



## **AD HOC COMMITTEE ON THE FUTURE OF ROCK HAVEN**

### **Minutes from August 9, 2023**

**CALL TO ORDER** – Chair Mawhinney called the hybrid Ad Hoc Committee on the Future of Rock Haven meeting to order at 3:04 p.m. in the classroom of Rock Haven Skilled Nursing Home.

**COMMITTEE MEMBERS PRESENT** – Chair Mawhinney, Supervisors Richard, Rashkin (via Zoom), and Whitledge; and Community Member Casares.

**COMMITTEE MEMBERS ABSENT** – Supervisors Leavy and Community Member Kolste.

**STAFF MEMBERS PRESENT** – Natalie Rolling-Edlebeck, Nursing Home Administrator; Virginia Johnson, Administrative Secretary; Tonya Colvin, Business Services Manager; Marilyn Burns, ADON; Chelsea Phillips, Infection Preventionist.

**OTHERS PRESENT** – Josh Smith, County Administrator; County Board Supervisors Mary Beaver.

**APPROVE AGENDA** – Supervisor Richard moves for approval of agenda, second by Supervisor Whitledge. APPROVED.

**APPROVAL OF MINUTES** – Chair Mawhinney states corrections to the agenda. ARPA future of Rock Haven needs to be refined, and a spelling correction is needed within the Supplemental Wages section.

Supervisor Whitledge moves for approval with the changes of June 14, 2023, minutes, second by Supervisor Richard. APPROVED.

### **REVIEW, DISCUSSION AND POSSIBLE ACTION**

**DIRECT CARE STAFF INCENTIVE PAY UPDATE** – Josh Smith, County Administrator states the incentive pay resolution was approved by the Staff Committee and by the Health Services Committee. It will go for final approval in front of the County Board. The incentive pay in the resolution will be for direct care staff as defined on page 12 of the agenda packet. Josh acknowledges there is no universal agreement on who is considered direct care staff.

Natalie Rolling-Edlebeck, Nursing Home Administrator states that each team in Rock Haven is important and everyone should be included in the resolution, including administrative and maintenance staff. If the resolution is passed as is, then it should apply to direct contact staff only. Direct contact staff is the clinical staff at Rock Haven.

Community Member Casares states that Rock Haven needs to be competitive in the hiring market and requests that the committee amend the resolution to include a sign on bonus that would last for a couple years. Rock Haven wages seem to be on the low side when compared with other nursing homes. He states need more staff to fill up the empty wing and bring in more revenue. Chair Mawhinney asks who this sign on bonus would be for. Mr. Casares states it would be for direct care staff as defined on page 12.

Community Member Casares moves to add a sign on bonus to the incentive pay. No second. Motion fails to pass due to lack of a second.

Supervisor Richard asks Josh if the previous committees proposed any amendments to the resolution before it was passed. Josh states there were not. Supervisor Richard asks if direct care staff was the focus for the resolution because they are covered through ARPA. Josh states that any government staff could receive ARPA pay. The resolution concerned a market-based effort to help recruit and retain direct care staff. Josh shares that Rock Haven is not independent. The list would also include people who work in other departments in the county. If everyone is included in the incentive pay, the wage grid would need to be revised to differentiate Rock Haven employees from other departments.

Chair Mawhinney asks if we do have the money for a \$2 increase instead. Josh states that a \$1 increase was listed because they did not know how much money would be available. \$266,000 was the estimated budgeted amount for the incentive pay increase. Chair Mawhinney asks if the estimated amount was for everyone listed as direct care staff. Josh confirms. Chair Mawhinney asks if we adjust for clinical only staff, would that be less than what was estimated. Josh confirms.

Community Member Casares suggests a sign on bonus for 2 years. Natalie shares that there is already a \$2000 sign on bonus for nurses, however other facilities in the area are offering much higher bonuses and offer a shift differential.

Chair Mawhinney states that it is a start to focus the incentive on only on direct contact staff. Supervisor Richard states they were identified initially as the most critical recruiting challenge. This is a problem prevalent throughout the county. Natalie confirms that it is difficult to recruit people for a nursing home.

Supervisor Beaver asks Josh for an estimate if they broaden the incentive pay to include the rest of Rock Haven staff. Josh estimates that the cost would be \$303,440.

Supervisor Beaver clarifies that the resolution passed Staff and the Health Services Committee because this information was not brought forward at the time. Chair Mawhinney asks the committee for their thoughts. Supervisor Richard states that since this has already passed two committees any further changes need to be discussed with the County Board as this will also affect the wage grid implementation in the county. Supervisor Whitledge agrees. Community Member Casares states that since we've become aware that the dollar amount listed is insufficient. He recommends adding a sign on bonus of \$5000. Chair Mawhinney asks Josh if a

\$5000 bonus could be funded. Josh states that he does not know at this time. This is affected by many moving factors that would need to be reviewed.

Supervisor Richard thinks increasing the signing bonus would be a great change, however that process alone will add a lot of complexity to an already complex resolution. Supervisor Richard recommends not making any changes at this time. Marilyn Burns, Assistant Director of Nursing shares that if we could get our own staff to cover hours instead of agency staff, that would make a big difference.

Chair Mawhinney opens the floor to any additional comments and states they will discuss this tomorrow night at the County Board meeting.

TRANSFERRING SALES TAX UPDATE – County Administrator Josh Smith shares his update from his original memo in May. The resolution was approved by Health Services Committee and will go to the Finance Committee and the full County Board tomorrow. No comments.

CONSULTANT SCOPE OF WORK – County Administrator Josh Smith shares the draft scope of work for financial consulting services. There is room in the Rock Haven budget to hire for these services, and the goal is to hopefully get the consultation process started this year. We would need to put together a request for qualifications and look for responses from firms that have a long-term care financial planning background. A team would evaluate the proposals and invite some of them to interview. If a firm is selected, then a resolution would need to be drafted for approval to hire them.

Supervisor Richard shares that one of the goals of the Ad Hoc committee was to create a report to present to the County Board. A consulting firm can help accomplish that goal. Community Member Casares asks if Rock Haven has had any consulting in the past 10 years. Josh states that there have been some clinical and morale consulting in the past, but not financial consulting.

Community Member Casares states that he would recommend forgoing consulting services at this time. Chair Mawhinney asks if we want to hold off this discussion until the wage increase resolution is resolved. Josh states that this is just a draft to discuss the scope. No resolution is needed at this time.

Marilyn Burns, Assistant Director of Nursing shares that back in 2003 we had a firm come and provide their recommendations; ultimately however, those recommendations were not needed. We could have saved that money by having our employees meet and plan what we need.

Supervisor Richard shares that there was a consultant study done in the Public Works Department. The results did lead to implementing things that have reduced cost and have increased quality and maintenance. Supervisor Richard states that it is worth consideration to see if there is a firm who has a shown track record of successful implementations.

Supervisor Whitledge states she is in support of both. An outsider looking in would be able to provide good input into what would need be done. She would also like to get input from employees at Rock Haven.

Chair Mawhinney asks if we know of any firms that do this kind of consulting. Marilyn shares that we can ask Facebook groups that we belong to, such as LeadingAge and the DON Counsel of Wisconsin. We can also reach out to other facilities in the area to ask what firms they have worked with.

Tonya Colvin, Business Services Manager shares we have a lot of knowledge here and we have asked other facilities what they have done to turn things around. She states that we could look internally first before we spend funds outside.

Josh states that we have been given a gift that has given us time to figure out what to do. Historically, without the supplemental funding sources in 2023, we had a 7-million-dollar tax levy on this building. The intent to have this conversation is to not miss this opportunity and make a trajectory to move forward. We do not want to find ourselves in the same situation 5 years from now because we did not plan. Tonya agrees.

Chair Mawhinney states she likes the idea of Rock Haven staff reaching out to other nursing homes. Marilyn and Chelsea Phillips, Infection Preventionist agree to work on reaching out.

Supervisor Richard agrees with Josh that we will miss our opportunity if we do not take our chance now at doing a long-term financial analysis while there is breathing room in the budget. At the same time, recruiting CNAs, LPNs, and RNs is the issue. There is no reason we cannot work on a plan now for that problem as well.

Chelsea shares that hiring is a huge issue. If we could get more people to apply, we could open the other unit or give some of our people a break. Some staff are so tired they do not want to pick up any more shifts. We also have some CNAs that are older and are beginning to retire.

Chair Mawhinney asks how the CNA program with Blackhawk Tech is doing. Chelsea shares that it is going great. Marilyn states that some CNAs from the program are very new but have fit in well, and there are some who only work pool hours and do not show up for those hours. Marilyn continues that we have some trouble with agency staff not showing up for their shifts, and so our employees must cover those shifts.

Marilyn states that we need people who want to work at Rock Haven. We need people out there to help bring new applicants in. Supervisor Richard asks how they would make changes for recruiting retention at Rock Haven. Chelsea states that with a previous DON, she requested a day to advertise and show students and nurses in the community Rock Haven.

Chair Mawhinney asks if we could host an open house for nurses and CNAs. Chelsea agrees she could tour students at Rock Haven. Chair Mawhinney asks to add recruiting as a focus on the next agenda. Chair Mawhinney and Supervisor Richard agree to hold off on the scope of work

and to focus on recruiting first. Chelsea, Marilyn, and Tonya agree to provide more information for the next meeting.

CITIZEN PARTICIPATION, COMMUNICATIONS AND ANNOUNCEMENTS – None

NEXT MEETING DATE AND TIME – September 13, 2023 at 3:00 p.m. at Rock Haven.

ADJOURNMENT – Supervisor Richard moves to adjourn at 4:13 p.m., second by Supervisor Whitledge. SO ORDERED.

Respectfully submitted,  
Virginia Johnson

NOT OFFICIAL UNTIL APPROVED BY COMMITTEE.