

# RESOLUTION

## ROCK COUNTY BOARD OF SUPERVISORS



Supervisors Doug Wilde and  
Brian Knudson  
INITIATED BY

Supervisor Doug Wilde  
and County Administrator  
Josh Smith  
DRAFTED BY

Health Services Committee  
SUBMITTED BY

February 8, 2021  
DATE DRAFTED

**Providing Additional Compensation and Incentives to Rock Haven Staff, Improving Recruitment Activities, Investigating the Work Environment and Amending the 2021 Budget**

- 1    **WHEREAS**, Rock Haven is in need of addressing staffing shortages; and,
- 2
- 3    **WHEREAS**, Rock Haven employees are some of the County’s lowest compensated staff; and,
- 4
- 5    **WHEREAS**, a package of increases to base compensation, recruitment and retention incentives for
- 6    new hires, referral incentives for current staff, and overtime and shift differential adjustments will help
- 7    address staffing issues; and
- 8
- 9    **WHEREAS**, improved partnerships with nursing programs will also improve the pipeline for new
- 10   staff recruitment; and
- 11
- 12   **WHEREAS**, additional and objective information is needed to better understand interactions between
- 13   management and staff at Rock Haven in order to improve the work environment, which in the long
- 14   term will lead to improved staff hiring and retention.
- 15
- 16   **NOW, THEREFORE, BE IT RESOLVED**, that the Rock County Board of Supervisors duly
- 17   assembled this 25<sup>th</sup> day of Feb., 2021 does hereby reallocate Certified Nursing Assistants
- 18   and Activity Therapy Assistants from Range 25 to Range 21 of the 1258 pay grid; provide a base wage
- 19   increase for Licensed Practical Nurses in the same amount as Certified Nursing Assistants and Activity
- 20   Therapy Assistants by adjusting amounts in Range 2A of the 1258 pay grid; and increasing the base
- 21   wages of Registered Nurses by \$1.00 by adjusting the amounts in Range IV of the AMHS RH pay
- 22   grid.
- 23
- 24   **BE IT FURTHER RESOLVED**, newly hired Certified Nursing Assistants, Licensed Practical
- 25   Nurses, and Registered Nurses be provided with recruitment and retention incentives as follows: \$500
- 26   upon starting, \$500 at 6 months, and \$1,000 at 12 months. This program will be in effect for new hires
- 27   who begin their employment with Rock Haven no later December 31, 2021, at which time the
- 28   program will be re-evaluated to determine whether it will be extended.
- 29
- 30   **BE IT FURTHER RESOLVED**, currently employed staff in the positions of Certified Nursing
- 31   Assistant, Licensed Practical Nurse, Registered Nurse, Activity Therapy Assistant, Environmental
- 32   Service Worker, Food Service Worker, and Cook who have been employed less than 6 months or less
- 33   than 12 months will receive retention incentives of \$500 when they have been employed for 6 months
- 34   and \$1,000 when they have been employed for 12 months.
- 35
- 36   **BE IT FURTHER RESOLVED**, if any Rock Haven staff refers an individual to apply for a Certified
- 37   Nursing Assistant, Licensed Practical Nurse, or Registered Nurse position at Rock Haven and that
- 38   individual accepts employment, the referring staff member will receive a referral incentive of \$500
- 39   when the referred individual begins their employment, \$500 when the referred individual reaches
- 40   6 months of employment, and \$1,000 when the referred individual reaches 12 months of employment.
- 41   This program will be in effect for new hires who begin their employment with Rock Haven no later
- 42   December 31, 2021, at which time the program will be re-evaluated to determine whether it will be
- 43   extended.

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44 **BE IT FURTHER RESOLVED**, Policy 5.31 in the Administrative Policy and Procedure Manual is  
 45 amended under the AFSCME 1258 header by inserting the following language: “Licensed Practical  
 46 Nurses, Certified Nursing Assistants, Activity Therapy Assistants, Environmental Service Workers,  
 47 Food Service Workers, and Cooks volunteering to pick up open shifts and/or volunteer to work on  
 48 short notice as a result of call-offs, shall receive one and one-half times the regular rate of pay for such  
 49 duty.”

50  
 51 **BE IT FURTHER RESOLVED**, Policy 5.37 in the Administrative Policy and Procedure Manual is  
 52 amended under the AFSCME 1258 header as follows: “Shift Differential for all personnel (regular or  
 53 pool) will be paid based on the shift worked. Any employee, who works the pm or night shift will  
 54 receive a shift premium of \$1.00 \$2.00 for all hours worked during the pm or night shift.”

55  
 56 **BE IT FURTHER RESOLVED**, Rock Haven will participate in a programs in partnership with  
 57 ~~Blaekhawk~~ regional Technical Colleges to pay costs, including tuition, testing, and certification, of  
 58 individuals interested in becoming Certified Nursing Assistants and who agree to 1) accept  
 59 employment at Rock Haven for a period of not less than one year following completion of their studies  
 60 and 2) repay all costs funded by Rock Haven on a pro-rata basis if they fail to remain employed for  
 61 one year.

62  
 63 **BE IT FURTHER RESOLVED**, Rock Haven is directed to establish a formal process for engaging  
 64 with staff to improve communications and discuss policy changes, and to regularly report to the Health  
 65 Services Committee regarding this process and its outcomes.

66  
 67 **BE IT FURTHER RESOLVED**, the Ad Hoc Committee on the Future of Rock Haven is directed  
 68 suggested to engage a third-party to investigate the work environment, climate, and culture at Rock  
 69 Haven, including compliance with and potential violations of the Personnel Ordinance and the Human  
 70 Resources section of the Administrative Policy and Procedure Manual related to interactions between  
 71 management and staff. The third-party will report its findings to both the Ad Hoc Committee on the  
 72 Future of Rock Haven and the Blue Ribbon Commission on Organizational Excellence.

73  
 74 **BE IT FURTHER RESOLVED**, the 2021 budget be amended as follows:

<u>Account/ Description</u>	<u>Budget 2/1/21</u>	<u>Increase (Decrease)</u>	<u>Amended Budget</u>
<u>Source of Funds</u>			
32-7160-7100-46400	-0-	\$297,539	\$297,539
Rock Haven Fund Balance			
<u>Use of Funds</u>			
32-7160-7100-61100	\$8,029,539	\$246,975	\$8,276,514
Wages			
32-9000-9940-61400	\$658,680	\$18,894	\$677,574
FICA			
32-9000-9940-61510	\$581,186	\$16,670	\$597,856
Retirement			
32-8000-6500-64205	-0-	\$15,000	\$15,000
Staff Education			

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Respectfully submitted,

HEALTH SERVICES COMMITTEE

/s/ Tom Brien  
Tom Brien, Chair

/s/ Mary Beaver  
Mary Beaver, Vice Chair

/s/ Kevin Leavy  
Kevin Leavy

/s. Ron Bomkamp  
Ron Bomkamp

/s/Kathy Schulz  
Kathy Schulz

COUNTY BOARD STAFF COMMITTEE

\_\_\_\_\_  
Richard Bostwick, Chair

\_\_\_\_\_  
Wes Davis, Vice Chair

\_\_\_\_\_  
Tom Brien

\_\_\_\_\_  
Kevin Leavy

\_\_\_\_\_  
Louis Peer

\_\_\_\_\_  
J. Russell Podzilni

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Bob Yeomans

\_\_\_\_\_  
Alan Sweeney

\_\_\_\_\_  
Mary Beaver

FINANCE COMMITTEE ENDORSEMENT

Reviewed and approved on a vote of 4-1

/s/Mary Mawhinney                      2/25/2021  
Mary Mawhinney, Chair                      Date

LEGAL NOTE:

The County Board is authorized to take this action pursuant to §59.22(2), Wis. Stats. As an amendment to the adopted 2021 County Budget, this Resolution requires a 2/3 vote of the entire membership of the County Board pursuant to sec. 65.90(5)(a), Wis. Stats.

/s/Richard Greenlee

Richard Greenlee  
Corporation Counsel

FISCAL NOTE:

This resolution authorizes the use of \$297,539 in fund balance for the estimated 2021 costs of these initiatives. The 12/31/2020 Rock Haven fund balance is estimated to be approximately \$4.5 million. Of that amount, working capital is estimated to be approximately \$900,000.

/s/Sherry Oja

Sherry Oja  
Finance Director

ADMINISTRATIVE NOTE:

Increasing base wages and providing other incentives to staff would help to address longstanding issues with recruiting and retaining staff. Any costs that will continue in 2022 will need to be funded with new tax levy available in the 2022 budget.

Contracting with an external third-party to review both general work environment issues and specific staff concerns will result in a more objective assessment of the issues that continue to need to be addressed at Rock Haven.

/s/Josh Smith

Josh Smith  
County Administrator

**Providing Additional Compensation and Incentives to Rock Haven Staff, Improving Recruitment Activities, Investigating the Work Environment and Amending the 2021 Budget**

This resolution makes a number of changes to the compensation for Rock Haven staff in order to address both long-standing and acute recruitment and retention issues. For example, as of February 11, 2021, there were 40 Certified Nursing Assistant (CNA) positions vacant, an increase from the 28 positions that were vacant as of January 1, 2021 (out of a total of 92 authorized positions). Similarly, there were 6 Registered Nurse (RN) vacancies (out of 26 authorized) and 4 Licensed Practical Nurse (LPN) vacancies (out of 16 authorized).

Over the last 5 years (2016-2020), an average of 30 CNAs per year have left employment at Rock Haven. Of these, 19 CNAs per year have left employment within the first year, which includes an average of 4 CNAs per year who were hired but left before starting in their position. During this same time period, an average of 6 LPNs and 7 RNs have left employment per year; of these, an average of 3 LPNs and 3 RNs per year have left Rock Haven during their first year of employment.

Base Wage Increase

The resolution provides base wage increases to CNAs, Activity Therapy Assistants (ATAs), Licensed Practical Nurses (LPNs), and Registered Nurses (RNs). Human Resources staff regularly hear that base wages are the most important factor for new hires. Based on a comparison of wages at local skilled nursing facilities conducted by the Human Resources Department, CNAs would be reallocated from pay range 25 to pay range 21 in the 1258 pay grid. Range 21 and the increase in each step of the range are shown below. The estimated annual cost for these CNA and ATA wage and benefit increases totals \$97,711. The cost for the remainder of 2021 is estimated to total \$81,426.

Range 21

Start	6	18	30	60	120	180	240
\$15.32	\$16.39	\$16.81	\$17.17	\$17.75	\$18.26	\$19.02	\$19.40

Hourly Wage Rate Increase (as compared to Range 25)

Start	6	18	30	60	120	180	240
\$1.09	\$1.14	\$1.08	\$0.90	\$0.94	\$0.98	\$1.04	\$1.00

The hourly wage rates for LPNs in Range 2A of the 1258 pay grid would be adjusted by the same amount as that provided to CNAs. The new Range 2A is shown below. The estimated annual cost for these LPN wage and benefit increases totals \$24,082. The cost for the remainder of 2021 is estimated to total \$20,068.

Adjusted Range 2A

Start	6	18	30	60	120	180	240
\$23.84	\$24.33	\$24.72	\$25.03	\$25.55	\$26.09	\$26.90	\$27.37

Hourly Wage Rate Increase (as compared to old Range 2A)

Start	6	18	30	60	120	180	240
\$1.09	\$1.14	\$1.08	\$0.90	\$0.94	\$0.98	\$1.04	\$1.00

The hourly wage rates for RNs in Range IV of the AMHS-Rock Haven pay grid would be adjusted by \$1.00/hour in each step of the range. The estimated annual cost for these RN wage and benefit increases totals \$44,094. The cost for the remainder of 2021 is estimated to total \$36,745.

Adjusted Range IV

Start	6 mos.	2 yr.	3	4	5	6	7	8	9	15	20
\$30.06	\$31.01	\$32.00	\$32.91	\$33.87	\$34.80	\$35.74	\$36.68	\$37.61	\$38.58	\$39.68	\$40.47

The wage rate for pool CNAs, LPNs, and RNs would increase by \$1.00/hour.

The total cost for these base wage increases equals \$165,887 annually, or \$138,239 for 2021.

Recruitment, Retention, and Referral Incentives

Several skilled nursing facilities in the area offer incentive payments to recruit and retain staff in amounts averaging \$2,000. This resolution would create a \$2,000 incentive program for CNAs, LPNs, and RNs who accept employment with Rock Haven upon approval of the resolution and through December 31, 2021. New hires would receive \$500 upon starting, \$500 at six months, and

Providing Additional Compensation and Incentives to Rock Haven Staff, Improving Recruitment Activities, and Investigating the Work Environment

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\$1,000 at 12 months. Current staff who have been employed less than six months and/or 12 months will receive the same amount of retention incentives when they reach those milestones. In addition, any Rock Haven staff who refer a CNA, LPN, or RN who accepts employment will receive a referral incentive of \$500 when the referred staff starts, and \$500 at six months and \$1,000 at 12 months as long as the referred employee remains employed at those milestones. The cost of these changes is dependent on how successful the program is in recruiting and retaining staff.

Based on the average number of new hires over the past five years and accounting for reductions in turnover, the estimated cost for new hire incentives totals \$58,000, of which approximately \$29,000 could be paid in 2021. It is difficult to estimate costs for referrals, but if we assume half of all new hires would be referred by a current staff member, the annual costs would total \$29,000, with \$14,500 paid in 2021. Using these estimated figures, the annual costs of these programs for new hires and referrals could total \$87,000 annually, and \$43,500 in 2021. The program to provide retention incentive payments to current staff would incur most if not all of its costs in 2021 and not be an ongoing cost. Adding the estimated \$35,000 cost for incentives for retention of current staff in 2021 brings the total estimated 2021 cost for recruitment, retention, and referral incentives to \$78,500.

Overtime Policy Change

Currently, RNs receive time-and-a-half overtime when they voluntarily pick up shifts, including on short notice. This resolution would amend the Policy and Procedure Manual to create the same policy for CNAs, LPNs, ATA's, Environmental Service Workers, Food Service Workers, and Cooks. The cost of this policy change is indeterminate based on available data.

Shift Differential Policy Change

Currently, RNs receive a \$2.00 shift differential when they work the pm or night shift. This resolution would amend the Policy and Procedure Manual to increase the shift differential payment for CNAs and LPNs from \$1.00 to \$2.00 to be consistent with the amounts paid to the RNs. The cost of this policy change is estimated to be \$79,000 annually and \$65,800 for the remainder of 2021.

Partnership with Blackhawk Technical College

In the past, Rock Haven has partnered with Blackhawk Technical College to develop a pipeline of CNAs who would work at Rock Haven upon completion of their CNA program. This resolution directs Rock Haven to re-establish a similar partnership that would include Rock Haven covering the costs of completing the CNA program for CNAs who agree to become employed at Rock Haven. This could include both reimbursing CNAs for the costs of school, or employing individuals before they begin the CNA program and paying their educational costs up front. Individuals would agree to remain employed at Rock Haven for one year. No data exists on the number of CNA staff who are hired directly from the BTC program. However, if we assume half of the average number of new CNA hires over the last five years are hired through this new partnership and the CNA program at BTC, which costs around \$1,000, the cost of the program could total \$15,000 annually.

Establishment of a Formalized Communication Process

To address long-standing communication issues between management and staff, Rock Haven is directed to establish formal processes for communicating with staff, including regarding policy changes and other issues affecting working conditions. The Nursing Home Administrator would be responsible for updating the Health Services Committee regularly on these communications and their outcomes.

Investigation into Work Environment, Climate, and Culture

This resolution directs the Ad Hoc Committee on the Future of Rock Haven to contract with the third-party to investigate work environment, climate, and culture at Rock Haven, including potential violations of the Personnel Ordinance and the Human Resources section of the Administrative Policy and Procedure Manual related to interactions between management and staff. The third-party will report its findings to both the Ad Hoc Committee on the Future of Rock Haven and the Blue Ribbon Commission on Organizational Excellence. The 2020 Budget included \$35,000 for the Ad Hoc Committee to contract with an external consultant. These funds remain available for this purpose.

Overall, it is estimated that this resolution would cost \$297,539 in 2021. Costs in 2022 would depend on whether certain programs were continued next year, but base wage adjustments, shift differential, and the 12-month payment on retention incentives are estimated to cost \$303,387 in 2022.