



# Memorandum

**To:** Lakeland Health Care Center Board of Trustees  
Human Resources Committee  
Finance Committee

**Cc:** Mark W. Luberda, County Administrator

**From:** Denise Johnson, NHA

**Date:** February 10, 2022

**RE:** LHCC Crisis Pay Premium

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Lakeland Health Care Center

Our nation is facing a serious shortage of health care workers. Lakeland Health Care Center's work force is depleted and exhausted. With this memo and accompanying resolution and ordinance, we are proposing instituting a temporary crisis pay premium for hourly nurses and Certified Nursing Assistants (CNAs). This memo outlines our rationale for the proposal and our plans for funding.

This past summer, the County Board of Supervisors authorized increases in pay for LHCC staff, specifically for positions that have proven difficult to fill. We believe that these changes helped us stabilize our staffing. For the second half of 2021, we were able to bring new employees on at a rate roughly equal to the rate we were losing them. However, other area facilities have raised their own pay rates and in addition, have been able to offer sizeable sign-on bonuses and other incentives to retain existing staff and attract new workers.

Our staffing situation has deteriorated very quickly in the past several weeks. Three CNAs resigned (two leaving for the Aurora system). Five care staff are on continuous medical leave and another seven are on intermittent leave. As a result, staff have been asked to work extra shifts and forgo time off. Floor nurses are handling CNA duties and members of the nurse leadership team are providing direct resident care. The consequence of this is that our remaining staff lack the support they need to provide excellent care while avoiding burnout.

<b>Direct Care Hours provided by Nursing Leadership (non-floor staff)</b>	
10/01/2021 – 12/31/2021 (4 <sup>th</sup> quarter 2021)	<b>92.5 hours</b>
01/01/2022 – 02/10/2022 (1 <sup>st</sup> quarter 2022)	<b>240.75 hours</b>

For months, we have closely monitored admissions to ensure that we have sufficient staffing capacity to provide the level of care our residents deserve. Our census hovers around 75, although we have sufficient referrals to easily fill all 90

of our licensed beds. We have depressed our census by restricting admission for short-term rehab stays. The vast majority of our census is now comprised of long-term residents. Further decreases in census moving forward are dependent upon resident attrition.

Our proposal is to institute a \$30 per hour pay premium for hourly staff assigned to shifts that the Administrator, Director of Nursing, or Assistant Director of Nursing deem a “crisis shift”. We propose instituting this for from February 11, 2022 through July 31, 2022. This will provide us time to complete our currently scheduled Crisis Nurse Aide training program and also allows for additional decreases in census.

We project that this proposal will cost \$127,000. In January, we were awarded \$131,088 in Provider Relief Fund Phase 4 Funding. The resolution accepting the funds authorizes LHCC to use the funding for staff, costs, overtime, and pay premiums.

We plan to provide the Board monthly updates on the results of this proposal. Additionally, in the coming weeks, we will begin exploring the feasibility of sign-on bonuses as well as pay premiums for salaried nursing staff that are working crisis shifts.

**Resolution No. XX-03/22**

**Appropriating Lakeland Health Care Center Provider Relief Fund Phase 4 Funding for  
Crisis Pay Premiums in the Lakeland Health Care Center Fund**

1 Moved/Sponsored by the Lakeland Health Care Center Board of Trustees and the Finance  
2 Committee

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4 **WHEREAS**, the United States is facing severe workforce shortages in critical areas of health  
5 care; and,

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7 **WHEREAS**, Lakeland Health Care Center currently has 20.0 vacant Certified Nursing Assistant  
8 (CNA) Full-Time Equivalent (FTE) and twelve employees are on either continuous or  
9 intermittent Family Medical Leave; and,

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11 **WHEREAS**, Lakeland Health Care Center has severely restricted admissions to account for the  
12 staffing shortages; and,

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14 **WHEREAS**, LHCC staffing is at such a critical level that leadership team members are  
15 providing significant amounts of direct resident care and floor nurses are regularly handling  
16 CNA responsibilities; and,

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18 **WHEREAS**, other area health care providers are managing their own staffing crises by offering  
19 significant financial incentives for employees that fill vacant shifts; and,

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21 **WHEREAS**, at the February 8, 2022 County Board of Supervisors meeting, LHCC was  
22 authorized to accept \$131,088.72 in Provider Relief Fund Phase 4 Funding; and,

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24 **WHEREAS**, Provider Relief Funding is awarded to health care entities that accept Medicaid and  
25 Medicare in order to offset revenue losses and increased expenses associate with the COVID-19  
26 Pandemic; and,

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28 **WHEREAS**, LHCC is authorized to use this funding for staff costs, overtime, and pay  
29 premiums; and,

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31 **WHEREAS**, County Ordinance \*\*-03/22 Amending Section 15-359 of the Walworth County  
32 Code of Ordinances Relating to Special Pay Premiums for Certain Lakeland Health Care Center  
33 Employees, Creating a Crisis Shift Pay Premium creates a temporary Crisis Pay Premium of up  
34 to \$30/hour for hourly staff that fill vacant shifts deemed “Crisis Shifts”; and,

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36 **WHEREAS**, LHCC projections suggest that sufficient Provider Relief Funding exists to support  
37 pay premiums for crisis shifts from February 11, 2022 to July 31, 2022.

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**NOW, THEREFORE, BE IT RESOLVED** that the Walworth County Board of Supervisors authorizes staff to establish an increased grant revenue and expenditure budget for 2022 in the amount of \$131,088 for the temporary crisis pay shift premiums in the Lakeland Health Care Center fund.

\_\_\_\_\_  
Nancy Russell  
County Board Chair

\_\_\_\_\_  
Kimberly S. Bushey  
County Clerk

County Board Meeting Date: March 8, 2022

Action Required:    Majority Vote \_\_\_\_    Two-thirds Vote   X      Other \_\_\_\_\_

Policy and Fiscal Note is attached.			
Reviewed and approved pursuant to Section 2-91 of the Walworth County Code of Ordinances:			
_____ Michael P. Cotter Corporation Counsel	Date	_____ Jessica Conley Finance Director	Date
_____ Mark W. Luberd County Administrator	Date		
If unsigned, exceptions shall be so noted by the County Administrator.			



**ORDINANCE NO. xxxx – 03/22**

**AMENDING SECTION 15-359 OF THE WALWORTH COUNTY CODE OF ORDINANCES  
RELATING TO SPECIAL PAY PREMIUMS AT LAKELAND HEALTH CARE CENTER,  
CREATING A CRISIS SHIFT PAY PREMIUM**

**THE WALWORTH COUNTY BOARD OF SUPERVISORS DOES ORDAIN AS FOLLOWS:**

1 **PART I: That Section 15-359 (b) of the Walworth County Code of Ordinances is hereby**  
2 **amended, by inserting the following “Special pay premiums” table:**  
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<b>Type of Premium</b>	<b>How Much</b>	<b>Who</b>	<b>Special Notes</b>
Crisis Shift Pay Premium	Not to exceed an additional \$30.00/hour in pay, as determined by Administrative Procedures to be established and maintained by the County Administrator.	LPNs, RNs, CNAs, CMAs and any other hourly LHCC employees in nursing when filling a vacancy or portion of a vacancy on a shift that is designated as a Crisis Shift, a shift where staffing minimums cannot be met without such a designation.	Effective retroactive to February 11, 2022, and continuing until July 31, 2022, subject to available funding.  Crisis Shift designation and assignments shall vary and will be established by the LHCC Administrator in accordance with the Administrative Procedure.  Employees reporting as absent without prior approval shall be ineligible to receive this premium during that pay period, which may include shifts already worked, unless approved by the County Administrator due to exigent circumstances.  The Crisis Shift premium pay shall create an exception to Sec 15-333(d), as it will create a rate exceeding the maximum step in the range.

5 **PART II: That this ordinance shall be effective retroactively to February 11, 2022.**  
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7 **PASSED and ADOPTED** by the Walworth County Board of Supervisors this 8<sup>th</sup> day of March  
8 2022.  
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10 \_\_\_\_\_  
11 Nancy Russell  
12 County Board Chair

\_\_\_\_\_   
Kimberly S. Bushey  
Attest: County Clerk

13  
14 County Board Meeting Date: March 8, 2022  
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1 Action Required: Majority Vote  X  Two-thirds Vote \_\_\_\_\_ Other \_\_\_\_\_

Policy and Fiscal Note is attached.

Reviewed and approved pursuant to Section 2-91 of the Walworth County Code of Ordinances:

\_\_\_\_\_  
Michael P. Cotter Date  
Corporation Counsel

\_\_\_\_\_  
Jessica Conley Date  
Finance Director

\_\_\_\_\_  
Mark W. Lubberda Date  
County Administrator

If unsigned, exceptions shall be so noted by the County Administrator.

