXIMUM OF RANGE AND AVERAGE ACTUALLY PAID FOR ACUTE CARE POSITIONS**

<b>Job Classifications</b>		<b>North Suburbs</b>	<b>North City</b>	<b>West Suburbs</b>	<b>Central and South City</b>	<b>South Suburbs</b>	<b>Metropolitan Chicago Average</b>
Medical Technologist (Staff / Reg. / ASCP) - 64 Respondents	Minimum	\$ 17.19	\$ 17.34	\$ 16.52	\$ 16.99	\$ 17.64	\$ 17.05
	Maximum	\$ 26.29	\$ 26.38	\$ 25.18	\$ 25.34	\$ 26.45	\$ 25.84
	Average Paid	\$ 22.44	\$ 21.35	\$ 22.04	\$ 21.81	\$ 23.74	\$ 22.25
Medical Transcriptionist - 60 Respondents	Minimum	\$ 12.11	\$ 12.63	\$ 12.36	\$ 11.81	\$ 11.70	\$ 12.14
	Maximum	\$ 18.42	\$ 19.03	\$ 18.12	\$ 17.98	\$ 17.17	\$ 18.11
	Average Paid	\$ 15.77	\$ 16.42	\$ 15.94	\$ 15.47	\$ 15.01	\$ 15.71
Mental Health Counselor - 36 Respondents	Minimum	\$ 13.61	\$ 13.35	\$ 12.74	\$ 13.94	\$ 14.99	\$ 13.70
	Maximum	\$ 21.42	\$ 20.45	\$ 19.34	\$ 19.95	\$ 22.11	\$ 20.57
	Average Paid	\$ 17.05	\$ 16.12	\$ 15.89	\$ 16.04	\$ 17.85	\$ 16.51
Nuclear Medicine Technologist (Staff/ Reg. ARRT) - 61 Respondents	Minimum	\$ 24.42	\$ 23.91	\$ 22.20	\$ 20.78	\$ 21.20	\$ 22.50
	Maximum	\$ 37.13	\$ 35.27	\$ 32.98	\$ 31.39	\$ 32.27	\$ 33.86
	Average Paid	\$ 31.45	\$ 28.63	\$ 28.17	\$ 29.99	\$ 28.82	\$ 29.46
Nursing Assistant - 53 Respondents	Minimum	\$ 9.93	\$ 9.08	\$ 9.82	\$ 9.44	\$ 9.43	\$ 9.57
	Maximum	\$ 15.26	\$ 13.36	\$ 14.10	\$ 12.76	\$ 13.96	\$ 13.98
	Average Paid	\$ 11.51	\$ 11.28	\$ 11.69	\$ 11.45	\$ 11.50	\$ 11.51
Occupational Therapist (Staff /Reg.AOTA) - 65 Respondents	Minimum	\$ 20.72	\$ 20.77	\$ 20.60	\$ 20.88	\$ 20.82	\$ 20.73
	Maximum	\$ 32.11	\$ 32.08	\$ 31.36	\$ 31.40	\$ 31.20	\$ 31.58
	Average Paid	\$ 26.07	\$ 23.39	\$ 26.20	\$ 25.98	\$ 27.00	\$ 25.95

**MINIMUM AND MAXIMUM OF RANGE AND AVERAGE ACTUALLY PAID FOR ACUTE CARE POSITIONS**

<b>Job Classifications</b>		<b>North Suburbs</b>	<b>North City</b>	<b>West Suburbs</b>	<b>Central and South City</b>	<b>South Suburbs</b>	<b>Metropolitan Chicago Average</b>
Occupational Therapy Assistant (COTA) - 47 Respondents							
Minimum	\$	14.15	\$ 13.95	\$ 14.41	\$ 14.13	\$ 14.72	\$ 14.31
Maximum	\$	21.16	\$ 21.43	\$ 21.79	\$ 21.14	\$ 21.58	\$ 21.50
Average Paid	\$	18.67	\$ 17.88	\$ 18.03	\$ 18.56	\$ 19.40	\$ 18.49
Patient Care Assistant - 11 Respondents							
Minimum	\$	8.31	\$ 10.23	\$ 9.39		\$ 8.62	\$ 9.13
Maximum	\$	12.88	\$ 15.58	\$ 13.67		\$ 13.10	\$ 13.71
Average Paid	\$	9.66	\$ 11.29	\$ 11.17		\$ 10.67	\$ 10.92
Patient Care Technician - 40 Respondents							
Minimum	\$	10.70	\$ 10.55	\$ 10.45	\$ 10.86	\$ 9.59	\$ 10.47
Maximum	\$	16.55	\$ 15.20	\$ 15.70	\$ 15.78	\$ 15.24	\$ 15.83
Average Paid	\$	12.62	\$ 12.51	\$ 13.01	\$ 12.70	\$ 11.83	\$ 12.60
Pharmacist (Staff / R.PH) - 67 Respondents							
Minimum	\$	31.36	\$ 31.11	\$ 30.90	\$ 31.31	\$ 30.98	\$ 31.11
Maximum	\$	47.05	\$ 46.39	\$ 44.69	\$ 44.59	\$ 44.28	\$ 45.36
Average Paid	\$	40.23	\$ 39.83	\$ 40.52	\$ 38.55	\$ 41.04	\$ 40.18
Pharmacy Admixture Technician - 26 Respondents							
Minimum	\$	11.26	\$ 11.60	\$ 11.61	\$ 11.54	\$ 12.19	\$ 11.63
Maximum	\$	17.14	\$ 17.89	\$ 16.74	\$ 17.23	\$ 17.31	\$ 17.19
Average Paid	\$	14.38	\$ 14.72	\$ 14.94	\$ 14.15	\$ 14.68	\$ 14.59
Pharmacy Technician - 57 Respondents							
Minimum	\$	10.38	\$ 10.66	\$ 10.91	\$ 11.68	\$ 9.46	\$ 10.64
Maximum	\$	15.86	\$ 15.49	\$ 16.17	\$ 18.12	\$ 14.64	\$ 15.98
Average Paid	\$	12.76	\$ 12.64	\$ 13.42	\$ 14.45	\$ 11.92	\$ 13.07

**MINIMUM AND MAXIMUM OF RANGE AND AVERAGE ACTUALLY PAID FOR ACUTE CARE POSITIONS**

<b>Job Classifications</b>		<b>North Suburbs</b>	<b>North City</b>	<b>West Suburbs</b>	<b>Central and South City</b>	<b>South Suburbs</b>	<b>Metropolitan Chicago Average</b>
<b>Physical Therapist - 71 Respondents</b>							
Minimum	\$	22.11	\$ 21.71	\$ 22.31	\$ 22.78	\$ 22.16	\$ 22.22
Maximum	\$	34.56	\$ 33.68	\$ 34.00	\$ 34.06	\$ 32.31	\$ 33.72
Average Paid	\$	28.33	\$ 25.39	\$ 28.36	\$ 27.06	\$ 28.78	\$ 27.82
<b>Physical Therapy Aide - 53 Respondents</b>							
Minimum	\$	9.88	\$ 10.64	\$ 9.70	\$ 9.71	\$ 9.93	\$ 9.95
Maximum	\$	14.88	\$ 15.50	\$ 14.08	\$ 13.84	\$ 14.46	\$ 14.53
Average Paid	\$	12.67	\$ 12.26	\$ 10.58	\$ 12.78	\$ 12.18	\$ 12.11
<b>Physical Therapy Asst. (2 yr. PTA) - 61 Respondents</b>							
Minimum	\$	14.17	\$ 14.80	\$ 14.81	\$ 15.05	\$ 15.03	\$ 14.74
Maximum	\$	21.60	\$ 22.49	\$ 22.19	\$ 22.67	\$ 22.23	\$ 22.16
Average Paid	\$	19.03	\$ 18.42	\$ 18.66	\$ 20.20	\$ 19.20	\$ 19.04
<b>Radiologic Technologist (Staff / Reg. / ARRT) - 70 Respondents</b>							
Minimum	\$	19.22	\$ 19.55	\$ 18.53	\$ 20.18	\$ 17.77	\$ 18.91
Maximum	\$	29.75	\$ 29.14	\$ 27.53	\$ 30.67	\$ 26.67	\$ 28.53
Average Paid	\$	24.04	\$ 22.97	\$ 22.95	\$ 24.21	\$ 22.09	\$ 23.24
<b>Registered Health Information Tech. / Coder (RHIT) - 66 Respondents</b>							
Minimum	\$	16.17	\$ 16.05	\$ 14.44	\$ 16.31	\$ 15.65	\$ 15.59
Maximum	\$	24.88	\$ 24.40	\$ 21.59	\$ 24.57	\$ 23.04	\$ 23.49
Average Paid	\$	20.55	\$ 20.11	\$ 18.57	\$ 20.68	\$ 19.34	\$ 19.74
<b>Registered Nurse (RN) - 75 Respondents</b>							
Minimum	\$	20.88	\$ 21.02	\$ 20.23	\$ 20.68	\$ 19.59	\$ 20.41
Maximum	\$	33.02	\$ 33.55	\$ 31.50	\$ 33.14	\$ 29.50	\$ 31.98
Average Paid	\$	28.04	\$ 27.30	\$ 27.22	\$ 27.82	\$ 25.37	\$ 27.17

**MINIMUM AND MAXIMUM OF RANGE AND AVERAGE ACTUALLY PAID FOR ACUTE CARE POSITIONS**

<b>Job Classifications</b>		<b>North Suburbs</b>	<b>North City</b>	<b>West Suburbs</b>	<b>Central and South City</b>	<b>South Suburbs</b>	<b>Metropolitan Chicago Average</b>
Respiratory Therapist (CRT/Cert. Eligible) - 55 Respondents							
Minimum	\$	16.25	\$ 15.39	\$ 15.87	\$ 15.75	\$ 14.67	\$ 15.58
Maximum	\$	25.19	\$ 22.87	\$ 23.56	\$ 21.75	\$ 21.74	\$ 23.35
Average Paid	\$	20.42	\$ 19.09	\$ 20.38	\$ 19.75	\$ 19.66	\$ 19.93
Respiratory Therapist (RRT / Reg. Eligible) - 68 Respondents							
Minimum	\$	17.21	\$ 17.07	\$ 16.90	\$ 17.47	\$ 16.07	\$ 16.93
Maximum	\$	26.63	\$ 25.78	\$ 25.33	\$ 26.50	\$ 23.82	\$ 25.60
Average Paid	\$	21.94	\$ 21.05	\$ 22.14	\$ 22.96	\$ 20.66	\$ 21.84
Social Worker (MSW) - 70 Respondents							
Minimum	\$	19.06	\$ 19.14	\$ 18.14	\$ 19.70	\$ 18.65	\$ 18.84
Maximum	\$	29.34	\$ 29.13	\$ 27.58	\$ 29.73	\$ 27.65	\$ 28.56
Average Paid	\$	23.69	\$ 23.22	\$ 23.64	\$ 23.66	\$ 23.77	\$ 23.63
Speech Pathologist - 63 Respondents							
Minimum	\$	20.90	\$ 21.21	\$ 20.90	\$ 19.94	\$ 19.46	\$ 20.53
Maximum	\$	32.40	\$ 32.53	\$ 32.20	\$ 30.69	\$ 29.31	\$ 31.52
Average Paid	\$	25.96	\$ 24.81	\$ 26.18	\$ 26.84	\$ 26.53	\$ 26.12
Surgical / O.R. Technician (Certified) - 42 Respondents							
Minimum	\$	14.79	\$ 14.47	\$ 14.29	\$ 14.15	\$ 12.15	\$ 13.97
Maximum	\$	22.47	\$ 21.46	\$ 21.51	\$ 20.90	\$ 18.46	\$ 21.02
Average Paid	\$	18.43	\$ 17.14	\$ 18.32	\$ 16.57	\$ 15.77	\$ 17.39
Surgical / O.R. Technician (Non-Certified) - 39 Respondents							
Minimum	\$	13.47	\$ 13.04	\$ 12.79	\$ 12.91	\$ 12.05	\$ 12.83
Maximum	\$	20.84	\$ 19.03	\$ 19.33	\$ 18.78	\$ 17.42	\$ 19.14
Average Paid	\$	17.49	\$ 17.47	\$ 16.36	\$ 16.02	\$ 14.75	\$ 16.08

**MINIMUM AND MAXIMUM OF RANGE AND AVERAGE ACTUALLY PAID FOR LONG TERM CARE  
POSITIONS**

Job Classifications	Metropolitan Chicago Average
Activity Aide - 24 Respondents	
Minimum	\$ 8.27
Maximum	\$ 11.96
Average Paid	\$ 9.43
Billing / Insurance Clerk - 13 Respondents	
Minimum	\$ 13.27
Maximum	\$ 18.25
Average Paid	\$ 15.56
Certified Nursing Assistant - 25 Respondents	
Minimum	\$ 9.27
Maximum	\$ 12.96
Average Paid	\$ 10.74
Food Service Worker (Entry Level) - 25 Respondents	
Minimum	\$ 8.13
Maximum	\$ 11.65
Average Paid	\$ 8.78
Licensed Practical Nurse (LPN II) - 23 Respondents	
Minimum	\$ 16.05
Maximum	\$ 22.31
Average Paid	\$ 18.69

**MINIMUM AND MAXIMUM OF RANGE AND AVERAGE ACTUALLY PAID FOR LONG TERM CARE  
POSITIONS**

<b>Job Classifications</b>	<b>Metropolitan Chicago Average</b>
Medical Secretary - 12 Respondents	
Minimum	\$ 10.84
Maximum	\$ 14.73
Average Paid	\$ 11.82
Occupational Therapist (Staff /Reg.AOTA) - 10 Respondents	
Minimum	\$ 20.46
Maximum	\$ 33.09
Average Paid	\$ 25.05
Occupational Therapy Assistant (COTA) - 12 Respondents	
Minimum	\$ 13.19
Maximum	\$ 20.55
Average Paid	\$ 17.54
Physical Therapist - 11 Respondents	
Minimum	\$ 22.48
Maximum	\$ 36.11
Average Paid	\$ 28.60
Physical Therapy Asst. (2 yr. PTA) - 12 Respondents	
Minimum	\$ 13.78
Maximum	\$ 21.29
Average Paid	\$ 17.66
Registered Nurse (RN) - 25 Respondents	
Minimum	\$ 20.27
Maximum	\$ 27.51
Average Paid	\$ 23.84



**MINIMUM AND MAXIMUM OF RANGE AND AVERAGE ACTUALLY PAID FOR LONG TERM CARE  
POSITIONS**

<b>Job Classifications</b>		<b>Metropolitan Chicago Average</b>
Social Worker - 21 Respondents		
	Minimum	\$ 16.10
	Maximum	\$ 24.04
	Average Paid	\$ 18.52
Speech Pathologist - 10 Respondents		
	Minimum	\$ 20.96
	Maximum	\$ 33.59
	Average Paid	\$ 28.97

**EMPLOYEE BENEFITS FOR ACUTE CARE/HOSPITAL EMPLOYEES**

<b>Benefit</b>	<b>All Organization N = 65</b>	<b>District 1 N = 15</b>	<b>District 2 N = 11</b>	<b>District 3 N = 19</b>	<b>District 4 N = 9</b>	<b>District 5 N = 11</b>
<b>Medical Plan</b>	98%	100%	100%	95%	100%	100%
<b>Part-Time Eligibility</b>	97%	100%	100%	95%	100%	91%
<b>Dental Plan</b>	97%	100%	100%	95%	100%	91%
<b>Part-Time Eligibility</b>	94%	100%	91%	89%	100%	91%
<b>Life Insurance</b>	100%	100%	100%	100%	100%	100%
<b>Part-Time Eligibility</b>	72%	73%	55%	68%	78%	91%
<b>Short Term Disability</b>	72%	73%	82%	63%	78%	73%
<b>Part-Time Eligibility</b>	52%	40%	73%	42%	56%	64%
<b>Long Term Disability</b>	97%	100%	100%	95%	89%	100%
<b>Part-Time Eligibility</b>	55%	47%	64%	32%	78%	82%
<b>Pension / Retirement Plan</b>	100%	100%	100%	100%	100%	100%
<b>Part-Time Eligibility</b>	Yes (1000 hrs/year)	Yes (1000 hrs/year)	Yes (1000 hrs/year)	Yes (1000 hrs/year)	Yes (1000 hrs/year)	Yes (1000 hrs/year)
<b>Tuition Reimbursement Plan</b>	98%	100%	100%	100%	89%	100%
<b>Part-Time Eligibility</b>	86%	100%	82%	84%	67%	91%
<b>Paid Time Off Plan (includes vacation &amp; sick time)</b>	68%	67%	73%	63%	67%	73%
<b>Part-Time Eligibility</b>	Yes (20 hrs/week)	Yes (20 hrs/week)	Yes (20 hrs/week)	Yes (20 hrs/week)	Yes (20 hrs/week)	Yes (20 hrs/week)
<b>Paid Vacation</b>	31%	33%	27%	37%	22%	27%
<b>Part-Time Eligibility</b>	Yes (20 hrs/week)	Yes (20 hrs/week)	Yes (20 hrs/week)	Yes (20 hrs/week)	Yes (20 hrs/week)	Yes (20 hrs/week)
<b>Paid Sick Time</b>	38%	33%	36%	42%	44%	36%
<b>Part-Time Eligibility</b>	32%	27%	36%	26%	44%	36%

**EMPLOYEE BENEFITS FOR LONG TERM CARE EMPLOYEES**

<b>Benefit</b>	<b>All Organization N = 29</b>	<b>District 1 N = 13</b>	<b>District 2 N = 3</b>	<b>District 3 N = 13</b>	<b>District 4 N = 3</b>	<b>District 5 N = 9</b>
<b>Medical Plan</b>	97%	92%	100%	100%	100%	100%
<b>Part-Time Eligibility</b>	52%	54%	67%	77%	0%	89%
<b>Dental Plan</b>	90%	92%	100%	92%	67%	100%
<b>Part-Time Eligibility</b>	52%	54%	67%	77%	0%	89%
<b>Life Insurance</b>	90%	85%	100%	100%	67%	100%
<b>Part-Time Eligibility</b>	21%	15%	33%	62%	0%	78%
<b>Short Term Disability</b>	52%	46%	67%	77%	0%	100%
<b>Part-Time Eligibility</b>	41%	38%	33%	77%	0%	89%
<b>Long Term Disability</b>	55%	46%	100%	77%	0%	100%
<b>Part-Time Eligibility</b>	14%	8%	33%	15%	0%	0%
<b>Pension / Retirement Plan</b>	79%	77%	100%	100%	33%	89%
<b>Part-Time Eligibility</b>	59%	54%	67%	92%	0%	89%
<b>Tuition Reimbursement Plan</b>	59%	62%	67%	38%	33%	11%
<b>Part-Time Eligibility</b>	38%	38%	33%	31%	0%	11%
<b>Paid Time Off (includes vacation &amp; sick time)</b>	100%	100%	100%	100%	100%	100%
<b>Part-Time Eligibility</b>	66%	62%	67%	92%	33%	89%
<b>Average # of Hours/Week for Part-Time Benefit Eligibility</b>	22.2	19.4	22	23	26.5	23

**EMPLOYEE BENEFITS FOR MEDICAL GROUP CLINIC & PUBLIC HEALTH CLINIC EMPLOYEES**

<b>Benefit</b>	<b>All Organization N = 10</b>
<b>Medical Plan</b>	100%
<b>Part-Time Eligibility</b>	20%
<b>Dental Plan</b>	100%
<b>Part-Time Eligibility</b>	20%
<b>Life Insurance</b>	100%
<b>Part-Time Eligibility</b>	40%
<b>Short Term Disability</b>	80%
<b>Part-Time Eligibility</b>	30%
<b>Long Term Disability</b>	80%
<b>Part-Time Eligibility</b>	30%
<b>Pension / Retirement Plan</b>	100%
<b>Part-Time Eligibility</b>	50%
<b>Tuition Reimbursement Plan</b>	90%
<b>Part-Time Eligibility</b>	50%
<b>Paid Time Off (includes vacation &amp; sick time)</b>	100%
<b>Part-Time Eligibility</b>	50%
<b>Average # of Hours/Week for Part-Time Benefit Eligibility</b>	19.9