

## Beatrice State Developmental Center Staffing and Overtime

Our employees are our greatest asset. Unfortunately, the talent supply is limited. One of the most significant challenges facing BSDC is our ability to recruit and retain sufficient employees to provide for necessary health and safety supports and meaningful habilitation and vocational opportunities in the community. Overtime occurs when staff are absent due to unexpected occurrences or illnesses, position vacancies, or investigative suspensions. Overtime is a serious concern because working excessive hours can adversely impact an employee’s performance. Additionally, overtime can reduce employee retention.

BSDC Direct Support Professionals must support individuals with developmental disabilities, who, concurrently, have some of the greatest medical and behavioral challenges. Moreover, because of enhanced vocational and recreational activities, staffing needs have increased significantly in the past few years. The following table illustrates the staffing trends at BSDC since 2007:

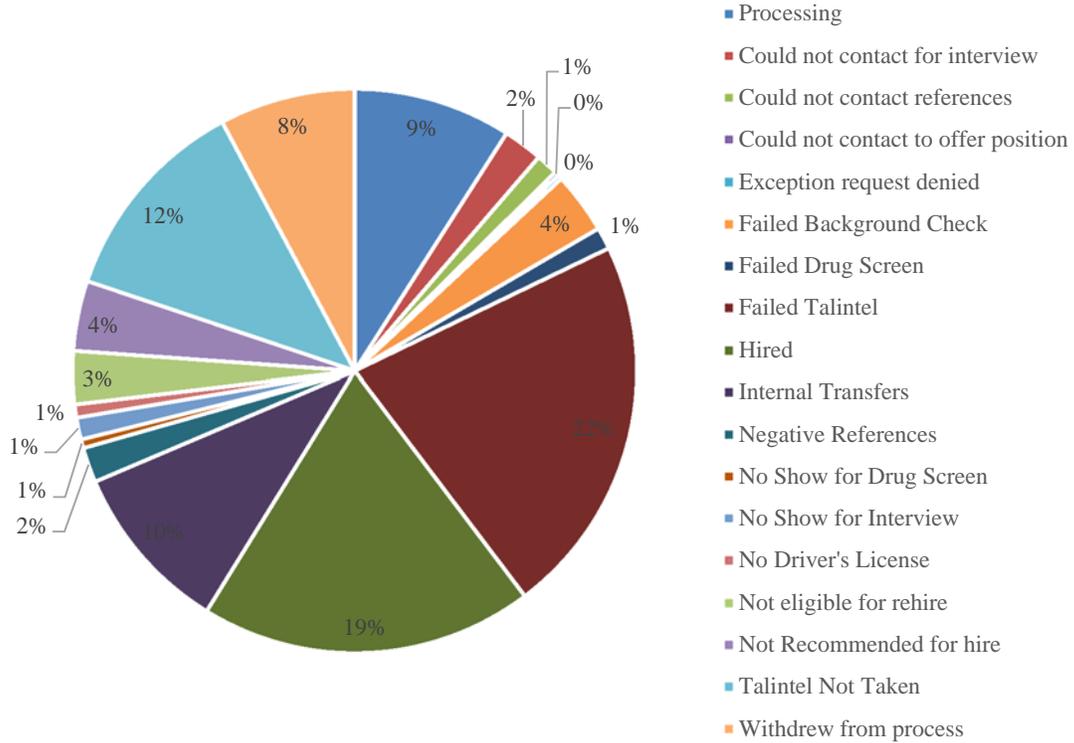
	Oct-07		Mar-08		Sept-09		Oct-11		Dec -12		Jan-14		Apr-14	
Individual Census at BSDC	326		312		185		147		133		126		125	
Positions	Total Staff	Individual to Staff Ratio												
Direct Support Staff	314	.96	295	.94	312	1.69 1.69	252	1711 .71	260	1.95	228	1.81	214	1.71
Shift Supervisors	0	n/a	0	n/a	57	.31	44	.3	46	.35	36	.29	43	.34
Vocational/Recreational Supports & HSTSs	46	.14	43	.14	35	.19	29	.2	38.5	.29	60	.48	59	.47
QMRPs and Home Managers	36	.11	35	.11	40	.22	40	.27	31	.23	29	.23	28	.22

The Administrators of each ICF continue to meet with Human Resources staff on a weekly basis to review staffing issues, assess vacancies, brainstorm creative scheduling strategies, etc. to evaluate overtime. Some of the initiatives that have been adopted to address vacancies and overtime are as follows:

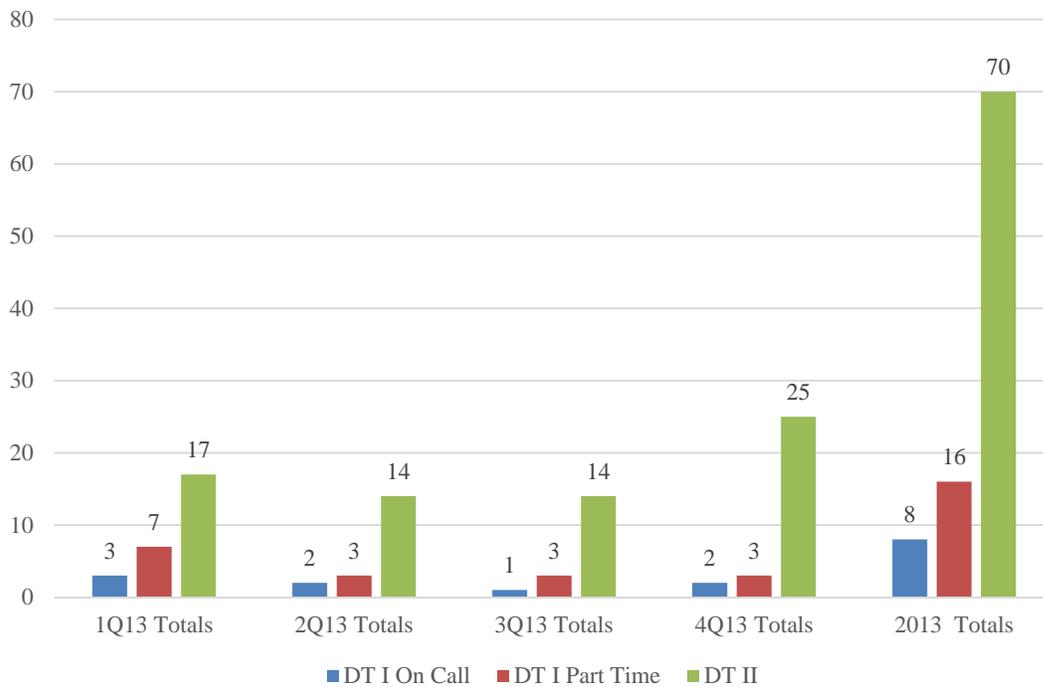
### ***Recruitment***

- ICFs have identified key times of the day where staff levels may need to be enhanced, (i.e., mealtimes), and have created flexible positions specifically to work during those times. In addition to routine recruitment efforts, Human Resources specifically targets colleges with available vacant positions options.
- Human Resources continues to have structured, coordinated activities with local area high schools, colleges, other hiring entities, and the Department of Labor. A representative from Human Resources routinely visits all of these entities to assist in recruitment activities such as Job/Career Fairs. An HR representative is in the local Beatrice Department of Labor office once each month to work directly with interested candidates. The Department of Labor advertises this information so all of the clients in their offices are made aware and can take advantage of the opportunity.
- Human Resources continues to advertise direct support positions in local area newspapers (on-line and print advertising) and radio stations. Human Resources has also now become actively involved in community events with the Chamber of Commerce, Homestead Days, and the Gage County Fair. Additionally, Human Resources now involves people living at BSDC to participate alongside them at such activities. These activities allow for BSDC to present a positive and active role in the community to strength our communication and applicant pool.
- The Talintel screening system was implemented in 2011 and continues to be used. Talintel is a research-based, pre-screening, psychometric assessment tool developed to identify individuals with the highest potential for working in direct support positions.
- The interview process for Direct Support Professionals occurs every week. The interview panel has been expanded to include a representative (either a Home Manager or Shift Supervisor) from each ICF and an individual who resides at BSDC. This is a paid position for an individual, and their responsibilities may include greeting the applicants, asking interview questions, and involvement in the selection of applicants for the positions. This allows for a more diverse interview panel and allows the hiring process to be finalized more efficiently and quickly.

## 2013 Applicant Process Status Totals

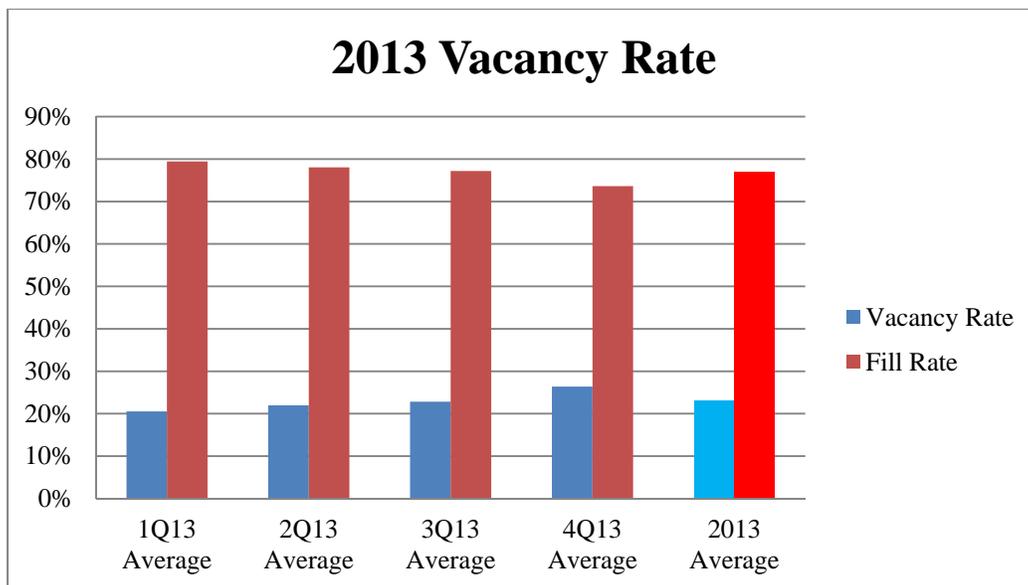


## Applicants Hired 2013

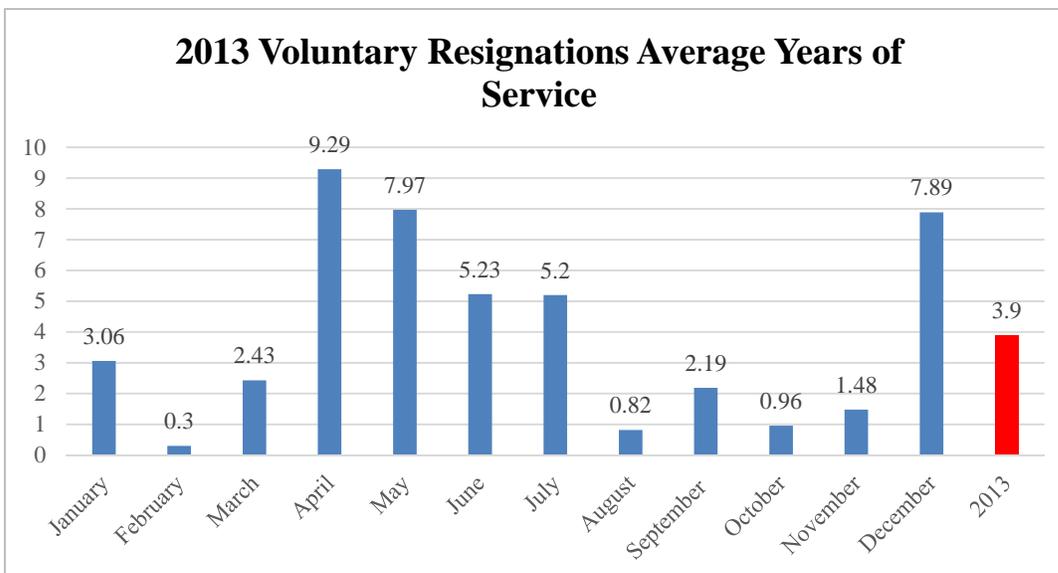
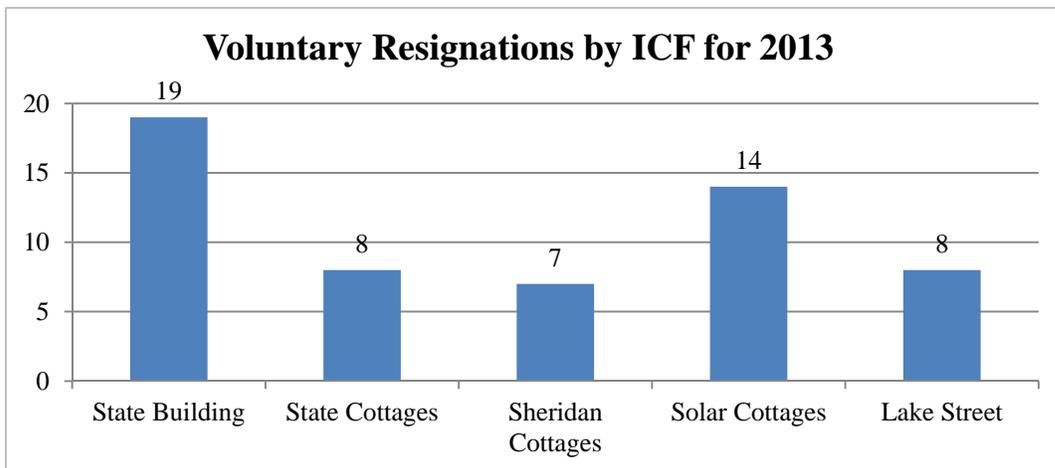


## ***Employment/Retention***

- The orientation and training programs continue to allow for employees to start on any Monday. Prior to 2012, employees could only start at a specific time, approximately every four to six weeks. This change allows for candidates to start working immediately, rather than having to wait weeks to do so.
- The training program continues to provide for enhanced on-the-job training in the homes throughout the four week training and orientation. This permits the employee to get a feel for the job and the home or area to which they are assigned very early in the training process. If it is not a good fit, we work with the employee to determine whether a better fit exists. Additionally, on-the-job-training enhances the standard skills curriculum to ensure that new employees are better equipped to competently perform their job duties (which will ultimately reduce performance-related turnover).
- The ICF Administrators have analyzed staff schedules and vacancies and have created positions with alternative schedules to better meet the needs of ICFs and the staff. For example, staff may work four 10-hour days or three 13.5-hour days. These shifts may cover the weekend which makes it possible to schedule other positions to have every other weekends off. It is easier to recruit staff for positions with regular weekends off. This also enhances staffing on first and second shift as these schedules crossover both shifts.
- In response to the compelling second-shift staffing needs, we implemented a BSDC Pilot Retention Program that provides financial incentives to direct support staff who accept and remain in positions assigned to second shift. This Pilot Program specifically targets permanent second shift direct support staff, allowing them to earn an additional \$200 every three months for up to two years.

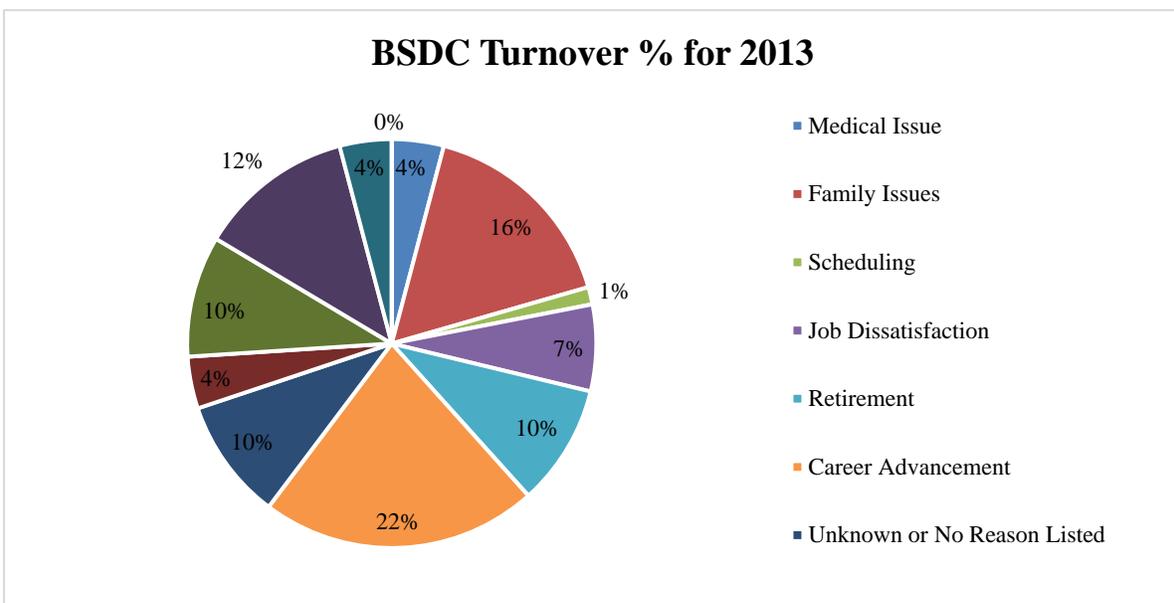
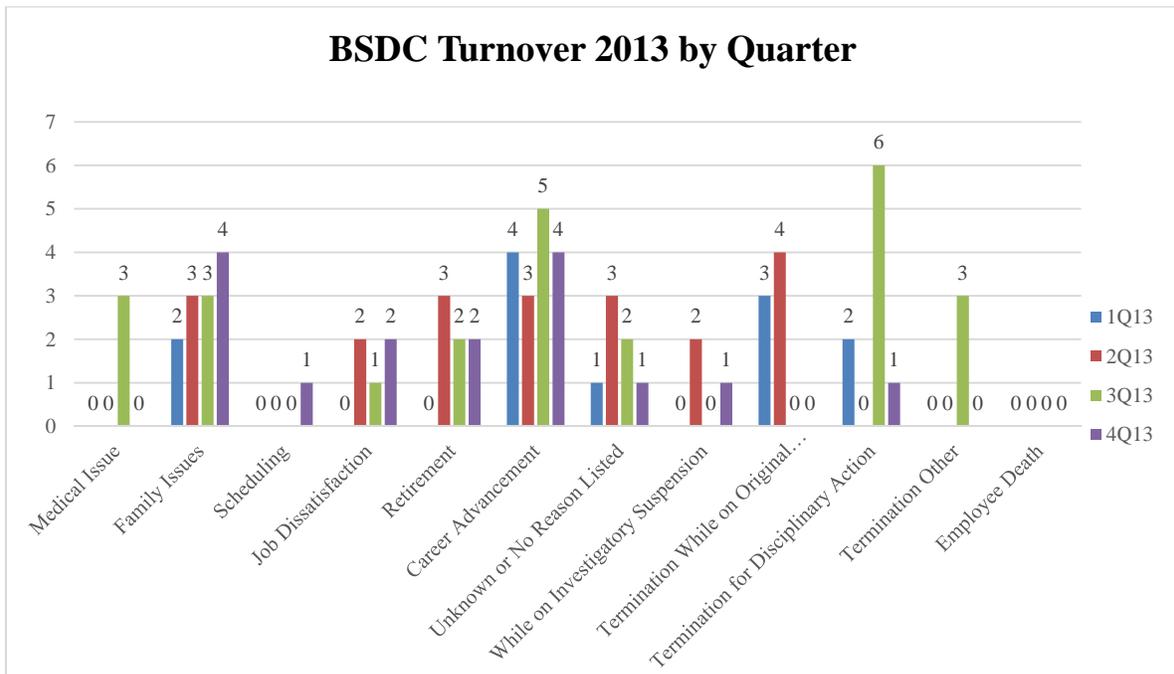


- In cases where staff have refused to work overtime--and where it is suspected that staff have misused leave--supervisors have been encouraged to seek information from the staff in order to identify any underlying issues. Where applicable, performance actions are taken. Yet it is just as important for supervisors to work with staff to determine whether there are circumstances (temporary or permanent) that are impacting their attendance. And where feasible, supervisors are encouraged to explore temporary schedule adjustments or other supports with the employee.
- To minimize the impact of seasonal flu-related absences, BSDC offers flu shots to all employees of the facility at no cost. Additionally, the facility has made arrangement with local pharmacies to ensure that staff have access to free anti-viral medications in the event that they become ill and their personal physicians prescribe them. This is intended to encourage staff to seek timely medical attention and reduce the length of flu-related illnesses where medically possible.
- BSDC has ensured that all staff have an e-mail address and facility employment opportunities are emailed to all staff on a weekly basis. This ensures that current employees are aware of existing positions they may be personally interested in, so that we can more effectively recruit from within and encourage career-path growth for valued employees.

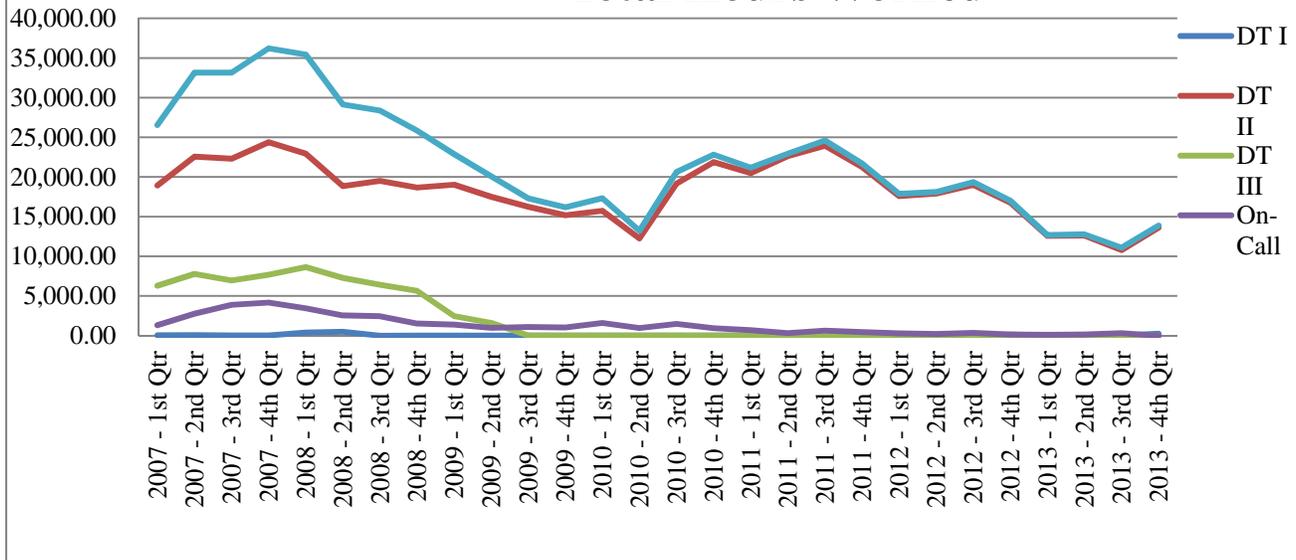


## Seperation

- Home Managers, ICF Administrators, and Human Resources staff review all staff resignations. These data are provided to the QI Department to assist in identifying reasons for voluntary turnover. Feedback also provides an opportunity to engage in dialogue with the employee to see whether there is a way to accommodate their needs and retain their employment.
- Direct Support Staff transferring shifts or to other homes/ICF areas are being asked to participate in a survey regarding their desire to change work locations/schedules. Data from this survey are reviewed by the ICF Administrators, Home Managers, and Human Resource staff for trends to assess whether systems issues need to be addressed.



## BSDC Quarterly Overtime Analysis Total Hours Worked



In recent years, the overtime challenges at BSDC have been exacerbated because of increased DOJ and CMS certification survey activities. Local economic growth has also resulted in BSDC staff being lured to newly created jobs with various Beatrice organizations. We continue to hold staff accountable to higher quality standards and expectations, which is challenging for staff and can increase employee turnover (some voluntary and others a result of disciplinary action). BSDC Leadership continues to assess areas where minimum staffing levels could be reduced; however, we believe it is critical to maintain the enhanced staffing levels. (Our current staffing coverage is almost double what it was in 2007.)

BSDC recognizes the seriousness of increased overtime levels and will continue to address the situation. This process will continue to include the BSDC ICF Leadership Team, Human Resources staff, and the employee labor representatives.