

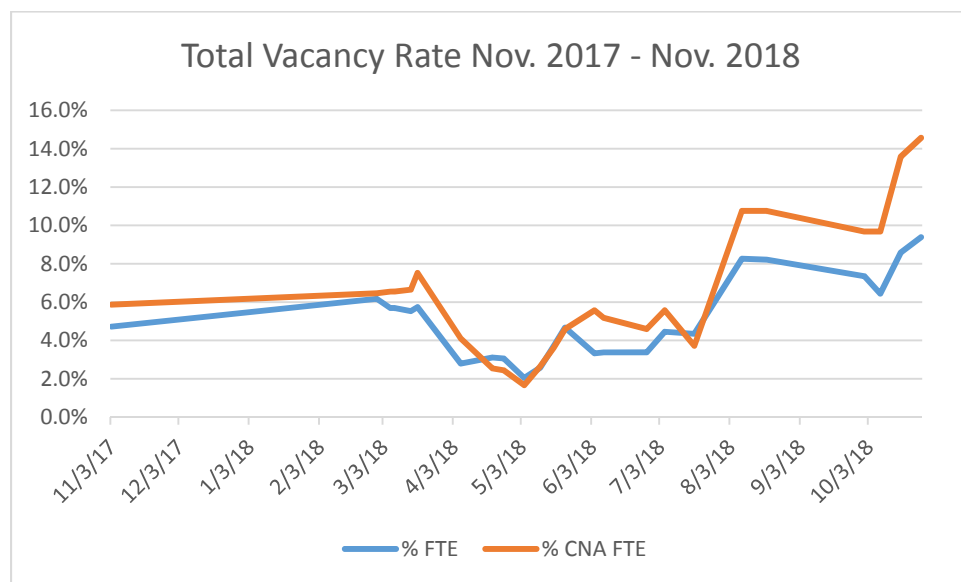


OUTAGAMIE COUNTY | SHORT-TERM REHABILITATION AND LONG-TERM CARE COMMUNITY

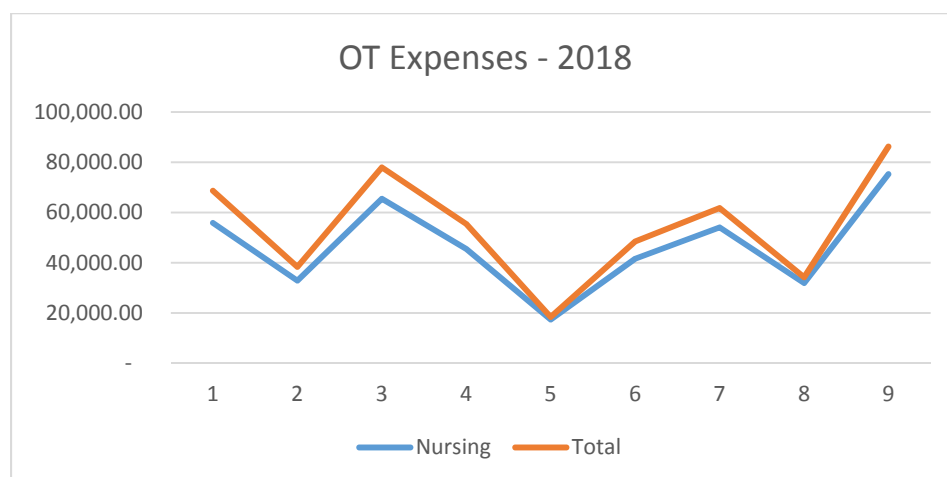
## **Brewster Village - Improved recruitment opportunity proposal**

**BACKGROUND:** Brewster Village has historically been competitive with regard to employment competition. However, in the current market (low unemployment rates, healthcare worker shortages) Brewster Village is lagging in competitive value to the lowest compensated job classes, resulting in higher vacancy rates.

**Issue:** Whereas Brewster Village vacancy rate has steadily increased over the last several months to the highest respective rate to date. (Current total vacancy: 9.4%; Current total CNA vacancy: 14.6%)



Whereas, a direct correlation between vacancy rate and risk potential (staff burnout, employee injuries, quality of services, reputation, health outcomes – medication errors, villager injury, and litigation) exists. As vacancy rates increase so too does risk of negative outcomes. There are financial repercussions as well, including increased costs related to overtime and training and lost productivity as a result of recruitment and onboarding efforts. Below are the OT costs on a monthly basis for 2018.



**Current local employment opportunities in similar positions include:**

- *Bridges of Appleton: \$3000 sign on bonus*
- *HCR Manor Care: Sign on bonus*
- *Park View Health Center: \$14.63 - \$16.13/hour*
- *ThedaCare – Peabody: Sign on bonus*
- *St. Paul Elder Services: \$1000 sign on bonus, \$13 - \$16/hour*
- *Good Shepherd Services: New shift differential, \$17-18.50/hour*

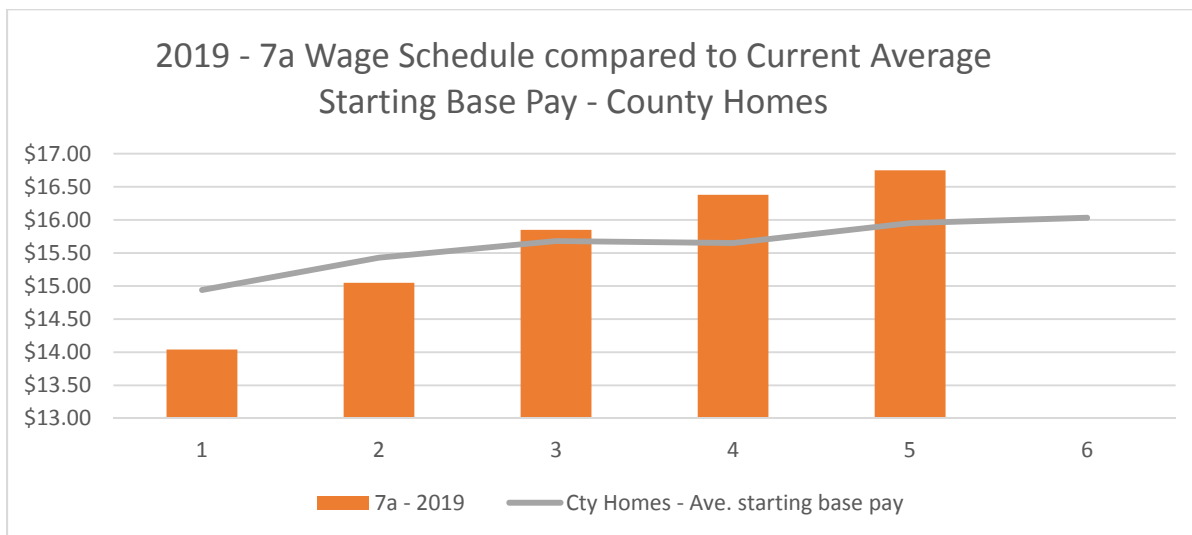
Whereas, the starting rate of pay for Grade 7a of the Brewster Village Employees Wage Rates has historically been Step 1 for all new team members including but not limited to CNAs (2018 - \$13.67, 2019 proposed - \$14.07). The gray line indicates the starting rate of pay as compared to the averages of 14 county nursing homes, including Brewster Village.

*Points on Cty Homes line include:*

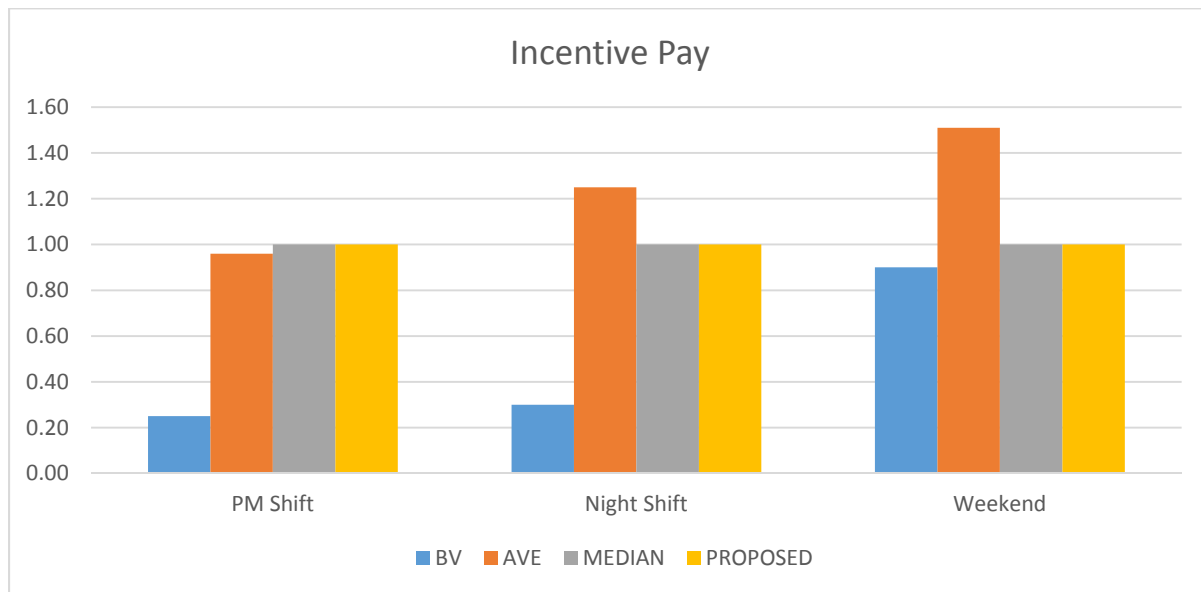
\$14.94	10th interquartile
\$15.43	25th
\$15.68	Median
\$15.65	Weighted Ave.
\$15.95	75th
\$16.03	90th

*Data represented in 7a (orange) bars include:*

Step	Years to award	7a - 2019
1		\$14.07
2	2	\$15.05
3	3	\$15.85
4	4	\$16.38
5	8	\$16.75



Whereas, incentive pay is a standard of practice within the healthcare industry. The Brewster Village Employees Wage Schedule does include incentive pay. However, it has not kept pace with market trends as there have been no adjustments since prior to 2010.



**PROPOSAL:** Adjust 2<sup>nd</sup>, 3<sup>rd</sup> shift and weekend incentives from the current .25/.30/.90 cents per hour to be in line with the identified industry median of \$1.00/hour.

**Estimated FINANCIAL IMPACT 2018/2019:**

*2nd Shift: \$8,700/\$62,000*

*3rd Shift: \$3,250/\$26,000*

*Weekend: \$150/\$600*

*Total: \$12,100/\$88,600*

**ISSUE:** As vacancy rates have increased, so has the demand on trainers. Trainers are relied upon to fully demonstrate to newly hired team members the soft and technical skills necessary to complete their respective responsibilities. This is a key factor to retention. As vacancy rates have increased, it has become increasingly burdensome and challenging to assure dedicated training time is available and the new team member is not put in a position where they are ill-prepared for success; ultimately increasing the potential for decreased retention time. It is desirable that a new team member spend at least 40 hours paired with a trainer at the beginning of their employment. Currently, Brewster Village trainer incentive is \$0.25/hour assigned as a trainer. This equates to \$2.00/day. This rate has not been adjusted since before 2010.

**PROPOSAL:** Increase trainer incentive rate to \$1.00/hour.

**Estimated FINANCIAL IMPACT 2018/2019:**

*Trainer Pay: \$250/\$1,500*

**PROPOSAL:** Consider starting new team members above Step 1 if they possess years of experience in a like position or field of work. Most current team members have been hired in at Step 1. Additionally, in order to maintain internal equity it is proposed to adjust base wages of current, “regular” team members possessing experience years at 7a - Step 1 to 7a - Step 2 as of January 1, 2019 (without creating an “Adjusted Date of Hire”). This proposal would essentially hire new team members in at generally a higher starting rate than is currently offered as well as to move those that have been recently hired up to at least the Step 2 rate to be comparable with the newly hired team members.

**Estimated FINANCIAL IMPACT 2018/2019:**

*Adjusted starting rate of pay: \$8,000/\$128,900*