

ROCK COUNTY, WISCONSIN



AD HOC ADVISORY COMMITTEE ON THE FUTURE OF ROCK HAVEN WEDNESDAY – JANUARY 8, 2020 - 3:00 P.M. ROCK HAVEN CONFERENCE ROOM

Agenda

1. Call to Order
2. Adoption of Agenda
3. Approval of Minutes – December 12, 2019
4. Overview of Nursing Home Regulations and Survey Process – Juli Brandt, Regional Field Office Director
5. Comparisons with other Nursing Homes
6. Wages and Workforce Information
7. Employee Engagement Survey Results – by Level
8. Exit Interviews Summary
9. Rock Haven Sick Leave Policy
10. Citizen Participation, Communications, Announcements, Information
11. Committee Requests and Motions
12. Adjournment

The County of Rock will provide reasonable accommodations to people with disabilities. Please contact us at 608-757-5510 or e-mail countyadmin@co.rock.wi.us at least 48 hours prior to a public meeting to discuss any accommodations that may be necessary.



AD HOC ADVISORY COMMITTEE ON THE FUTURE OF ROCK HAVEN
Minutes – December 12, 2019

Call to Order. Chair Mawhinney called the meeting of the Ad Hoc Advisory Committee on the Future of Rock Haven to order at 2:00 P.M. on Thursday, December 12, 2019, in the Rock Haven Classroom.

Committee Members Present. Supervisors Mawhinney, Brill, Leavy, Rashkin, Richard; and Diane Pillard.

Committee Members Absent: Ron Combs.

Staff Members Present. Josh Smith, County Administrator; Michelle Lynch, David Froeber, Heather Kempf, Gail Sullivan, Marilyn Burns, Renae Thompson, Kathy Pabst, Charly Danks, Jean Friend, Sara Beran, Angela Besaw, Pam Jacobson, Jeanne Mueller, Patti Wilbanks, Jeff Bleiler, Fern Smith, Rachel Hilborn, Linda Simplot, Rock Haven staff.

Others Present: Supervisors Podzilni, Brien and Schulz; Sherry Gunderson, Consultant; David Hayes, Rock Haven Retiree.

Approval of Agenda. Supervisor Richard moved approval of the agenda, second by Vice Chair Pillard. ADOPTED.

Chair Mawhinney welcomed everyone to the meeting. Chair Mawhinney stated that the committee will not be closing Rock Haven.

Nursing Facility Scope and Severity Grid and 3-Year Citation History. Mr. Smith went over the nursing facility scope and severity grid. Mr. Smith said that the most common cite for Rock Haven is a D level and means no actual harm was done. Juli Brandt, Division of Quality Assurance can attend the January meeting to explain more about the different cites.

Rock Haven's Health Inspection Deficiencies for the last 3 years were broken down and Mr. Smith said that Rock Haven is close to the Wisconsin average. Mr. Smith said that Juli Brandt, DQA, will go over next month the cite deficiencies for a Wisconsin average over a time table. She will not speak on anything specific to Rock Haven's cites or penalties. A copy of a Statement of Deficiencies for Rock Haven was given to the members to see what a survey looks like.

Supervisor Leavy asked what the time frame for immediate jeopardy with penalty. Mr. Smith said that the Division of Quality Assurance will not leave the building until the immediate jeopardy issue is resolved and corrected. Other cites could cause daily fines until the problem is corrected and the Division of Quality Assurance agrees with the plan of correction.

Supervisor Leavy asked how the dollar amount is decided for penalties. Sherry Gunderson, Consultant said that there is a person assigned to review for the amount that is assigned for penalties. They look at repeat cites and national statistics.

Sherry Gunderson was introduced as the Rock Haven Interim Administrator starting in January.

Supervisor Richard asked since Rock Haven has a high rate of dementia residents, is there a breakdown of the state average for fines. Mr. Smith said that he is still working on the breakdown and what is a good facility to compare Rock Haven with.

Explanation of 5-Star Rating System. Marilyn Burns, MDS Nurse explained the Quality Measure report that is provided by CMS monthly and affects the star rating. Ms. Burns explained that the star rating can change, but it is very difficult with all the different components that are involved with it. The star rating looks at medications, falls with injury, complaint surveys and annual surveys is just a few. Points are assigned to different things and the higher the deficiency, the higher the points.

Vice Chair Pillard asked as each bad survey drops off, then the star rating will go up. Ms. Burns stated yes.

Supervisor Richard asked what it means with the good staffing levels. Ms. Burns explained that Rock Haven's staffing is 1 CNA to 8 residents and 1 nurse to 16 residents on the day and pm shifts. Night shift has 1 CNA to 16 residents and 1 nurse to 32 residents. There is always a registered nurse in the building.

Supervisor Richard wanted to know if the mandation of staff helps with the star rating. Ms. Burns stated yes.

Supervisor Richard wanted to know if Marilyn thought there would be a good time frame for improving the star rating. Ms. Burns said a time frame is not really realistic to set. Rock Haven just needs to work gradually and improve the rating.

Supervisor Rashkin asked how Rock Haven can get the star rating up. Ms. Burns stated if Rock Haven can have less falls with injury and deficient free surveys. Ratings vary by month and there are 362 facilities in WI that affect the star rating.

Chair Mawhinney stated so the star rating changes monthly. Ms. Burns said that's correct.

Supervisor Leavy asked if the deficiency surveys fall off after 3 years. Ms. Burns stated yes.

Vice Chair Pillard wanted to know if the immediate jeopardy when the resident eloped was still on the star rating. Ms. Burns answered that it was no longer on current star rating.

Employee Engagement Survey Results. Mr. Smith supplied a grid of the last 4 years of the employee engagement survey and reviewed it with all.

Vice Chair Pillard made a suggestion that in the future maybe the survey could zero in on the problem areas like lack of training and education. Coaching/training for supervisors to be able to communicate with staff better in the future.

Supervisor Leavy asked if there was an action plan based on scores. Mr. Smith stated that every year they identify area of concerns to address and develop plans. The goal is to be above 3 percent. Pathways identified trust and communication as a problem in 2015 and 2016. To emphasize more with the department heads to better this problem.

Staff Turnover Rate and Exit Interviews. Mr. Smith stated the biggest concern is why people are leaving. The data for 2019 so far is that Rock Haven has had 32 percent turnover. A total of 64 staff have left and half of them were certified nursing assistants, 13 were nurses and 9 new employees never showed for orientation. There is no automated system to calculate these numbers, it is all done manually.

Supervisor Rashkin would like to know how many certified nursing assistants here that have more than 10 years.

Vice Chair Pillard would like to know the salary compensation compared to other facilities.

Supervisor Leavy would like to know the reason staff are leaving. Is it wages, culture or other reasons?

Mr. Smith stated Human Resources is compiling data on the reasons staff are leaving. Certified Nursing Assistants leave due to wage and it is a tough job.

Vice Chair Pillard asked out of the 64 staff that left, how many were asked to leave? Mr. Smith unsure of the answer.

Citizen Participation, Communications, Announcements, Information.

Catherine Smith, Materials – Years ago when State was here for a survey, the Nursing Home Administrator would communicate to everyone what every department needed to work on after they would leave. Emails would go out and posted for the good or bad. New hires are not getting the proper training and if you try to direct a co-worker you are told that you are bullying. I was told that my seniority means nothing anymore.

Pam Jacobson, CNA – When Sherry Gunderson was the Nursing Home Administrator, she would be in the report rooms in the morning giving an update on why the state was here and what they were looking at.

Jeanne Mueller, CNA – You need to actually look at the complaints sent to Human Resources. Compensation means more than just the wages earned. Recognition for birthdays or nurses week would go a long way.

David Hayes, Dietary Manager Retired – Anything that has to be reported to the state, gives them reason to come in the building and look at other things.

Supervisor Schulz – All benefits should be looked at. Insurance plans and vacation time equivalent to other facilities. Do the staff feel important and satisfied working at Rock Haven?

Heather Kempf, RN – I have worked here 12 years and started off as a CNA, LPN and now an RN. I worked night shift and recently moved to day shift. I was not offered any training from one shift to another. I was told I could come in on my days off to get trained and there is a huge difference between the shifts.

Kathy Pabst, CNA – Nurses are so busy, they don't even get to take their breaks. Full time employees only get one day off a week to schedule appointments. If we want to leave a couple hours mid-day for an appointment, we are told there is no one to cover for us.

Catherine Smith, Materials – The call off policy changed. I now get an absence when I call off, even though I have hundreds of hours of sick time. People call off with no sick time and nothing happens to them. I left early because of my son and I was marked absent.

Sherry Gunderson, Interim Nursing Home Administrator – Ms. Burns did a great job at explaining the 5 star rating. The only rating that is fair is the staffing one. There is a point system that measures the 5 star rating that is calculated monthly.

Committee Requests and Motions. Supply information on salary, benefits, exit interviews and sick time policy for next meeting.

Next Meeting. Wednesday, January 8, 2020 at 3:00 P.M.

Adjournment. Supervisor Richard moved adjournment at 3:10 P.M., second by Vice Chair Pillard. ADOPTED.

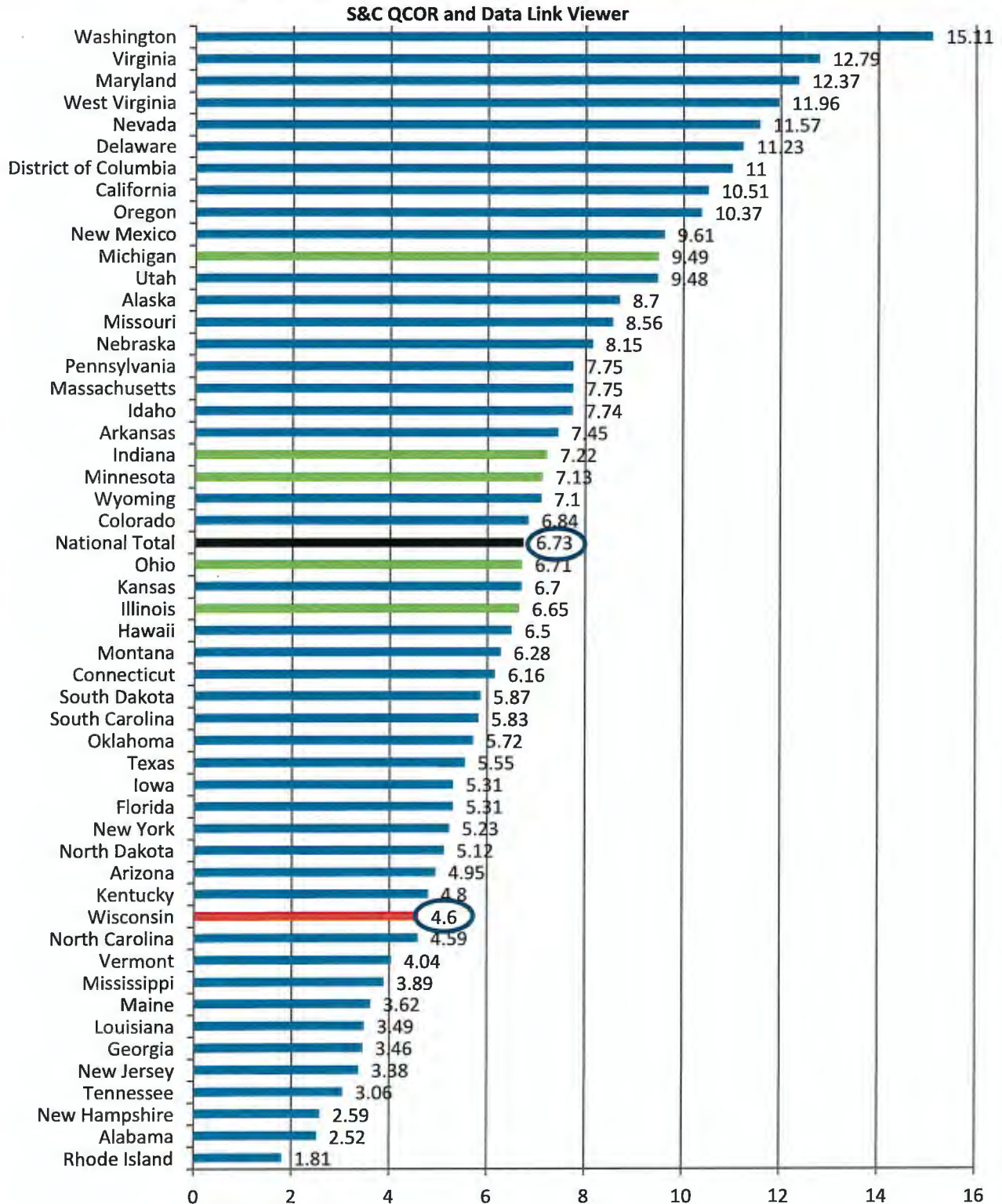
Respectfully submitted,

Michelle Lynch
Administrative Secretary

NOT OFFICIAL UNTIL APPROVED BY COMMITTEE.

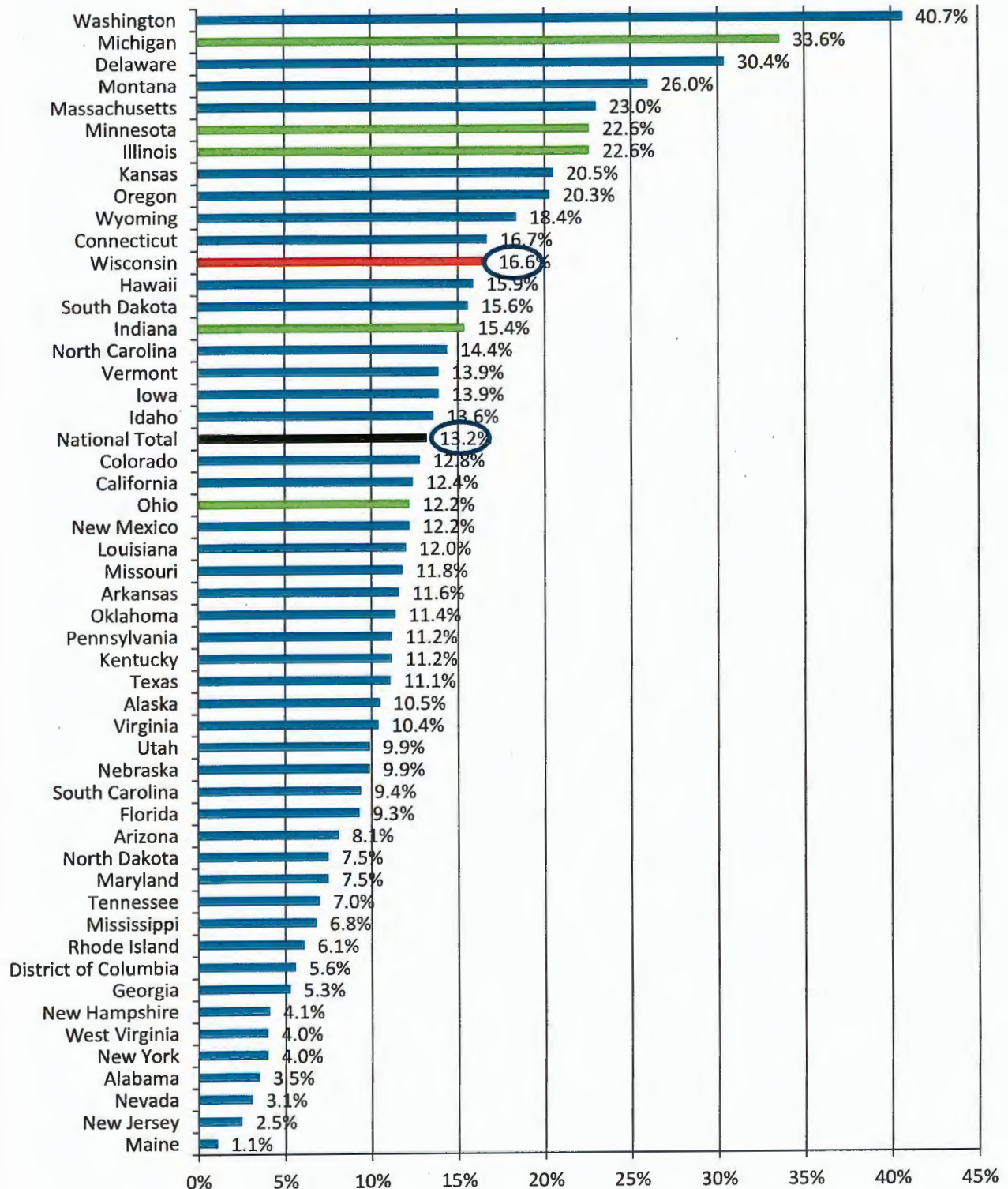


Average Number Federal Health Citations per Recertification Survey 1/1/19 - 9/30/19





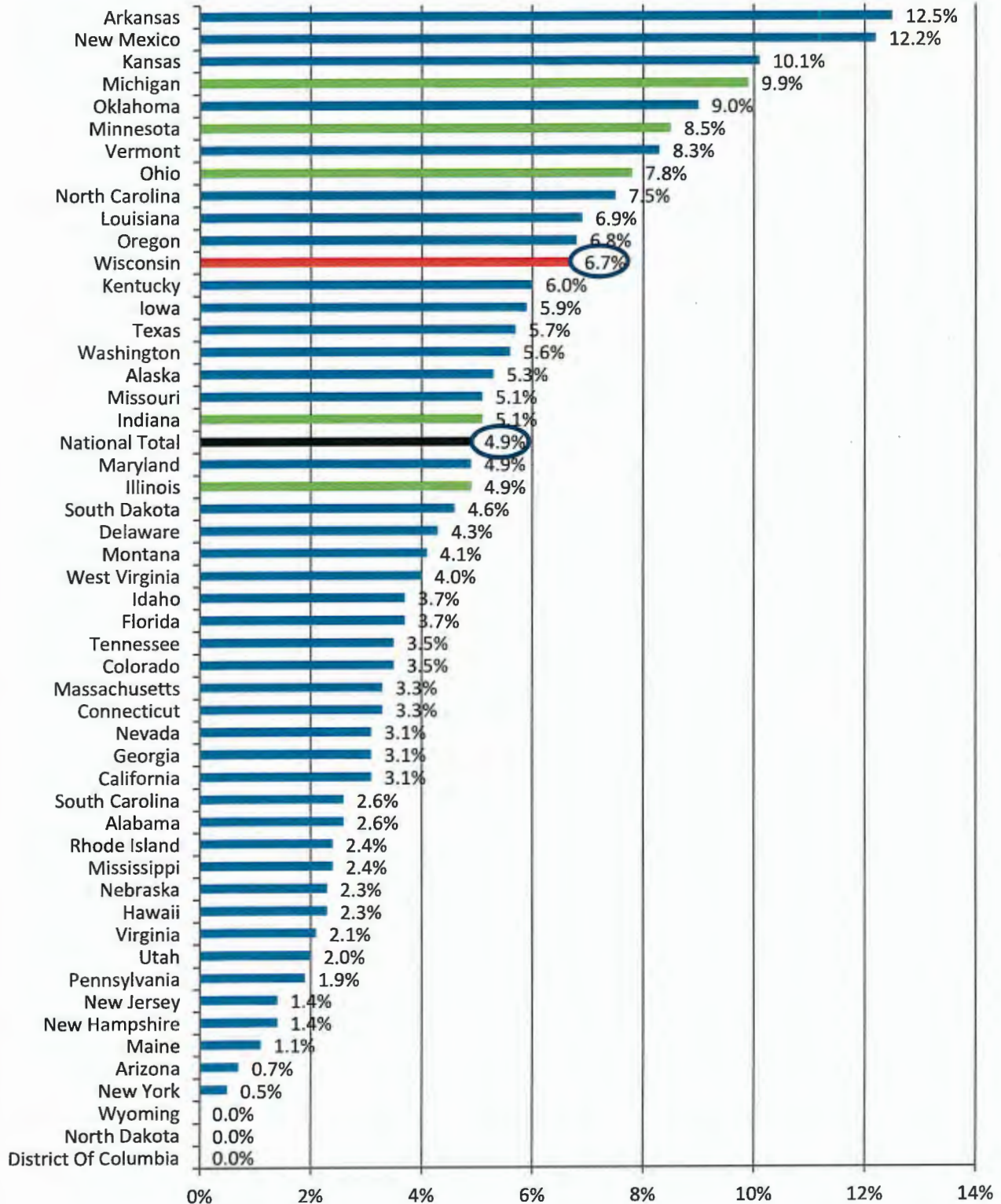
Percentage of Facilities with Citations at Harm and/or Immediate Jeopardy 1/1/19 - 9/30/19 S&C QCOR





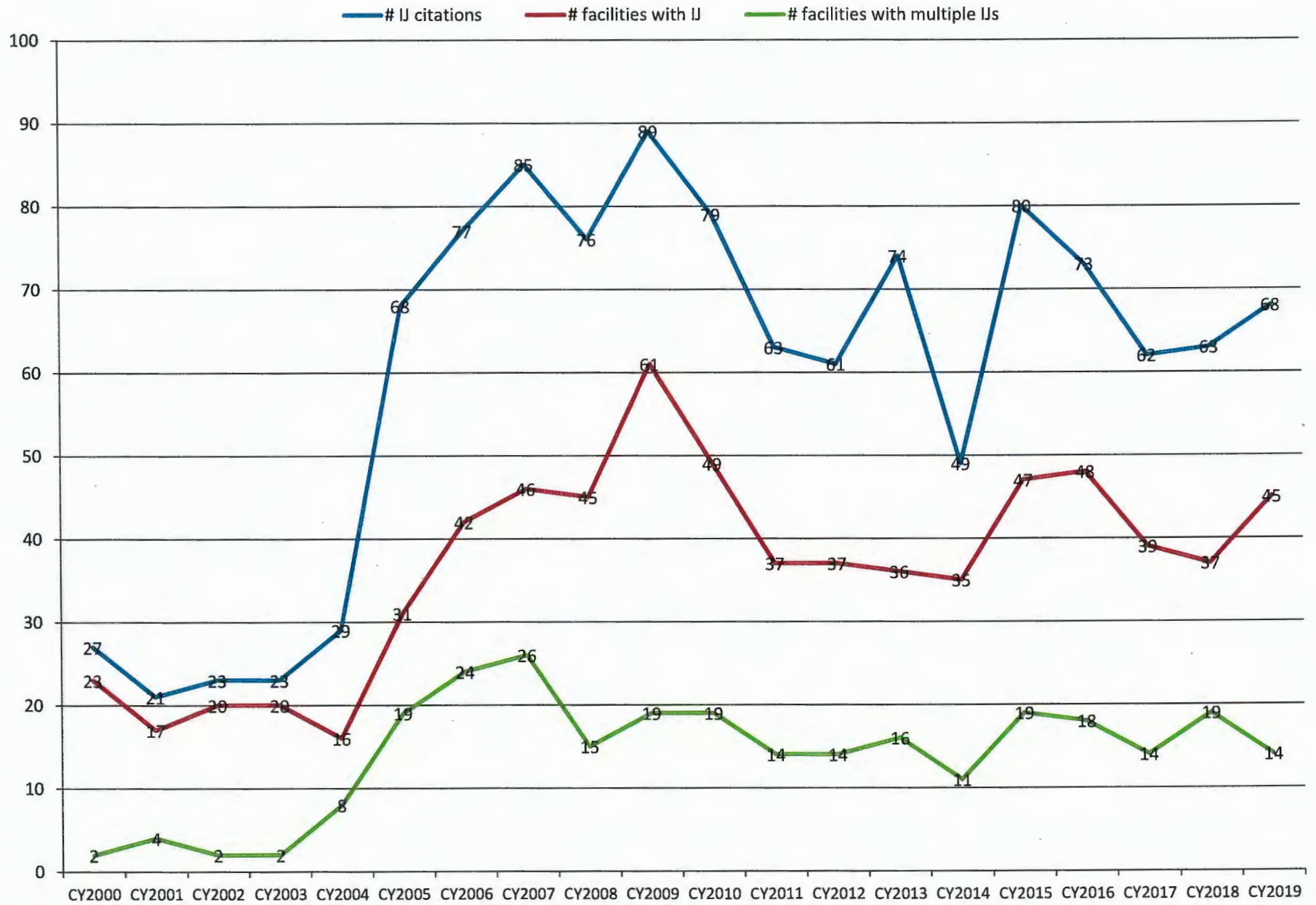
Percentage of Facilities with Substandard Quality of Care 1/1/19 - 9/30/19

S&C QCOR





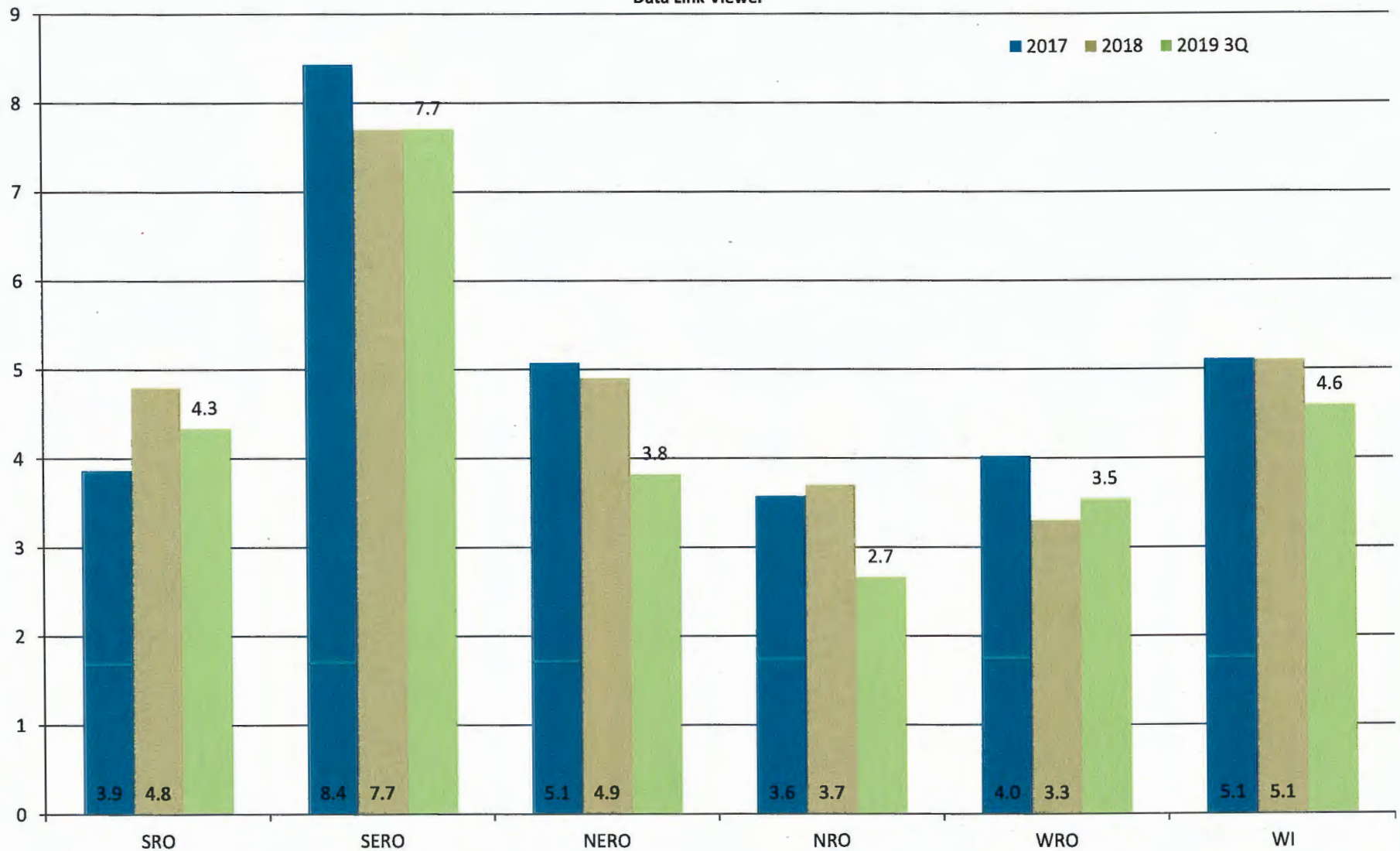
Immediate Jeopardy Citations 2005 - 10/9/2019





Average Number Federal Health Citations per Recertification Survey First Three Quarters 2019

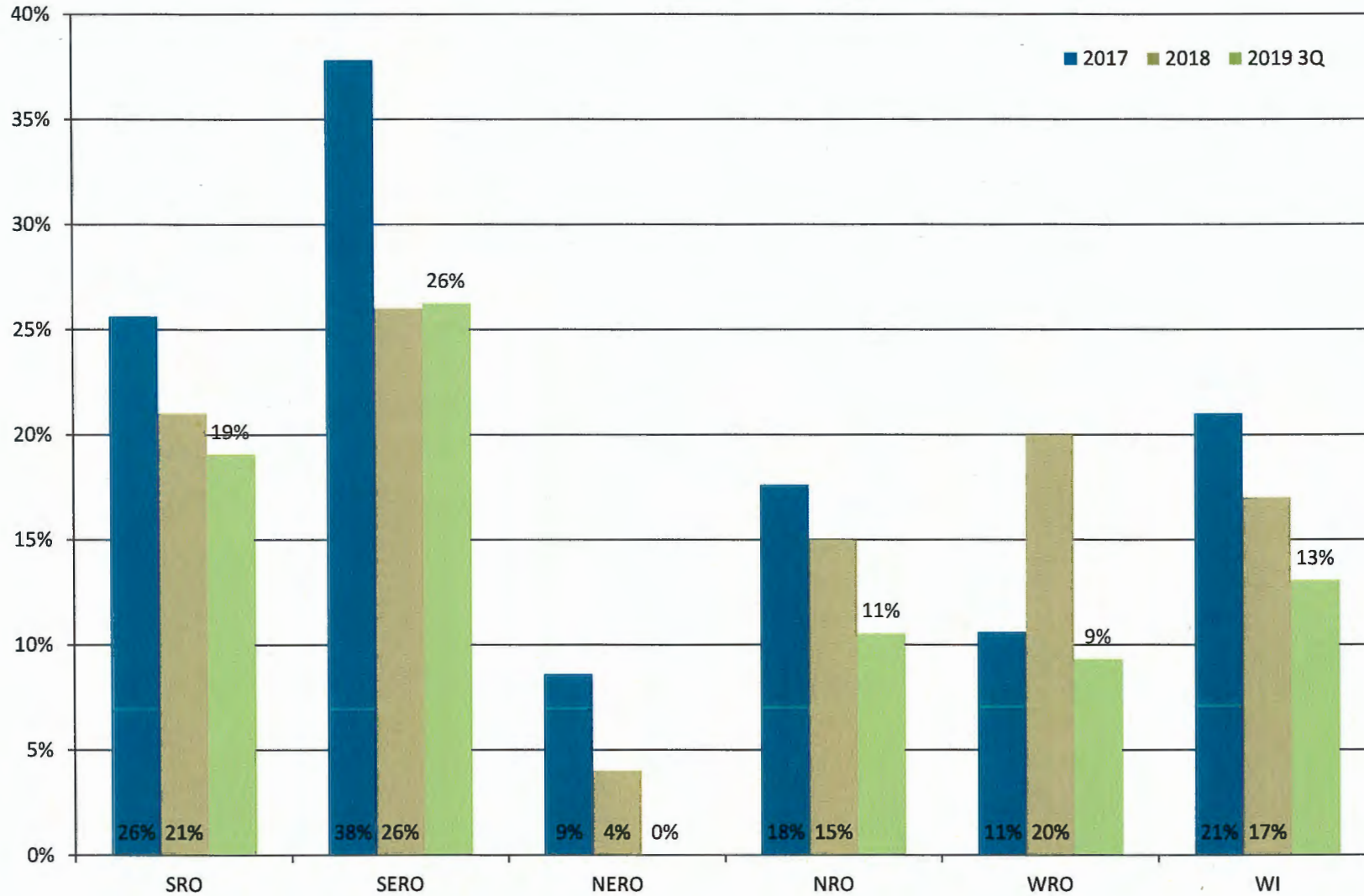
Data Link Viewer





Percentage of Recertification Surveys with Harm or Jeopardy Citations First Three Quarters 2019

Data Link Viewer



RANGE AND JOB CLASSIFICATION	STEP:	6		18		30		60		120		180		240	
		A	B	C	D	E	F	G	H	mos	mos*	mos*	mos*	mos*	mos*
Range 12	1/1/2019	\$15.79	\$16.79	\$17.39	\$18.08	\$18.64	\$19.21	\$19.95	\$20.34	Administrative Assistant					
Range 12A	1/1/2019	\$16.46	\$16.98	\$17.51	\$18.02	\$18.54	\$19.04	\$19.83	\$20.24	Account Clerk II					
Range 13	1/1/2019	\$16.11	\$17.07	\$17.38	\$17.84	\$18.33	\$18.86	\$19.62	\$20.03	Release of Information Coordinator					
Range 14	1/1/2019	\$15.76	\$16.72	\$17.16	\$17.70	\$18.20	\$18.73	\$19.49	\$19.88						
Range 15	1/1/2019	\$15.16	\$16.15	\$16.80	\$17.44	\$18.00	\$18.55	\$19.34	\$19.67						
Range 16	1/1/2019	\$15.49	\$16.39	\$16.95	\$17.41	\$17.92	\$18.41	\$19.16	\$19.56						
Range 17	1/1/2019	\$15.18	\$16.29	\$16.86	\$17.38	\$17.84	\$18.35	\$19.09	\$19.49						
Range 18	1/1/2019	\$15.41	\$16.32	\$16.75	\$17.12	\$17.57	\$18.13	\$18.83	\$19.18						
Range 19	1/1/2019	\$14.46	\$15.49	\$15.97	\$16.49	\$17.02	\$17.51	\$18.18	\$18.57	Clerk Typist II					
Range 20	1/1/2019	\$14.77	\$15.79	\$16.36	\$17.12	\$17.61	\$18.15	\$18.86	\$19.23	Food Service Supervisor					
Range 21	1/1/2019	\$14.58	\$15.60	\$16.00	\$16.34	\$16.89	\$17.38	\$18.11	\$18.47						
Range 22	1/1/2019	\$14.15	\$15.16	\$15.63	\$16.13	\$16.66	\$17.12	\$17.79	\$18.18	Central Supply Clerk					
Range 23	1/1/2019	\$14.24	\$15.21	\$15.49	\$15.92	\$16.41	\$16.93	\$17.63	\$17.98						
Range 24	1/1/2019	\$13.83	\$14.83	\$15.31	\$15.81	\$16.29	\$16.79	\$17.48	\$17.79	Cook					
Range 25	1/1/2019	\$13.54	\$14.51	\$14.97	\$15.49	\$16.00	\$16.45	\$17.12	\$17.51	Activity Therapy Assitant Beautician Medical Record Clerk Certified Nursing Assistant					
Range 26	1/1/2019	\$13.52	\$14.50	\$14.96	\$15.48	\$15.98	\$16.41	\$17.11	\$17.50						
Range 27	1/1/2019	\$13.17	\$14.20	\$14.69	\$15.21	\$15.68	\$16.17	\$16.84	\$17.12						

RANGE AND JOB CLASSIFICATION	STEP:	<table border="0" style="display: inline-table; vertical-align: middle;"> <tr> <td></td><td>6</td><td>18</td><td>30</td><td>60</td><td>120</td><td>180</td><td>240</td> </tr> <tr> <td></td><td>mos</td><td>mos</td><td>mos</td><td>mos*</td><td>mos*</td><td>mos*</td><td>mos*</td> </tr> <tr> <td>A</td><td>B</td><td>C</td><td>D</td><td>E</td><td>F</td><td>G</td><td>H</td> </tr> </table>									6	18	30	60	120	180	240		mos	mos	mos	mos*	mos*	mos*	mos*	A	B	C	D	E	F	G	H
			6	18	30	60	120	180	240																								
	mos	mos	mos	mos*	mos*	mos*	mos*																										
A	B	C	D	E	F	G	H																										
Range 28	1/1/2019	\$13.39	\$14.38	\$14.85	\$15.38	\$15.85	\$16.30	\$16.95	\$17.31																								
Environmental Service Worker Food Service Worker																																	
Range 29	1/1/2019	\$13.27	\$14.31	\$14.75	\$15.23	\$15.72	\$16.20	\$16.87	\$17.16																								
Range 30	1/1/2019	\$12.98	\$13.99	\$14.36	\$14.73	\$15.19	\$15.64	\$16.28	\$16.58																								
Clerk Steno II																																	
Range 31	1/1/2019	\$12.94	\$13.94	\$14.32	\$14.69	\$15.16	\$15.61	\$16.24	\$16.53																								
Range 32	1/1/2019	\$12.84	\$13.85	\$14.24	\$14.58	\$15.06	\$15.48	\$16.11	\$16.41																								
Range 33	1/1/2019	\$12.46	\$13.47	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00																								

Wage scales are maintained in the Rock County Policy and Procedures Manual under the Appendices.

*These are longevity steps. Employees must have continuous Rock County employment equal to the designated years of service to be placed in the corresponding pay step.

2018 Workforce Survey Long-Term & Residential Care Providers Preliminary Results*

*Sponsored by: LeadingAge Wisconsin, WALA, WHCA/WiCAL and DSPN
756 providers from across Wisconsin (689 in 2016)*

19%: Average caregiver** vacancy rate (14.5 in 2016)

1 in 2 experiencing vacancy rates 20% and higher (2016: 1 in 4)
1 in 5 at 30% and higher

16,900 caregiver vacancies statewide (47% increase over 2016)
1 in 5 caregiver positions unfilled (2016: 1 in 7)

54% no applicants for caregiver positions (2016: less than 50%)
55% said poor reimbursement doesn't allow for wage increases

\$11.00/hour median starting wage for personal caregivers***
1 in 3 in markets where non-healthcare starting wage = \$13.00+
67% lost personal caregivers to non-healthcare employers

1 in 4 limited admissions due to caregiver vacancies (2016: 1 in 5)

54% working with fewer caregivers than preferred
53% hire less experienced caregivers than preferred

**The State's long-term care and senior housing associations will jointly release the complete 2018 nursing home and assisted living workforce study later this month*

***Caregivers include registered nurses, licensed practical nurses, certified nursing assistants, and direct care workers*

****Personal caregivers include certified nursing assistants and direct care workers*



The Long-Term Care Workforce Crisis:

A 2018 Report

A caregiver vacancy report issued in 2016 confirmed the existence of a workforce crisis confronting long-term and residential care providers. This report, based on data from a 2018 survey of 756 providers, reveals a continuing crisis due in part to:

- Fewer caregivers entering the workforce
- Increasing number of people seeking long-term and residential care
- Continued growth in demand for caregivers
- Gaps in the starting wage for entry level personal caregivers and non-healthcare workers
- Wisconsin's Medicaid reimbursement system does not cover the cost of care incurred by long-term care providers
- Wisconsin's historically low unemployment rate

The results of this survey substantiate the continued workforce crisis facing providers who serve persons needing long-term and residential care and reinforce the need for public / private efforts to overcome this significant challenge.

WHCA / WiCAL

Wisconsin Health Care Association

Wisconsin Center for Assisted Living



LeadingAge[™]
Wisconsin
Better Services for Better Aging


DISABILITY
SERVICE PROVIDER
NETWORK
Stronger together through
partnership and shared joy

Scope of the Crisis

- 19% average caregiver vacancy rate in 2018 (14.5% in 2016)
- 30% of providers are facing a caregiver vacancy rate of 25% and higher
- 1 in 5 providers are experiencing caregiver vacancy rates 30% and higher
- 16,500 vacant caregiver positions in Wisconsin long-term and residential care facilities²

1 in 5

Caregiving staff positions are unfilled ...why?

Nearly ~~50%~~ **30%** of providers felt they were unable to compete with other employers

Nearly ~~50%~~ **54%** had no applicants for caregiver openings

83% ~~70%~~ said there were no qualified applicants for caregiver openings

55% said inadequate reimbursement doesn't allow wage increases

■ Results from 2016 Report

Increasing Need for Caregivers!

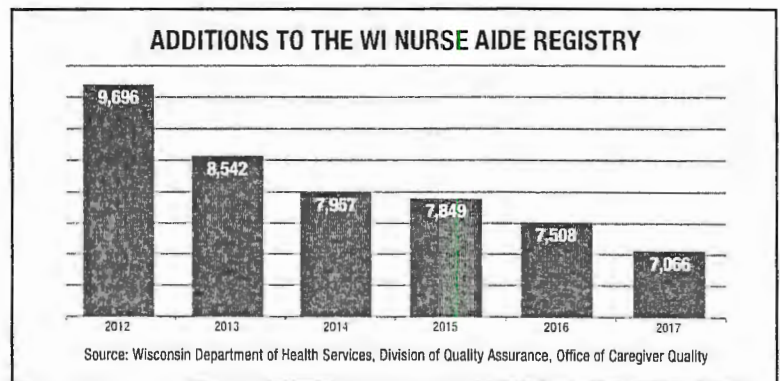
- More than 90,400 Wisconsin residents¹ live in long-term and residential care facilities, a 23% increase in the past 15 years
- 4,304 long-term and residential care facilities¹ serve persons who are physically disabled, elderly, intellectually disabled, diagnosed with Alzheimer's Disease and other dementia, diagnosed with behavioral health issues, plus those needing other support or care
- An estimated 82,092 caregivers² work in Wisconsin long-term and residential care facilities, an 11.8% increase over 2016
- In the next 12 years, the number of Wisconsin residents age 65 and older is projected to reach 1,535,500³
- By the year 2022 the need for personal care workers is projected to increase 26.4%⁴



Why Is There A Crisis?

Caregivers are leaving health care or not seeking certification

- 67% of providers said personal caregivers left for jobs outside of health care
- An estimated **10,700 personal caregivers** may have left for jobs outside of health care in the past year²
- **27.1% decline** in the number of first time registrants to the Wisconsin Nurse Aide Registry since 2012⁵



Competition for workers is intense and the workforce is changing

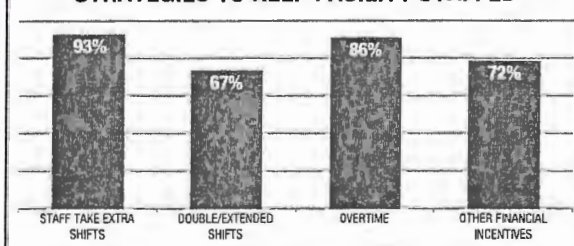
- Providers reported a median hourly wage of \$10.75 for direct care workers compared to \$12.00 per hour for local, non-health care employers seeking unskilled, entry level workers
- **1 in 3** survey respondents are in markets where non-healthcare employers are paying a starting hourly wage of \$13.00 and higher
- Wisconsin's unemployment rate of **3.1%**⁶ is nearing historic low levels
- **53%** of licensed practical nurses are age 50 and older⁷ while **1 in 3** registered nurses are planning to leave the profession in the next 4 years⁸

Providers Are Trying to Cope

- **1 in 4 (25%)** providers have limited admissions in the past year because of staffing vacancies compared with 18% in 2016
- Providers are limiting benefits to save money – **75%** do not offer health insurance to part-time employees compared with 50% in 2016
- **1 in 3** providers estimated at least 10 of their staff were relying on BadgerCare Plus, the state's Medicaid health insurance program for low-income persons (1 in 4 in 2016)
- **84%** of the time providers rely on overtime, double shifts, and other financial strategies to fill open hours – expensive options that can lead to caregiver burnout
- Survey respondents reported working with fewer staff than they would prefer



STRATEGIES TO KEEP FACILITY STAFFED



The research validates what providers are saying:

- The staffing crisis is worse today than it was in 2016: 1 in 5 providers are experiencing caregiver vacancy rates of 30% and higher
- There is stiff competition for entry level workers due to record low unemployment and the increasing demand for long-term and residential care services
- It's difficult to compete with other employers: 30% of providers are in markets where starting wage for non-health care workers is \$13.00 and higher
- No one is even applying: more than 50% of the time there are no applicants for open caregiver positions
- Caregiver burnout is a real concern as providers attempt to fill staffing vacancies with short term solutions such as overtime and double shifts

We can all agree...

- Wisconsin residents living in long-term and residential care facilities deserve to be treated with dignity and respect
- Residents depend on the caregivers who work in these facilities
- Caregivers are responsible for the care, service, support, and safety of residents
- The work of caregiving is often difficult and demanding
- Caregiving is not something everyone can do and those who do the job are special people

What must be done to assure there are enough caregivers?

- 2017 legislative action to increase reimbursement for long-term and residential care providers combined with the implementation of the WisCaregiver Careers program was a good start but the continued staffing crisis requires continued legislative action
- Increase the number of people entering caregiving careers
- Recognize and celebrate the work of caregivers
- Promote caregiving as a meaningful and rewarding profession

For more information about *The Long-Term Care Workforce Crisis: A 2018 Report*, contact:

- Disability Service Provider Network: Jeff Kaphengst, (608) 661-2945, jkaphengst@dspnetwork.org
- LeadingAge Wisconsin: John Sauer, (608) 255-7060, jsauer@leadingagewi.org
- Wisconsin Assisted Living Association: Sarah Bass, (608) 288-0246, sbass@ewala.org
- Wisconsin Health Care Association / Wisconsin Center for Assisted Living: John Vander Meer, (608) 257-0125, john@whcawical.org



Glossary

Assisted living includes adult family homes, community based residential facilities, residential care apartment complexes, and supportive living apartments

Caregivers include registered nurses, licensed practical nurses, certified nursing assistants, persons with CBRF certification, resident assistants, and other direct and personal care workers

Long-term and residential care providers include adult family homes, community based residential facilities, residential care apartment complexes, skilled nursing facilities, and supportive living apartments

Personal caregivers include certified nursing assistants, persons with CBRF certification, resident assistants, and other direct and personal care workers

Footnotes

¹ Wisconsin Department of Health Services, Division of Quality Assurance, *State of Assisted Living – CY 2017, March 2018*

² Disability Service Provider Network, LeadingAge Wisconsin, Wisconsin Health Care Association / Wisconsin Center for Assisted Living, Wisconsin Assisted Living Association, *2018 Workforce Survey, April 2018*

³ Wisconsin Department of Administration Demographic Services Center, *Wisconsin's Future Projections for the State, Its Counties and Municipalities, 2010 – 2040, David Egan-Robertson, UW-Madison Applied Population Laboratory*

⁴ Wisconsin Department of Workforce Development, Office of Economic Advisors, *Wisconsin Long Term Occupational Employment Projections, 2012-2022, August 2014*

⁵ Wisconsin Department of Health Services, Division of Quality Assurance, Office of Caregiver Quality, 2017

⁶ United States Department of Labor, Bureau of Labor Statistics (www.bls.gov/eag/eag.wi.htm)

⁷ Wisconsin Center for Nursing, *Wisconsin LPN Workforce Survey, 2015*

⁸ Wisconsin Center for Nursing, *Wisconsin RN Workforce Survey, 2016*

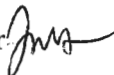
ROCK COUNTY, WISCONSIN

County Administrator
51 South Main Street
Janesville, WI 53545
(608)757-5510
Fax (608)757-5511



DATE: December 31, 2019

TO: Supervisor Kathy Schulz
Ad Hoc Advisory Committee on the Future of Rock Haven

FROM: Josh Smith, County Administrator 

RE: Blackhawk Technical College Certified Nursing Assistant Training Programs

At the request of Supervisor Schulz, I reached out to Blackhawk Technical College (BTC) to better understand the training BTC provides through their Certified Nursing Assistant (CNA) program. I spoke with Moria Lafayette, Dean of Health Sciences and Public Safety, and Eva Peterson, lead instructor for the program, on December 20.

BTC Training Program

BTC offers a minimum of five CNA classes per semester, and has graduated more than 200 CNAs per year. In the upcoming Spring 2020 semester, they have 112 seats available. Lafayette indicated that if demand exceeds this amount (e.g. if they have a waiting list), they have the ability to bring on an additional adjunct professor to teach an additional class. In this way, they did not see capacity as an issue.

The CNA training requirement includes 120 hours of training over seven weeks, including classroom and online elements as well as 44 hours of laboratory time and 36 hours of clinical work in the field at a local health care facility. (As an aside, there was a bill that passed the Legislature that would have reduced the number of training hours required to become a CNA to be consistent with federal requirements, which was intended to get CNAs into the workforce more quickly and be more attractive to those interested in pursuing it, but it was recently vetoed by the Governor due to not wanting to reduce the amount of training CNAs must receive.)

In addition to their regular course offerings, Lafayette said they are increasingly reaching out to high school students to become CNAs. In 2019 more than 80 high school students became CNAs through the program, and 54 more are scheduled to go through the program during the spring semester. It takes high school students 16-18 weeks to get through the program given their other high school requirements.

Nurse Aide Training at Clinical Field Sites

As noted, part of the CNA training requires students to complete clinical work at a health care facility. Federal law does not allow a nursing home to serve as a nurse aide training and competency evaluation site due to several reasons, including if during the past two years a facility has been assessed a civil money penalty more than \$5,000 or has been subject to an extended survey due to a finding of substandard quality of care. Due to these standards, Rock Haven has not been able to serve as a nurse aide training site for much of the past five years. BTC would prefer to be able to use Rock Haven as a clinical site, although they are able to find field placements in other nursing homes and hospital in the area. However, this negatively impacts the ability of Rock Haven to get potential future employees in the building.

That being said, BTC staff said Rock Haven could still have a presence with BTC students by having students tour the facility, potentially speaking at BTC CNA classes, and participating in the annual BTC Health Care Day for high school students. Lafayette said another opportunity could be through the Parker Scholars program, which requires recipients in the BTC RN nursing program to provide 50 hours of volunteer service, which could be at a nursing home.

Wages

Although BTC does not collect any wage or market data, staff echoed concerns about low wages and high turnover among CNAs. They indicated they thought wage data would show CNA entry wages at the low end about \$10-\$12/hour, with the high end that attracts candidates around \$15/hour. They estimated the average to be around \$13/hour. (Rock Haven's entry wage for CNAs is \$13.54/hour, and may be increasing to \$13.94/hour in 2020 if the County Board approves pay plan adjustments).

BTC staff advised to be mindful of generational differences among staff, as Millennials are more interested in pay, while Gen X and Gen Z find rewards, incentives, and appreciation important. They also said students graduating from BTC are also looking for strong training and onboarding programs.

If you have any questions, please feel free to contact me. Thank you.

**Rock Haven Employee Engagement Survey Results
Culture and Trust Statements**

Statement	2019			2018			2017			2016		
	Not a Supervisor	First Level Supervisor	Manager above first level	Not a Supervisor	First Level Supervisor	Manager above first level	Not a Supervisor	First Level Supervisor	Manager above first level	Not a Supervisor	First Level Supervisor	Manager above first level
I am satisfied with the investment my organization makes in training and education.	2.69	3.00	4.25	3.24	3.00	3.86	2.88	3.60	4.00	2.63	3.40	4.25
Employees in my organization take the initiative to help other employees when the need arises.	3.41	3.22	3.50	3.28	3.00	3.86	3.32	3.40	3.80	3.05	3.60	3.00
Communication between senior leaders and employees is good in my organization.	2.18	2.78	3.50	2.11	2.75	3.14	2.48	2.80	3.60	1.95	1.80	2.75
Management within my organization recognizes strong job performance.	2.41	3.00	4.25	2.69	2.88	3.71	2.73	3.00	3.80	2.34	2.40	3.00
My supervisor and I have a good working relationship.	3.29	3.56	4.50	3.69	3.88	4.43	3.55	3.20	4.00	3.46	3.60	4.25
My coworkers and I have a good working relationship.	4.15	3.56	4.25	3.81	3.75	4.14	3.88	4.40	4.20	3.90	4.00	4.25
Senior management and employees trust each other.	2.38	2.44	3.25	2.28	2.88	3.71	2.40	2.80	3.40	1.98	2.25	2.75
Employees treat each other with respect.	3.12	2.78	3.25	2.92	2.88	3.29	3.12	3.20	3.20	2.93	3.40	2.75
I am satisfied with my overall job security.	3.03	3.56	4.00	3.49	3.50	4.14	3.60	3.60	4.00	3.00	3.60	4.00
I am satisfied with the culture of my workplace.	3.06	3.22	3.75	3.23	3.50	3.14	3.41	4.00	4.00	3.32	3.60	3.00
Number of Participants:	36	9	4	56	8	7	44	5	5	42	5	4

Scoring Scale:

1= Strongly Disagree

2=Disagree

3= Neutral - Neither Agree nor Disagree

4= Agree

5=Strongly Agree

ATTENDANCE DISCIPLINE PROCESS- each area is treated separately.

<p>Absences in a six-month period. 1st- written notice to the employee, manager and union. The manager will meet with the employee to discuss the seriousness of this step. 2nd-suspension (date of absence) and warning that further unexcused absence will result in termination. Written notice to the employee, manager and union. The manager will meet with the employee to discuss the seriousness of this step. 3rd- Termination of employment. Meeting with manager, Nursing Home Administrator and union.</p> <p><i>An absence is defined as any incident where the employee is away from work without sufficient, approved benefit time. Examples: calling in sick without sufficient sick time, taking vacation, compensatory or holiday time without sufficient time, using "family sick" outside of Rock County personnel ordinance guidelines, and failure to report to work on a scheduled day without calling in to alert the supervisor.</i></p>	<p>Tardiness in a six-month period. (Over 7 minutes past your start time.) 1st- Written notice to the employee, manager and union. 2nd-Written notice to the employee, manager and union. 3rd- Reprimand. Written notice to the employee, manager and union. 4th- Suspension (for the lost time). Written notification to the employee, manager and union. The manager will meet with the employee to discuss the seriousness of this step. 5th- Suspension (for the lost time). Written notice to the employee that further tardiness will result in termination. The manager will meet with the employee to discuss the seriousness of this step. 6th-Termination of employment. Meeting with manager, Nursing Home Administrator and union. A tardiness of greater than 53 minutes is treated as an absence.</p>
<p>Unauthorized overtime in a six-month period 1st-Written notice employee, manager and union. 2nd- Written notice to the employee, manager and union. 3rd- Reprimand. Written notice to the employee, manager and union. 4th- Suspension for 1 day. Written notice to the employee, manager and union. The manager will meet with the employee to discuss the seriousness of this step. 5th- Suspension of 1 day and a warning that further unauthorized overtime will result in termination. Written notice to employee, manager and union. The manager will meet with the employee to discuss the seriousness of this step. 6th- Termination of employment. Meeting with manager, Nursing Home Administrator and union.</p>	<p>Refusal of Mandation in a six-month period 1st- Reprimand. Written notice to the employee, manager and union. The manager will meet with the employee to discuss the seriousness of this step. 2nd- Suspension for 1 day. Written notification to employee, manager and union. The manager will meet with the employee to discuss the seriousness of this step. 3rd- Termination of employment. Meeting with manager, Nursing Home Administrator and union. The above rules are on a rolling six month period. If you clear six months without a next occurrence the occurrence is dropped. If however you have another within the first six months after issue of the first the first will be continued for a year and you will have two occurrences. If you have 10 additional occurrence by the year mark from the date of the first occurrence that first occurrence will be dropped.</p> <p><i>This applies to the attendance policies disciplines as listed but not to any poor work performance disciplines.</i></p>

Tardy's in a six-month period (including 1 minute up to 7 minute past your scheduled start time)

- 7TH – Written notice to the employee, manager and union.
- 8TH - Written notice to the employee, manager and union
- 9th - Reprimand, written notice to the employee, manager, and union
- 10th – Suspension (for the lost time). Written notification to the employee, manager and union.

The manager will meet with the employee to discuss the seriousness of this step

11th – Suspension for the lost time) Written notification to the employee, manger and union.

The manager will meet with the employee to discuss the seriousness of this step

12th – Last Chance Letter: Employee must be free 60 days without any tardy, pre or post 7 minute

If no tardy's pre or post 7 minutes occur, only the pre 7 minute tardy's will be removed.

(Any tardy over 7 minutes will remain in the discipline tract.) If two last chance letters are issued for tardies and the employee fails to correct behavior, the next tardy that occurs regardless of amount of time tardy will be termination. *Meeting with Nursing Home Administrator and union rep (where applicable) for all last chance letters.*

Call Off Policy: All employees are to call off at least two (2) hours prior to the start of the shift by calling the "call off Phone" at 608-295-4184 Sick leave pay shall begin on the first day of absence for illness, and notice (call off policy) shall be given by the employee at least two hours prior to his/her regular starting time. Failure to give notice to the department/office, due to carelessness or negligence by the employee shall result in the employee being given an unexcused absence regardless of benefit time available

Effective 5/2018

Rock Haven Skilled Nursing Home

Attendance and Tardy Policy

Policy: The Rock Haven Skilled Nursing Home must maintain adequate staffing levels in order to provide a high level of service to our residents. It is very important that staff be available for work, therefore Rock Haven has established standard disciplinary procedures for dealing with excessive absenteeism and tardiness.

A. Absenteeism

1. When employees are unable to report to work they must notify the on-duty Shift Supervisor at least (2) hours prior to their regular starting time.
2. Employees who miss more than (3) consecutive, full calendar days due to a serious health condition, will be required to contact FMLA Source as soon as possible to determine whether the absence qualifies for FMLA coverage.
 - a. If the absence does qualify for FMLA coverage, the time off will be paid according to Administrative Policy and Procedure 5.12 FMLA.
 - b. If the absence does not qualify for FMLA coverage and the employee has ample sick time available, it will be paid as regular sick time and counted as an absence.
3. Employees who schedule preventative doctor/dentist appointments during their normal working hours will be required to obtain a signed doctor's note to include the date and time of the appointment. The doctor's note must be turned in within (5) days after the date of the appointment otherwise it will be counted as an absence.
4. Leaving work early for reasons other than illness, **without the documented approval of the employees Supervisor**, will be counted as an absence.
 - a. Leaving work early for illness of self or a family member will be considered an absence.
5. All absences (other than approved FMLA, Worker's Compensation, or Leave of absence as provided by the Rock County Ordinance) will be counted as an absence and will be documented and subject to disciplinary action as noted below.

6. Spell of Illness will be counted as one absence. Spell of Illness is defined as an ongoing illness requiring more than one consecutive day away from work.
7. As provided by Rock County Personnel Ordinance 18.515 (5) Sick Leave, Rock Haven may require an employee to submit a medical statement, stating the specific illness, period of treatment, and date the employee may return to work.

B. Progressive Discipline

1. Four or more absences within a one year period (rolling 12 months) will result in the following disciplinary action:
 - 4th absence: Verbal reprimand
 - 5th absence: Written reprimand
 - 6th absence: Last Chance Agreement (**final warning**)
 - 7th absence: Termination of employment.
2. If for a 60 day period there is not another absence (call off), the oldest instance will be removed, and for each 60 day period thereafter, the next oldest instance will be removed.

C. Tardiness

1. Employees are required to be at their duty station by their scheduled start time, therefore they are able to punch in up to 7 minutes prior to their scheduled start time. Employees will be considered tardy if they have punched one minute after their scheduled start time. Each instance of tardiness within a one year period (rolling 12 months) will result in the following disciplinary action:
 - 4th **instance**: Verbal reprimand
 - 5th **instance**: Written reprimand
 - 6th **instance**: Last Change Agreement (**final warning**)
 - 7th **instance**: Termination of employment
2. If for a 60 day period there is not another instance of tardiness, the oldest instance will be removed, and for each 60 day period thereafter, the next oldest instance will be removed.

By signing below, I acknowledge receipt and understanding of the terms of this policy.

Staff Signature _____ Date _____

Effective 11/2018

Rock Haven Skilled Nursing Home

Attendance and Tardy Policy

Policy: The Rock Haven Skilled Nursing Home must maintain adequate staffing levels in order to provide a high level of service to our residents. It is very important that staff be available for work, therefore Rock Haven has established standard disciplinary procedures for dealing with excessive absenteeism and tardiness.

A. Absenteeism

1. When employees are unable to report to work they must notify the on-duty Shift Supervisor at least (2) hours prior to their regular starting time (***Rock Haven Work Rule***).
2. Employees who miss more than (3) consecutive, full calendar days due to a serious health condition, will be required to contact FMLASource as soon as possible to determine whether the absence qualifies for FMLA coverage.
 - a. If the absence does qualify for FMLA coverage, the time off will be paid according to Administrative Policy and Procedure 5.12 FMLA.
 - b. If the absence does not qualify for FMLA coverage and the employee has ample sick time available, it will be paid as regular sick time and counted as an absence.
3. Employees who schedule preventative doctor/dentist appointments during their normal working hours will be required to obtain a signed doctor's note to include the date and time of the appointment. The doctor's note must be turned in within (5) days after the date of the appointment otherwise it will be counted as an absence.
4. ***Leaving work early for illness of self or a family member will be considered an absence.***
5. All absences (other than approved FMLA, Worker's Compensation, or Leave of absence as provided by the Rock County Ordinance) will be counted as an absence and will be documented and subject to disciplinary action as noted below.
6. Spell of Illness will be counted as one absence. Spell of Illness is defined as an ongoing illness requiring more than one consecutive day away from work.
7. As provided by Rock County Personnel Ordinance 18.515 (5) Sick Leave, Rock Haven may require an employee to submit a medical

statement, stating the specific illness, period of treatment, and date the employee may return to work.

B. Progressive Discipline

1. Four or more absences within a one year period (rolling 12 months) will result in the following disciplinary action:
 - 4th absence: Verbal reprimand
 - 5th absence: Written reprimand
 - 6th absence: Last Chance Agreement (final warning)
 - 7th absence: Termination of employment.
2. If for a 60 day period (from the date of the *most recent*) there is not another absence, the *oldest instance* will be removed, and for each 60 day period thereafter, the next oldest instance will be removed.

If the employee is in the disciplinary track (4th – 6th absence) with no further absences for 60 days, they will drop back one step, i.e. if on Step 6, with no further absences for 60 days, the employee will go back to Step 5.

C. Tardiness

1. Employees are required to be at their duty station by their scheduled start time, therefore they are able to punch in up to 7 minutes prior to their scheduled start time. Employees will be considered tardy if they have punched one minute after their scheduled start time.

Four or more instances of tardiness within a one year period (rolling 12 months) will result in the following disciplinary action:

- 4th tardy: Verbal reprimand
 - 5th tardy: Written reprimand
 - 6th tardy: Last Chance Agreement (final warning)
 - 7th tardy: Termination of employment
2. If for a 60 day period (from the date of the *most recent*) there is not another instance of tardiness, the *oldest instance* will be removed, and for each 60 day period thereafter, the next oldest instance will be removed.

If the employee is in the disciplinary track (4th – 6th tardy) with no further instances of tardiness for 60 days, they will drop back one step, i.e. if on Step 6, with no further tardiness for 60 days, the employee will go back to Step 5.

Revised November 2018

Org Level Desc	Pers Id	Last Name	First Name	Seniority Date	1/2/2020	Job Title
Rock Haven	0000014026	Sockness	Stephanie	06/23/2014	5.53	Certified Nursing Assistant
Rock Haven	0000014733	Alsaedy	Noura	04/10/2017	2.73	Certified Nursing Assistant
Rock Haven	0000015463	Connell	Miranda	05/20/2019	0.62	Certified Nursing Assistant
Rock Haven	0000013824	Cooley	Minda	07/22/2013	6.45	Certified Nursing Assistant
Rock Haven	0000014848	Davis	Vicki	08/28/2017	2.35	Certified Nursing Assistant
Rock Haven	0000013156	Davis	Tanishia	11/19/2018	1.12	Certified Nursing Assistant
Rock Haven	0000015399	Gerarden	Ashley	03/22/2019	0.78	Certified Nursing Assistant
Rock Haven	0000011171	Manley	Dawn	03/27/2017	2.77	Certified Nursing Assistant
Rock Haven	0000015070	McAdory	LaShonda	06/18/2018	1.54	Certified Nursing Assistant
Rock Haven	0000015307	Pollansky	Miranda	02/11/2019	0.89	Certified Nursing Assistant
Rock Haven	0000014810	Reimann	Kaci	07/17/2017	2.46	Certified Nursing Assistant
Rock Haven	0000014467	Rigg	Amber	05/23/2016	3.61	Certified Nursing Assistant
Rock Haven	0000014523	Romero	Lilianacoral	08/29/2016	3.34	Certified Nursing Assistant
Rock Haven	0000014181	Wierzba	Megan	03/16/2015	4.80	Certified Nursing Assistant
Rock Haven	0000014427	Allen	Roselyn	04/11/2016	3.73	Certified Nursing Assistant
Rock Haven	0000014196	Asmus	Glenda	07/31/2017	2.42	Certified Nursing Assistant
Rock Haven	0000014171	Aurit	Philip	03/02/2015	4.84	Certified Nursing Assistant
Rock Haven	0000015150	Banks	Natasha	02/11/2019	0.89	Certified Nursing Assistant
Rock Haven	0000015492	Baumeister	Jolene	06/17/2019	0.54	Certified Nursing Assistant
Rock Haven	0000011913	Bethel	Nicole	10/14/2013	6.22	Certified Nursing Assistant
Rock Haven	0000007070	Bleiler	Jeff	06/20/1989	30.54	Certified Nursing Assistant
Rock Haven	0000011518	Boe	Susan	02/13/2001	18.88	Certified Nursing Assistant
Rock Haven	0000015503	Bowers	Sara	06/17/2019	0.54	Certified Nursing Assistant
Rock Haven	0000011493	Bradley	Monalisa	10/21/2002	17.20	Certified Nursing Assistant
Rock Haven	0000012745	Brockman	Pratibha	05/08/2006	13.65	Certified Nursing Assistant
Rock Haven	0000014809	Bruner	Midina	07/17/2017	2.46	Certified Nursing Assistant
Rock Haven	0000015071	Campbell	Andrew	07/02/2018	1.50	Certified Nursing Assistant
Rock Haven	0000014817	Carlson	Alyssa	07/17/2017	2.46	Certified Nursing Assistant
Rock Haven	0000011738	Cavett	Antoinette	09/11/2001	18.31	Certified Nursing Assistant
Rock Haven	0000013605	Cisewski	Cindy	04/30/2012	7.67	Certified Nursing Assistant
Rock Haven	0000011735	Clemons	Sharillynn	09/11/2001	18.31	Certified Nursing Assistant
Rock Haven	0000012629	Danks	Charly	12/05/2005	14.08	Certified Nursing Assistant
Rock Haven	0000015446	Doiel	Valerie	04/22/2019	0.70	Certified Nursing Assistant
Rock Haven	0000015113	Drake	Kenneth	08/13/2018	1.39	Certified Nursing Assistant
Rock Haven	0000015304	Ferguson	Nettie	06/17/2019	0.54	Certified Nursing Assistant
Rock Haven	0000006915	Finley	Julie	06/11/1989	30.56	Certified Nursing Assistant
Rock Haven	0000009907	Fitzmaurice	Brenda	05/08/2017	2.65	Certified Nursing Assistant
Rock Haven	0000010868	Fletcher	Theresa	04/05/1999	20.74	Certified Nursing Assistant
Rock Haven	0000014327	Foss-Asmus	Karen	09/28/2015	4.26	Certified Nursing Assistant
Rock Haven	0000008538	Friend	Jean	04/19/1993	26.70	Certified Nursing Assistant
Rock Haven	0000008815	Glos	Kristine	01/05/2009	10.99	Certified Nursing Assistant
Rock Haven	0000007846	Heisel	Laura	07/16/1991	28.47	Certified Nursing Assistant
Rock Haven	0000014567	Hendrikson	Karla	11/21/2016	3.11	Certified Nursing Assistant
Rock Haven	0000014557	Hernandez	Jamie	11/07/2016	3.15	Certified Nursing Assistant
Rock Haven	0000011304	Hornagold	Tamra	07/10/2000	19.48	Certified Nursing Assistant
Rock Haven	0000009555	Huffman	Debra	10/24/1995	24.19	Certified Nursing Assistant
Rock Haven	0000008558	Jacobson	Pamela	07/03/2005	14.50	Certified Nursing Assistant
Rock Haven	0000015072	Jenson	Michelle	07/16/2018	1.46	Certified Nursing Assistant

Rock Haven	0000013659	Johnson	Ashley	08/06/2012	7.41	Certified Nursing Assistant
Rock Haven	0000015149	Johnson	Brittany	10/22/2018	1.20	Certified Nursing Assistant
Rock Haven	0000015386	Karanja	Teresiah	04/09/2019	0.73	Certified Nursing Assistant
Rock Haven	0000014850	Kuykendall	Susan	08/28/2017	2.35	Certified Nursing Assistant
Rock Haven	0000007940	Lewis	Nancy	10/24/2016	3.19	Certified Nursing Assistant
Rock Haven	0000011422	Lewis	Shannon	10/23/2000	19.19	Certified Nursing Assistant
Rock Haven	0000015491	Lewis	Troy	06/03/2019	0.58	Certified Nursing Assistant
Rock Haven	0000014085	Lipke	Amber	10/27/2014	5.18	Certified Nursing Assistant
Rock Haven	0000014710	Ludens	Debra	02/13/2017	2.88	Certified Nursing Assistant
Rock Haven	0000009908	Lukas	Maria	10/22/2018	1.20	Certified Nursing Assistant
Rock Haven	0000013606	Mueller	Jeanne	04/30/2012	7.67	Certified Nursing Assistant
Rock Haven	0000014813	O'Brien	Marion	07/17/2017	2.46	Certified Nursing Assistant
Rock Haven	0000014095	Outland	Heather	10/27/2014	5.18	Certified Nursing Assistant
Rock Haven	0000013157	Pabst	Kathleen	01/05/2009	10.99	Certified Nursing Assistant
Rock Haven	0000014291	Powell	Lindsay	08/17/2015	4.38	Certified Nursing Assistant
Rock Haven	0000014037	Pulley	Atina	02/25/2019	0.85	Certified Nursing Assistant
Rock Haven	0000014174	Purdy	Jennifer	03/02/2015	4.84	Certified Nursing Assistant
Rock Haven	0000009718	Ray	Tony	04/02/1996	23.75	Certified Nursing Assistant
Rock Haven	0000014731	Reed	Elizabeth	04/24/2017	2.69	Certified Nursing Assistant
Rock Haven	0000010108	Reese	Minan	04/04/1997	22.75	Certified Nursing Assistant
Rock Haven	0000014035	Reyes	Laurie	07/21/2014	5.45	Certified Nursing Assistant
Rock Haven	0000010697	Ripplinger	Connie	04/04/1999	20.75	Certified Nursing Assistant
Rock Haven	0000010495	Rook	Christine	03/10/1998	21.82	Certified Nursing Assistant
Rock Haven	0000014506	Ross	Pamela	08/15/2016	3.38	Certified Nursing Assistant
Rock Haven	0000011177	Rote	Jessica	03/20/2000	19.79	Certified Nursing Assistant
Rock Haven	0000012854	Schoville	Tiffany	06/01/2007	12.59	Certified Nursing Assistant
Rock Haven	0000006046	Seales	Julie	12/16/1986	33.05	Certified Nursing Assistant
Rock Haven	0000014429	Snodie	Elizabeth	04/11/2016	3.73	Certified Nursing Assistant
Rock Haven	0000014877	Taube	Tracy	10/09/2017	2.23	Certified Nursing Assistant
Rock Haven	0000015073	Tessman	Amy	07/16/2018	1.46	Certified Nursing Assistant
Rock Haven	0000006967	Thompson	Connie	04/04/1989	30.75	Certified Nursing Assistant
Rock Haven	0000014343	Tracy	Ashley	12/07/2015	4.07	Certified Nursing Assistant
Rock Haven	0000014301	Vail	Kari	09/14/2015	4.30	Certified Nursing Assistant
Rock Haven	0000008892	Vance	Sarah	03/22/1994	25.78	Certified Nursing Assistant
Rock Haven	0000010854	Woodworth	Karen	03/15/1999	20.80	Certified Nursing Assistant
Rock Haven	0000011564	Wright	Melanie	03/26/2001	18.77	Certified Nursing Assistant
Rock Haven	0000008942	Wywial	Dianna	04/19/1994	25.71	Certified Nursing Assistant