

## **NOTICE OF MEETING**

### **HUMAN RESOURCES COMMITTEE**

**July 22, 2021 – 3:30 PM**

Administration Building  
508 New York Avenue, Conference Room 302  
Sheboygan WI 53081

**To Join the Meeting Remotely - Dial**

**+1-216-508-0648**

**Enter Meeting ID: 411 062 297#**

**Or virtual**

**<https://meet.google.com/rma-uxpu-bhz>**

### **Agenda**

Call to Order

Certification of Compliance with Open Meeting Law

Approval of Minutes

- Human Resources Committee – Regular Meeting – June 24, 2021

Review and Approve Vouchers

Correspondence and Other Issues

County Board

- Consideration of Resolution No. 13 (2021-22) – Amending 2021 Budget to Provide for Employee Appreciation Gift

Health and Human Services Director Matt Strittmater

- Consideration of Change in Table of Organization (Adding Human Services Professionals and Elimination of Human Services Assistants) to include Vacant Positions Requests
- Consideration of Promotions for Certain Employees
- Consideration of Vacant Position Request for Staff Accountant and Limited Term Employee

Rocky Knoll Administrator Kayla Clinton

- Consideration of Critical Incentive Pay for Nursing Leadership
- Consideration of Increasing Shift Differentials for RN's
- Consideration of Incentive Pay for Certain Nursing Personnel

Human Resources Director Dennis Miller

- Human Resources Department Updates and Comments

Approval of Attendance at Other Meetings or Functions

Adjourn

## Prepared by:

Penny Elsner, Phone: 459.6481

Recording Secretary

Fran Damp

Committee Chairperson

NOTES: The Committee welcomes all visitors to listen and observe, but only Committee members and those invited to speak will be permitted to speak.

A majority of the members of the County Board of Supervisors or of any of its committees may be present at this meeting to listen, observe and participate. If a majority of any such body is present, their presence constitutes a "meeting" under the Open Meeting Law as interpreted in *State ex rel. Badke v. Greendale Village Board*, 173 Wis. 2d 553 (1993), even though the visiting body will take no action at this meeting.

Wis. Stat. §19.84 requires that each meeting of a governmental body be preceded by a public notice setting forth the time, date, place, and subject matter of meeting. This Notice and Agenda is made in fulfillment of this obligation. Electronic versions of this Notice and Agenda may hyperlink to documents being circulated to members in anticipation of the meeting and are accessible to the public for viewing. Additions, subtractions, or modifications of the hyperlinked materials do not constitute an amendment to the meeting agenda unless expressly set forth in an Amended Notice and Agenda. Members of the public are encouraged to check from time to time before the meeting to see whether the hyperlinked content has been changed from what was originally posted.

Persons with disabilities needing assistance to attend or participate are asked to notify Penny Elsner, 920.459.6481 prior to the meeting so that accommodations may be arranged.

## SHEBOYGAN COUNTY HUMAN RESOURCES COMMITTEE MINUTES

Administration Building  
508 New York Avenue – Room 302  
Sheboygan WI 53081

**June 24, 2021**

**Called to Order: 3:30 PM**

**Adjourned: 4:45 PM**

MEMBERS PRESENT: Chair Fran Damp, Vice Chair Roger TeStroete, Secretary Ed Procek and Members Charlette Nennig and Vicky Schneider

OTHERS PRESENT: Human Resources Director Dennis Miller

OTHERS PRESENT: Supervisor Brian Hoffmann  
(*via teleconference*)

Chairperson Damp called the meeting to order at 3:30 PM, in Conference Room 302 of the Administration Building. Chairperson Damp confirmed the meeting was posted June 23, 2021 at 10:15 AM, in compliance with the open meeting law.

A motion to approve the minutes of June 10, 2021 as presented was made by Supervisor TeStroete. Supervisor Schneider seconded the motion. Motion carried unanimously.

A motion to approve the vouchers as presented was made by Supervisor Procek. Supervisor Nennig seconded the motion. Motion carried unanimously.

Human Resources Director Dennis Miller reviewed the changes to Human Resources Policy 201 – Background Checks. A motion was made by Supervisor Schneider granting approval. Supervisor Nennig seconded the motion. Motion carried unanimously.

Human Resources Director Dennis Miller reviewed the proposed Human Resources Policy 615 – Telecommuting. A motion was made by Supervisor Schneider granting approval. Supervisor Nennig seconded the motion. Motion carried unanimously.

Human Resources Director Dennis Miller reviewed the changes to Human Resources Policy 704 – Family Medical Leave. After discussion a motion was made by Supervisor Schneider granting approval. Supervisor Nennig seconded the motion. Motion carried unanimously.

Human Resources Director Dennis Miller reviewed the need to expand the Employee Referral Program to include all regular positions within the County. A motion was made by Supervisor TeStroete granting approval. Supervisor Nennig seconded the motion. Motion carried unanimously.

Human Resources Director Dennis Miller updated the Committee with regard to the Human Resources Department activities to include the budget process, and a change to the exit interview process to better understand and address turn over and retention.

A motion to adjourn was made by Supervisor Procek. Supervisor Nennig seconded the motion. Motion carried unanimously with adjournment at 4:45 PM.

\_\_\_\_\_  
Penny Elsner  
Recording Secretary

\_\_\_\_\_  
Ed Procek  
Secretary

SHEBOYGAN COUNTY RESOLUTION NO. 13 (2021/22)

Re: Amending 2021 Budget to Provide for Employee Appreciation Gift

WHEREAS, in May 2020, the County implemented cost-saving measures to safeguard against the negative financial impacts of the COVID-19 pandemic, including cutting in half employee training and travel, as well as non-essential structural projects, and instituting a hiring freeze for non-essential positions, which garnered a total savings of \$1,458,000.00; and

WHEREAS, the federal CARES Act provided aid to local governments to offset the direct costs related to the pandemic, and in Sheboygan County, these offsets resulted in a year-end positive fund balance for Health and Human Services of \$2,269,000.00 of which \$1,699,000.00 was transferred to the General Fund pursuant to County policy; and

WHEREAS, the 2020 audit shows a positive change of \$3.1 Million to the General Fund, and

WHEREAS, in recognition and appreciation of the Sheboygan County employees who were employed during the COVID-19 pandemic in 2020, the County Board wishes to provide employees with County logo apparel and Sheboygan County Chamber Cash, to be paid from the General Fund; and

NOW, THEREFORE, BE IT RESOLVED that all County employees employed in 2020 and who remain employed as of August 17, 2021, will be eligible to select one (1) Sheboygan County logo item from our online catalog up to \$75.00.

BE IT FURTHER RESOLVED that all County employees employed in 2020 and who remain employed as of August 17, 2021, receive Sheboygan County Chamber Cash as follows:

Part-time/Limited term:.....\$150.00  
Full-time:.....\$300.00

BE IT FURTHER RESOLVED that the 2021 County Budget as adopted on November 3, 2020, be amended to provide up to \$67,000.00 for logo apparel and up to \$330,000.00 for Chamber Cash from the General Fund for employee appreciation and recognition.

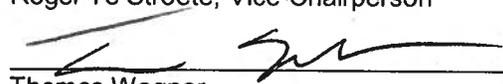
Respectfully submitted this 20th day of July, 2021.

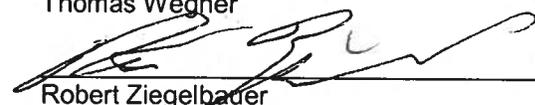
FINANCE COMMITTEE

  
\_\_\_\_\_  
William C. Goehring, Chairperson

\_\_\_\_\_  
Roger Te Stroete, Vice-Chairperson

\_\_\_\_\_  
Keith Abler, Secretary

  
\_\_\_\_\_  
Thomas Wegner

  
\_\_\_\_\_  
Robert Ziegelbader

Opposed to Introduction:

**FISCAL NOTE**  
**July 2021**

**Resolution No. 13 (2021/22) RE: Amending 2021 Budget to Provide for Employee  
Appreciation Gift**

**Funding:**

This resolution would approve spending \$397,000 from the unassigned General Fund, fund balance for employee appreciation. The amount for the Chamber Cash gift certificates includes the gross up for employee taxes.

For year ending December 31, 2020, the unassigned fund balance in the general fund is \$21.9 million.

Respectfully Submitted,



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Wendy A. Charmon, Finance Director  
July 20, 2021

**July 2021 HHS TO Change Request Overview**

Division	Change(s)	Reason	Net Position Effect		Net Levy Effect (Estimated)
			Employees	FTE	
<b>Public Health</b>	<ul style="list-style-type: none"> <li>Modify existing Emergency Planning/Admin Support position</li> <li>Replace 1.0 Vacancy with .5 FTE</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced need for Emergency Planning</li> <li>Enhanced need for communications</li> <li>Shuffle responsibilities to achieve w/less funding</li> <li>Other .5 of FTE no longer needed by ADRC</li> </ul>	---	---	(\$24,416)
<b>ADRC</b>	<ul style="list-style-type: none"> <li>Modify a Site Manager position</li> <li>No longer purchase PH .5 FTE</li> <li>Eliminate Site Manager position</li> <li>Create new APS position</li> </ul>	<ul style="list-style-type: none"> <li>Less Site Manager need; cover former PH .5 FTE role</li> <li>Cover via modified Site Manager position</li> <li>Future need is reduced</li> <li>Greater need in this area than Senior Nutrition</li> </ul>	---	- .5 FTE	No funding needed; deleted items should cover
<b>Behavioral Health</b>	Add 1 CLTS worker	State recommendation after site visit <ul style="list-style-type: none"> <li>- Caseloads too high for appropriate service</li> <li>- Caseloads keep increasing due to referrals</li> <li>- High level of state funding (up to 100%)</li> </ul>	+1	+1.0	\$5,000
<b>Admin Support</b>	<ul style="list-style-type: none"> <li>Modify existing Business Analyst role</li> <li>Add Contract Administrator</li> <li>Eliminate vacant Clerical</li> </ul>	<ul style="list-style-type: none"> <li>Need additional Business Analyst time</li> <li>Need additional Electronic Health Record related time</li> <li>Need more contracting time than she has available</li> <li>Need robust contract administration w/100 vendors.</li> <li>Help pay for Contract Administrator position</li> </ul>	---	---	\$19,469
<b>Child &amp; Family Services</b>	Reclass Home Consultant to B24	<ul style="list-style-type: none"> <li>HR recommendation due to changed scope of this person's position over the past few years.</li> </ul>	---	---	\$2246
<b>Child &amp; Family Services</b>	Add 3 Child Protection Workers	Align Sheboygan county staff to client ratios to best practice levels recommended and currently utilized by counties with lower out-of-home care expense.	+3	+ 3.0	\$265,455 *
<b>Total</b>			<b>+4</b>	<b>+3.5 FTE</b>	<b>\$267,754 *</b>

\* Anticipate true levy impact expected to be much lower initially via expected state biennium budget child welfare funding. Additional cost may be completely covered within a couple years via combination of expected state funding increases and savings achieved in out-of-home care over time via improved practice with lower caseloads that align with best practice recommendations in the child welfare field.

## REQUEST FOR CHANGE IN DEPARTMENTAL TABLE OF ORGANIZATION

<b>Department: Health &amp; Human Services</b>	<b>Date: 7-7-21</b>
<b>Effective Date of Change: 7-22-21</b>	

*It is strongly suggested that you consult with the Human Resources Department before submitting any request for change in the table of organization to your liaison committee.*

### TABLE OF ORGANIZATION CHANGE REQUESTED

List all the positions in your department (or a sub-unit of the department) which are either currently on the table of organization or are being proposed as new positions. Each job title should be listed on a separate line. For each job title, list *either* the number of full-time and part-time positions, *or* the authorized FTE, currently on the T/O and the number that will be on the T/O if this request is approved.

JOB TITLE	CURRENT			PROPOSED		
	FT	PT	FTE	FT	PT	FTE
Full T.O. attached; positions affected by request						
Administrative Specialist	13		13	12		12
Human Services Assistant	13	2	14	11	3	12.5
Human Services Coordinator	4		4	2		2
Human Services Professional	57		57	62		62
Public Health Professional	15	2	16.8	15	2	16.8
Human Services Specialist	29		29	31		31
Finance Analyst	2		2	3		3
<b>TOTALS</b>	<b>118</b>	<b>2</b>	<b>119</b>	<b>121</b>	<b>3</b>	<b>122.5</b>

### NEW POSITIONS CREATED

If any new positions are requested, please describe very briefly (one or two sentences) the essential work to be performed by each new position, and give a proposed pay grade (union or non-union) for the position. Consult with HR Director regarding pay grades for any new classifications.

<p>New .5 Human Services Assistant providing support to Public Health – B22          3 new Human Service Professionals – Child Protective Services intake/ongoing – C42          New Human Service Professional – Adult Protective Services worker – C42          New Human Service Professional – Child Long Term Service Waivers (CLTS)– C42          New Public Health Professional– Communication/Emergency Preparedness – C42          New Human Services Specialist – Child Protective Services Home Consultant – B24          New Human Services Specialist – ADRC Service Coordinator – B24          New Finance Analyst – Contract Administrator for HHS – C42</p>
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## BUDGET

Identify the specific source of funding for any new or additional positions being requested. Deletion of other positions may be used as a source of funding only if the positions being deleted are specifically identified in your department's budget spreadsheet as submitted to the County Administrator during the budget process.

<i>Job Title</i>	<i>Cost-Rest of Year</i>	<i>Cost-Annual</i>	<i>Source of Funds</i>
Human Services Assistant – Public Health	\$12,947	\$44,510	Funded via current budget – new position created by reorganizing current budgeted work. Estimated <b>savings of \$1,000.</b>
Human Service Professionals – Child Protection Services (3)	\$82,203	\$265,455 *	<p><b>\$265,455 new cost</b> with no offsetting changes. Funded via blend of state aids and local levy.</p> <p><i>* Anticipate true levy impact expected to be much lower initially via expected state biennium budget child welfare funding. Additional cost may be completed covered within a couple years via combination of expected state funding increases and savings achieved in out-of-home care over time via improved practice with lower caseloads that align with best practice recommendations in the child welfare field.</i></p>
Human Services Professional – Adult Protective Services	\$27,400	\$88,484	Funded via current budget by deleting 2 ADRC Site Managers and ADRC not purchasing .5 FTE of a Public Health Nurse.
Human Services Professional – CLTS	\$27,400	\$88,484	Estimated <b>\$5,000 new cost</b> funded via blend of state aids and local levy.
Public Health Professional	\$36,828	\$90,747	Estimated <b>savings of \$23,416</b> as Public Health will delete .5 FTE of Public Health Nurse to help fund this reclassification.

Human Services Specialist – Child Protection Services	\$21,986	\$55,566	Estimated <b>\$2246 increase</b> over current cost for person doing this position prior to reclassification.
Human Services Specialist – ADRC Service Coordinator	\$25,197	\$62,169	Funded via current budget by deleting 2 ADRC Site Managers and ADRC not purchasing .5 FTE of a Public Health Nurse.
Finance Analyst – Contract Administrator	\$27,146	\$87,720	Estimated <b>\$19,469 of new cost</b> funded via blend of levy and state aids..

**RATIONALE**

Briefly summarize the reasons for the requested change in the table of organization.

<p>Set of changes requested to strengthen services within HHS Divisions:</p> <ul style="list-style-type: none"> <li>- Reduce Child Welfare caseloads to align with/support best practice guidelines.</li> <li>- Reduce Child Long Term Services caseloads and serve children waiting to enroll.</li> <li>- Enhance contracting infrastructure (currently 5-15 hrs/wk for up to 100 vendors.</li> <li>- Enhance ability to deal with volume of Adult Protective Services referrals.</li> <li>- Realign work responsibilities in ADRC and Public Health to maximize funding.</li> </ul>
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**ADDITIONAL INFORMATION**

Is there any other information that the liaison committee or Human Resources Committee should have when considering this change? You may attach additional documentation if you wish.

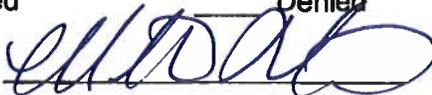
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**ACTION TAKEN**

Department Head Determination:

Approved  Denied

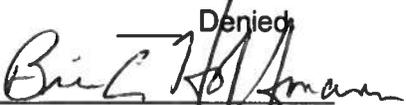
Date: 7-13-21

Signature: 

Liaison Committee Action:

Approved  Denied

Date: 7/20/2021

Committee Chair: 

Human Resources Committee:

Approved  Denied

Date: \_\_\_\_\_

Committee Chair: \_\_\_\_\_

*Distribution: After department head determination, distribute to liaison committee with copies to County Administrator and Human Resources Director. After liaison committee approval, submit signed original to Human Resources Director.*

**SHEBOYGAN COUNTY HEALTH & HUMAN SERVICES  
TABLE OF ORGANIZATION PER CHAPTER 40 OF THE COUNTY CODE**

Position	Current				Proposed			
	Not Used Recently	Budget FT	Budget PT	Budget FTE	Not Used Recently	Budget FT	Budget PT	Budget FTE
Accounting Assistant		2		2		2		2
Accounting Specialist	1	4		4	1	4		4
Administrative Assistant		1		1		1		1
Administrative Specialist	1	13		13	1	12		12
Department Head		1		1		1		1
Deputy Human Services Director		5		5		5		5
Finance Analyst		2		2		3		3
Human Services Assistant	1	13	2	14	1	11	3	12.5
Human Services Coordinator	1	4		4		2		2
Human Services Manager		17		17	1	17		17
Human Services Professional		57		57	6	62		62
Human Services Specialist	2	29		29	2	31		31
Human Services Supervisor	2	3		3	2	3		3
Lead Human Services Professional	1	4		4	1	4		4
Lead Human Services Specialist		4		4		4		4
Lead Public Health Professional	1				1			
Public Health Professional	2	15	2	16.8	1	15	2	16.8
Senior Administrative Specialist		1		1		1		1
Senior Financial Analyst		2		2		2		2
Senior Human Services Assistant		2		2		2		2
Senior Human Services Professional	2	19		19	2	19		19
Senior Lead Human Services Professional		1		1		1		1
Senior Lead Public Health Professional		1		1		1		1
Senior Public Health Professional	2	8		8	1	8		8
<b>Total Positions</b>	<b>16</b>	<b>208</b>	<b>4</b>	<b>210.8</b>	<b>20</b>	<b>211</b>	<b>5</b>	<b>214.3</b>

Table of Organization Positions currently vacant and not budgeted for 2021 (16)	Table of Organization Positions currently vacant and not budgeted for 2021 (20)
Accounting Specialist - 1 position	Accounting Specialist - 1 position
Administrative Specialist - 1 position	Administrative Specialist - 1 position
Human Services Assistant - 1 position	Human Services Assistant - 1 position
Human Services Coordinator - 1 position	Human Services Manager - 1 position
Human Services Specialist - 2 positions	Human Services Professional - 6 positions
Human Services Supervisor - 2 positions	Human Services Specialist - 2 positions
Lead Human Services Professional - 1 position	Human Services Supervisor - 2 positions
Lead Public Health Professional - 1 position	Lead Human Services Professional - 1 position
Public Health Professional - 2 positions (1 is .5)	Lead Public Health Professional - 1 position
Senior Human Services Professional - 2 positions	Public Health Professional - 1 position
Senior Public Health Professional - 2 positions	Senior Human Services Professional - 2 positions
Senior Public Health Professional - 2 positions	Senior Public Health Professional - 1 positions
<b>Total</b>	<b>Total</b>
<b>16</b>	<b>20</b>



# Sheboygan County VACANT POSITION REQUEST

(To be completed for all vacant positions)

WISCONSIN

Date: 07/02/21

To: Health & Human Services Committee Members

From: Matthew Strittmater

**Position Request:**

Position: Human Services Assistant (Public Health Aide) – B22 - .5 FTE

Reason for Vacancy: Restructure of current position creates vacancy

**Justification:** We need a complete team to allow for us to meet the needs of our Women, Infants and Children (WIC) Program. Our program is open 5 days/week. Even in times of COVID, our WIC Nutritionist's continue to offer our normal clinic hours, however virtual vs in person. Our case load has grown due to the increased unemployment, and our "no show" rate is lower, as we make the contact versus client's coming in for appointments. In addition, requesting the ability to back-fill if an existing employee ends up in this position.

**Staffing Consideration:**

Department has considered all alternate options as it relates to overall staff needs? Yes  No

**Budget Consideration:**

Is this position within the Department's annual operation budget? Yes  No

If not, please state the amount over budget as well as the proposed source of funds: Click here to enter text.

**Costs:**

The annual costs associated with the position (current year's wage & benefit rates):

Wages	Benefits	Total
18,314	24,866	43,180

(Note: Costs for health and dental benefits should be net costs, after subtracting revenue from employee contributions.)

Department Head Signature  Date: 7-7-21

Human Resources Director Signature  Date: 07/12/2021

County Administrator Signature \_\_\_\_\_ Date: \_\_\_\_\_

Liaison Committee Signature  Date: 7/20/2021

Human Resources Committee Signature \_\_\_\_\_ Date: \_\_\_\_\_

**Form Process:**

1. Department Head completes VPR.
2. Department Head refers to Human Resources Director for approval.
3. Human Resources Director and Department Head discuss with County Administrator for approval.
4. County Administrator/Department Head presents VPR to Liaison Committee for approval/signature.
5. Department Head forwards VPR to HR for Human Resources Committee approval/signature.
6. HR begins recruitment process.



# Sheboygan County VACANT POSITION REQUEST

(To be completed for all vacant positions)

WISCONSIN

Date: 7/2/2021  
To: Health & Human Services Committee Members  
From: Scott Shackelford

**Position Request:**

Position: Human Service Professional - Child Protection (3)  
Reason for Vacancy: Previously Unbudgeted Positions

**Justification:**

The Human Services Professional – Child Protection positions are a mandated service under Chapter 48 of Wisconsin Statutes related to the investigation of child abuse and neglect and to case management. The primary job duties include assessment of children and families at safety risk, advocacy for services, court work, and collaboration with the courts, law enforcement, corporation counsel, and support services. Child Protection Ongoing will fill 2 of the positions which has the job duty of monitoring cases that are placed on a Child In Need Of Protection and Services (CHIPS) petition by the courts. Child Protection Intake will fill 1 position which is responsible for investigation and assessment of child safety. If any of the positions are filled with an internal candidate, the request is to backfill the vacant position(s).

**Staffing Consideration:**

Department has considered all alternate options as it relates to overall staff needs? Yes  No

**Budget Consideration:**

Is this position within the Department’s annual operation budget? Yes  No

If not, please state the amount over budget as well as the proposed source of funds: While these positions are currently unfunded, the request is related to efforts to increase staffing levels to reduce caseload sizes with comparable counties with the goal of continuing to reduce out of home care placements and associated costs.

**Costs:**

The annual costs associated with the position (current year’s wage & benefit rates):

Wages	Benefits	Total
\$52,130-\$81,553	\$32,666	\$84,796-\$114,219

(Note: Costs for health and dental benefits should be net costs, after subtracting revenue from employee contributions.)

County Administrator/Department Head Signature [Signature] Date: 7-2-21

Human Resources Director Signature [Signature] Date: 07/12/2021

Liaison Committee Signature [Signature] Date: 7/20/2021

Human Resources Committee Signature \_\_\_\_\_ Date: \_\_\_\_\_

**Form Process:**

1. County Administrator/Department Head completes VPR.
2. County Administrator/Department Head refers to Human Resources Director for approval.
3. County Administrator/Department Head presents VPR to Liaison Committee for approval/signature.
4. County Administrator/Department Head forwards VPR to HR for Human Resources Committee approval/signature (Salaried Positions Only.)
5. HR begins recruitment process.



# Sheboygan County

## VACANT POSITION REQUEST

(To be completed for all vacant positions)

**WISCONSIN**

**ate:** 7/7/2021  
**To:** Health & Human Services Committee Members  
**From:** Matthew Strittmater

**Position Request:**

**Position:** Human Services Professional (Adult Protective Services)  
**Reason for Vacancy:** New Position

**Justification:**

Adult Protective Services (APS) is responsible for the coordination and provision of adult protective services as described in Chapters 54, 55, and 46.90 of the Wisconsin Statutes. This position will be working with adults who may be elderly, or have physical and/or cognitive impairments. This position conducts annual protective placement reviews for individuals under protective placement, assessing appropriateness of continued protective placement and evaluating to ensure the living arrangements is least restrictive. APS prepare required reports and petitions, as needed, for submission to the Sheboygan County Circuit Court. Testify at court hearings as needed. If position is filled with internal candidate, request is to backfill the vacant position.

**Staffing Consideration:**

Department has considered all alternate options as it relates to overall staff needs? Yes  No

**Budget Consideration:**

Is this position within the Department's annual operation budget? Yes  No

If not, please state the amount over budget as well as the proposed source of funds: Position will be funded via savings from a combination of deleting a vacant meal Site Manager and not purchasing staff time from a Public Health position that will also be deleted.

**Costs:**

**The annual costs associated with the position (current year's wage & benefit rates):**

Wages	Benefits	Total
\$52,130-66,842	\$35,514	\$87,644

(Note: Costs for health and dental benefits should be net costs, after subtracting revenue from employee contributions.)

County Administrator/Department Head Signature  Date: 7-8-21

Human Resources Director Signature  Date: 07/12/2021

Liaison Committee Signature  Date: 7/20/2021

Human Resources Committee Signature \_\_\_\_\_ Date: \_\_\_\_\_

**Form Process:**

1. County Administrator/Department Head completes VPR.
2. County Administrator/Department Head refers to Human Resources Director for approval.
3. County Administrator/Department Head presents VPR to Liaison Committee for approval/signature.
4. County Administrator/Department Head forwards VPR to HR for Human Resources Committee approval/signature (Salaried Positions Only.)
5. HR begins recruitment process.



WISCONSIN

# Sheboygan County VACANT POSITION REQUEST

(To be completed for all vacant positions)

**Date:** 7/20/2021  
**To:** Health & Human Services Committee Members  
**From:** Jaclyn Moglowsky, Behavioral Health Manager

**Position Request:**

**Position:** Human Services Professional (CLTS Social Worker)  
**Reason for Vacancy:** New Position

**Justification:**

This position is responsible for serving children and youth who have Children’s Long-Term Support needs. The primary job duties include assessment of children, documentation of work performed in line with various funding and eligibility rules, advocacy for services, collaboration with stakeholder agencies, and support services. This position is being requested due to increasing referrals and caseload sizes of existing staff. This position will carry a caseload of 40-45 families. Without this position existing staff will have caseloads well beyond the state recommendation level of approximately 40.

**Staffing Consideration:**

Department has considered all alternate options as it relates to overall staff needs? Yes  No

**Budget Consideration:**

Is this position within the Department’s annual operation budget? Yes  No   
If not, please state the amount over budget as well as the proposed source of funds: We expect this position to primarily be covered by state funding. We expect to need approximately \$5,000 of available tax levy from our 2021 budget.

**Costs:**

The annual costs associated with the position (current year’s wage & benefit rates): C42

Wages	Benefits	Total
\$52,130-66,842	\$35,514	\$87,644

(Note: Costs for health and dental benefits should be net costs, after subtracting revenue from employee contributions.)

County Administrator/Department Head Signature [Signature] Date: 7-7-21

Human Resources Director Signature [Signature] Date: 07/12/2021

Liaison Committee Signature [Signature] Date: 7/20/2021

Human Resources Committee Signature \_\_\_\_\_ Date: \_\_\_\_\_

**Form Process:**

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# Sheboygan County VACANT POSITION REQUEST

(To be completed for all vacant positions)

WISCONSIN

Date: 7/7/2021  
To: Health & Human Services Committee Members  
From: Matthew Strittmater

**Position Request:**

Position Human Services Professional (Contract Administrator)  
Reason for Vacancy: New Position

**Justification:**

The Contract Administrator position will negotiate contract terms and conditions between various vendors. The position will review contracts, verify accuracy and resolving discrepancies in line with Health and Human Services programs and services. The Contract Administrator will work as a liaison between HHS and its vendors. This position will free up time from the Business Analyst position who currently covers contracting responsibilities. That position will now have additional time for department processes and efficiencies. If position is filled with internal candidate, request is to backfill the vacant position.

**Staffing Consideration:**

Department has considered all alternate options as it relates to overall staff needs? Yes  No

**Budget Consideration:**

Is this position within the Department's annual operation budget? Yes  No   
If not, please state the amount over budget as well as the proposed source of funds:  
Position will be funded by a combination of savings from deleting a vacant clerical position, and approximately \$19,500 of existing and available levy in the HHS 2021 budget.

**Costs:**

The annual costs associated with the position (current year's wage & benefit rates):

Wages	Benefits	Total
\$52,130-66,842	\$35,514	\$87,644

(Note: Costs for health and dental benefits should be net costs, after subtracting revenue from employee contributions.)

County Administrator/Department Head Signature  Date: 7-8-21

Human Resources Director Signature  Date: 07/12/2021

Liaison Committee Signature  Date: 7/20/21

Human Resources Committee Signature  Date: \_\_\_\_\_

**Form Process:**

1. County Administrator/Department Head completes VPR.
2. County Administrator/Department Head refers to Human Resources Director for approval.
3. County Administrator/Department Head presents VPR to Liaison Committee for approval/signature.
4. County Administrator/Department Head forwards VPR to HR for Human Resources Committee approval/signature (Salaried Positions Only.)
5. HR begins recruitment process.01/2021



# Sheboygan County VACANT POSITION REQUEST

(To be completed for all vacant positions)

WISCONSIN

Date: 7/20/2021  
To: Health & Human Services Committee Members  
From: Matthew Strittmater

**Position Request:**

Position: Finance Analyst (Staff Accountant)  
Reason for Vacancy: Resignation

**Justification:**

This position is currently on the Health & Human Services table of organization and will be vacant as of July 26, 2021 due to the current staff member resigning. This position is primarily responsible for billing specific services to grants, completing private pay billing, updating billings rates in the EHR, reconciling HRSR reporting, completing the annual CCOP reconciliation, and serves as back up for all service billing.

**Staffing Consideration:**

Department has considered all alternate options as it relates to overall staff needs? Yes  No

**Budget Consideration:**

Is this position within the Department's annual operation budget? Yes  No

If not, please state the amount over budget as well as the proposed source of funds: Click here to enter text

**Costs:**

The annual costs associated with the position (current year's wage & benefit rates):

Wages	Benefits	Total
\$53,164-\$66,851	\$32,592-\$34,512	\$85,756-\$101,363

(Note: Costs for health and dental benefits should be net costs, after subtracting revenue from employee contributions.)

County Administrator/Department Head Signature [Signature] Date: 7-13-21

Human Resources Director Signature [Signature] Date: 07/14/2021

Liaison Committee Signature [Signature] Date: 7/20/2021

Human Resources Committee Signature \_\_\_\_\_ Date: \_\_\_\_\_

**Form Process:**

1. County Administrator/Department Head completes VPR
2. County Administrator/Department Head refers to Human Resources Director for approval.
3. County Administrator/Department Head presents VPR to Liaison Committee for approval/signature.
4. County Administrator/Department Head forwards VPR to HR for Human Resources Committee approval/signature (Salaried Positions Only.)
5. HR begins recruitment process.



# Sheboygan County VACANT POSITION REQUEST

(To be completed for all vacant positions)

WISCONSIN

Date: 7/20/2021  
To: Health & Human Services Committee Members  
From: Matthew Strittmater

**Position Request:**

Position: Finance Analyst (Staff Accountant) LTE  
Reason for Vacancy: NA

**Justification:**

The Health and Human Services accounting staff will have had five positions turn over this year, in addition to the Accounting Manager. This turn over has created a back log of work to be completed including private pay billing. A Staff Accountant LTE position would be able to bring the private pay billing up to date as well as various other duties of the Staff Accountant position that will be vacant as of July 26, 2021. Potentially the LTE would be able to assist in training the new Staff Accountant once hired. The term of this position would be up to six months.

**Staffing Consideration:**

Department has considered all alternate options as it relates to overall staff needs? Yes  No

**Budget Consideration:**

Is this position within the Department's annual operation budget? Yes  No   
If not, please state the amount over budget as well as the proposed source of funds: Agency wide Personnel Related Expenses are under budget \$420,521.62 and Employee Related Insurances are under budget \$174,021.68 when you remove the 100% funded Pandemic related wages and benefits.

**Costs:**

The annual costs associated with the position (current year's wage & benefit rates):

Wages	Benefits	Total
\$13,643	\$1,908	\$15,551

(Note: Costs for health and dental benefits should be net costs, after subtracting revenue from employee contributions.)

County Administrator/Department Head Signature  Date: 7-13-21

Human Resources Director Signature  Date: 07/14/2021

Liaison Committee Signature  Date: 7/20/2021

Human Resources Committee Signature \_\_\_\_\_ Date: \_\_\_\_\_

**Form Process:**

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2. County Administrator/Department Head refers to Human Resources Director for approval.
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5. HR begins recruitment process.



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## Memorandum

TO: Health Care Center Committee Members  
FROM: Kayla Clinton, Rocky Knoll Administrator  
DATE: July 14, 2021  
SUBJECT: Temporary Critical Bonus for Nursing Leadership

Rocky Knoll continues to struggle to attract new talent for nursing staff in today's ever-changing job market. We have put extra efforts behind advertising and promoting our five-star facility to attract talent; however, we continue to face many obstacles and challenges resulting in minimal Registered Nurse applications. We are competing with area nursing facilities as they are continually increasing wages and sign-on bonuses to attract talent. In general, nurses are leaving healthcare or long-term care due to emotional toll due to Covid-19, workload and burn-out to pursue other jobs that are offering more money and less stress. We want to do everything in our control to avoid using agency staffing which is why we are recommending a temporary critical bonus for our Nursing Leadership.

To maintain our Center for Medicare and Medicaid Services five-star staffing ratio, we are requesting approval for a temporary critical bonus for our Nursing Leadership (6 people) to pick up additional weekday and weekend hours. Currently, we have 3 Registered Nurses on 2<sup>nd</sup> shift and this proposal will allow us to have sufficient Registered Nursing staff to cover the average 2-4 open shifts per day and give our five-star quality care our residents.

Therefore, we are offering the following to our Registered Nurses in leadership to work as floor nurses:

\$150 for 4 hours (\$37.50 per hour)  
\$300 for 8 hours (\$37.50 per hour)

Estimated cost for the critical bonus would be \$16,634. This critical bonus would be offered until December 31, 2021 and covered by unused budgeted agency staffing dollars.

Thank you for your consideration.



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## Memorandum

TO: Health Care Center Committee Members  
FROM: Kayla Clinton, Rocky Knoll Administrator  
DATE: July 14, 2021  
SUBJECT: Increase in 2<sup>nd</sup> and 3<sup>rd</sup> Shift Differential for Registered Nurses

Registered Nurses (RNs) are licensed healthcare professionals who are responsible for the coordination, management and overall delivery of care to the residents. Registered Nurse hours per day also drive the staffing rating of the Center for Medicare and Medicaid Services five-star rating.

Currently, Rocky Knoll has only three Registered Nurses on second shift due to recent retirements, unexpected absences, and resignations. The patient acuity (level of care) requires more than three Registered Nurses to be able to meet the needs of residents.

Historically, second shift, or the hours of 2:00PM-10:30PM, is the most difficult shift to recruit. The COVID-19 pandemic has made a huge impact on the mental health and well-being of our nursing staff and according to recent data, almost one quarter of nurses are expected to leave their position within the year as a result of insufficient staffing, workload, and the acute emotional toll due to the COVID-19 pandemic.

As a result, we are proposing a \$1.00/hr increase to the Registered Nurse shift differential for second shift and a \$0.50 increase in the shift differential on third shift. This increase would bring the second and third shift differential to \$2/hr which is in line with other county nursing homes and would make us more competitive.

The annual cost for this increase is \$19,769. As of May, Rocky Knoll is \$81,070 under budget in regular wages due open shifts that would cover the costs for 2021.

Thank you for your consideration.



TO: Health Care Center Committee Members  
FROM: Kayla Clinton, Rocky Knoll Administrator  
DATE: July 14, 2021  
SUBJECT: Critical Incentive Pay for Nursing Staff

On a daily basis, Rocky Knoll is caring over one hundred Sheboygan County residents and that includes, nights, weekends, and holidays. Burnout and turnover has been challenging during the best of times. The COVID-19 pandemic has made a huge impact on the mental health and well-being of our nursing staff. On a daily basis we are facing two to four open certified nursing assistants (CNAs) and two to four open positions in licensed practical nurses (LPNs) and registered nurses (RNs) due to planned and unplanned absences, COVID symptoms and other illnesses, retirements, and resignations. We have been extremely fortunate to have a dedicated group of people working at Rocky Knoll who volunteer to work on their days off and pick up additional shifts.

Despite our open positions, Rocky Knoll has been able to maintain Center for Medicare and Medicaid Services five-star staffing ratio and not use agency nursing staff which is costly and often detrimental to the overall quality of care. We want to keep our valuable employees, maintain our overall five-star rating, and attract the best qualified employees as we continue to fill our open positions. Due to the critical need of CNAs, LPNs and RNs, we would like to offer an incentive for staff picking up additional hours.

Our goal is to get to our “desired” staffing pattern which is based on census and acuity. Critical incentive pay would apply to get us to these numbers which will ensure adequate staffing based on the nursing needs of the residents.

The incentive pay would be based on a weekday and weekend incentive rate for each nursing position competitive with other skilled nursing facilities in Sheboygan County. Preference would be given to non-overtime first and there would be other qualifications and requirements to be eligible for the incentive pay. This proposal is requesting incentive pay through 2021.

Position	Weekday Hourly Incentive	Weekend Hourly Incentive	Cost
Registered Nurse (RN)	\$8.00/hr	\$10.00/hr	\$32,870*
Licensed Practical Nurse (LPN)	\$5.00/hr	\$7.00/hr	\$21,776*
Certified Nursing Assistant (CNA)	\$3.00/hr	\$5.00/hr	\$14,381*
<b>Total Cost</b>			<b>\$69,027*</b>
*Includes Incentive Pay, FICA, WRS, Workers' Compensation and Group Life			

The 2021 cost for incentive pay is estimated at \$69,027. As of May, Rocky Knoll is \$81,070 under budget in wages due to open shifts that would cover this cost.

Thank you for your consideration.