

**55PROCEEDINGS OF THE BROWN COUNTY HUMAN SERVICES BOARD**

Pursuant to Section 19.84 Wis. Stats, a regular meeting of the Brown County Human Services Board was held on Thursday, August 11, 2022, at Brown County Sophie Beaumont Building, Boardrooms A & B; 111 N Jefferson St, Green Bay, WI 54301

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**Present:** Michael Conley-Kuhagen; Kathryn Dykes; Supervisor Tom Lund (via WebEx); Jean Marsch; Laura McCoy; Leslie Ousley; Supervisor Randy Schultz

**Excused:**

**Also Present:** Jeremy Kral; Executive Director  
Jenny Hoffman; Community Services Administrator  
Kara Gruber; Hospital & Nursing Home Administrator  
Eric Johnson; Finance Manager  
Cathy Foss; Office Manager

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1. **Call Meeting to Order**  
The meeting was called to order by Vice Chair Laura McCoy at 6:05 pm.
  2. **Approve / Modify Agenda**  
SCHULTZ / DYKES moved to approve the August 11, 2022 agenda.  
Voice vote taken. Motion carried unanimously without abstentions.
  3. **Approve Minutes of June 9, 2022, Human Services Board Meeting**  
MARSCH / CONLEY-KUHAGEN moved to approve the minutes dated June 9, 2022.  
Voice vote taken. Motion carried unanimously without abstentions.
  4. **Public Comment**  
No members of the public attended.
  5. **Executive Director's Report**
    - a. July
    - b. AugustJeremy Kral, Executive Director, highlighted items from his reports.

The last several weeks have been spent on the 2023 budget, going through items line-by-line. Our intention is to be fiscally responsible while serving the needs of the community.

Staff retention and hiring remains a challenge. There is a 12% vacancy rate in the Community Services Division; the numbers vary by program area. The staffing of licensed nursing is most difficult at the Community Treatment Center as well as the dietary area. The staff who are working are dedicated and remain because of the mission and the service mindset to the community and our organization. Other counties have reached out to us in recent weeks seeking assistance for staff support in child welfare and Economic Support. The basic services a human services department must provide under state statute may be at risk in some counties due to short staffing.

CONLEY-KUHAGEN / SCHULTZ moved to receive and place on file the Executive Director's reports for July and August 2022. Voice vote taken. Motion carried unanimously without abstentions.

**6. Community Services Administrator Report**

Jenny Hoffman, Community Services Administrator, gave a verbal report.

Currently working on the 2023 budget and on recruitment and retention of staff. There are pockets of high turnover in Economic Support and Shelter Care (which is a 24/7 facility). We are looking at creative staffing solutions to ensure staff and the youth are safe and cared for at Shelter Care.

In the Behavioral Health Unit, there are key supervisor positions continue to remain vacant and are difficult to recruit. We are meeting with Human Resources and the team on Monday to find creative ways to market, promote and recruit for those open positions.

McCoy: What are the top two reasons we are losing staff? Why are we having a hard time recruiting? Are the people not there? Is it the salary scale we work under?

Kral: It is hard to know for sure, however, your intuition is leading you in right direction. People are not there, and the salary structure is a challenge. Especially the positions that have counterparts in private healthcare. They tend to have bigger systems and margins that they can allocate to continue to recruit staff and shrink margins for a period of time. We budget to neutral every year and therefore we cannot choose to turn a little less profit in order to retain and recruit quality staff.

McCoy: So, we are losing staff to private entities? When they do leave, they tend to go on to a private provider?

Hoffman: Yes. And lately, even counties are being competitive with each other, and we have lost some to other counties that are doing some unique things.

McCoy: Other counties draw people away from our county. If they are in the same position as we are as far as not being able to change salaries on a whim, what kinds of things are they offering that would make someone leave Brown County and go to their county? We have talked about being creative...are we talking about more flexibility?

Kral: In my experience when someone leaves to go to another county, there is some kind of leapfrogging of positions. We recently had a couple people leave to go a different county to perform similar work; a few months ago, we had a couple people join us from a neighboring county to do similar work. It is kind of trading off a bit. It is hard to read a lot of trends into that. People are moving and there are fewer people joining the human services field. There has been a nursing shortage for a period of time that has been exacerbated as nurses got burned out and left the profession during COVID. We employ nurses to do direct care, and nurses to do case management and clinic work. We have seen true to what the industry data says, that is easier to recruit nurses for clinic work and case management over direct care because of the regularity of hours and duties. And nurses who have been overly taxed throughout the pandemic providing direct care to very sick people and seeing loss of life have tended, industry-wide, to pursue options outside of nursing altogether or in clinic settings where things are more predictable and less acute care.

McCoy: So, the pandemic is still very much at play.

Kral: There are definitely ripple effects in the workforce.

Marsch: Looking at the CTC report coming up (on the agenda), you indicate the Human Services Committee passed a proposal adjusting internal wages of nursing staff to aid retention. Has that been approved?

Gruber: It will go to the County Board next week.

Marsch: Will that be for all registered nurses, or just certain positions?

Gruber: It's all non-exempt, hourly RNs and LPNs.

Marsch: Is that the area of that you are in greatest need?

Gruber: Yes. The people Jeremy is speaking to that are performing the direct care is our highest need.

Marsch: Is there data to show how behind our wages are compared to other competitors? How likely is the idea of this strong data that the Board will say "yes, they see the data" and pass this?

- Gruber: I am not 100% sure as this proposal was being put together prior to my arrival. I know Human Resources had great involvement in the proposal. We are essentially trying to create a tier of wages where a new nurse will start at our base wage, but allows us the ability to offer experienced nurses different wages based on experience. So that internal shift will happen with our current nurses, but then in turn, help us recruit experienced nurses as well.
- Marsch: It will help internal people so you aren't losing people because of money, but it would adjust the pay scale as well?
- Kral: Pay scale will stay the same, but the ability to use different tiers within it, and moving within the scale will become easier.
- Marsch: So, you can use internal equity when you hire someone with 10 years of experience.
- McCoy: And those pay scales can only change with each budget cycle? I asked about this a while back about changing salaries to retain people and draw people in, and I think the answer was the changes could not happen once a budget was set; that it would be revisited the next budget cycle.
- Schultz: That is my understanding.
- Gruber: I think what you are referencing is our Class & Compensation scale that is set for the whole County. For example, if you are a Registered Nurse, you fall within this category, and the struggle that we find from time-to-time with that is not the wage scale specifically but our ability to be flexible within that to be able to offer someone with experience more than the minimum.
- Kral: At the County, we budget to each position individually with a fixed amount of dollars attached to it. So, if a person with low experience leaves us and the market has advanced since that person joined us, which is the situation we are seeing. Because we budgeted that position at X amount of dollars, the changing market conditions are not accounted for in that we have X amount of dollars available for recruitment. We have had new applicants decline positions due to low dollars available. The tier-based proposal we have put forward creates more delineation of roles so there is not as many in the same salary tier; there is more ability to use different sections of the pay scale. HR did some market analysis. It still fits within our allocated resources to continue to pay for it on a sustained basis, so we are not proposing the department, or the County over-extend to be able to make those changes; we believe they will be funded through increases the State made to nursing home reimbursements.

*Hoffman continued with items from her report.*

Some recent events in the department:

- July 21, 2022 – Treatment Court graduations were held at St. James Park. This was the first Family Recovery Court graduation. Other graduations were OWI, Drug and Heroin courts. It was wonderful to celebrate our clients' successes at the graduation. The judges who participate in these courts are so passionate and invested in success of the individuals.
- July 21, 2022 – Foster Care Picnic at Bay Beach. We receive grant dollars from the State to use for recruitment and retention of foster parents, so we provided a time at Bay Beach to thank them for all they do to support the families and children in our department.

We would like to recognize one of our Clinical Therapists in our Behavioral Health Unit, Judy Exl, has retired following 39 years of dedicated service to the County.

MARSCH / DYKES moved to receive and place on file the Community Services Administrator Report for August 2022. Voice vote taken. Motion carried unanimously without abstentions.

7. **CTC Administrator Report including NPC Monthly Report**  
Hospital and Nursing Home Administrator, Kara Gruber highlighted items from her report.

***COVID-19 Pandemic***

We are seeing some uptick in cases from time-to-time. There was a positive client on Bay Haven (CBRF); we were able to mitigate the risk by isolating the client and avoided an outbreak. There are no current resident cases, however, some staff cases usually due to community exposure.

***Bayshore Village Nursing Home***

We had two unannounced site survey visits based on self-reported events. The surveys showed we are in compliance.

SCHULTZ / CONLEY-KUHAGEN moved to receive and place on file the CTC Administrator Report for August 2022. Voice vote taken. Motion carried unanimously without abstentions.

8. **Re-appointment of Dr. Koti Mannem to CTC Medical Staff Committee**

Dr. Mannem provides telehealth appointments as well as comes on-site to meet clients.

MARSCH / DYKES moved to re-appoint Dr. Koti Mannem to the CTC Medical Staff Committee. Voice vote taken. Motion carried unanimously without abstentions.

9. **Financial Report for Community Treatment Center and Community Services**

- a. July  
b. August

Finance Manager, Eric Johnson, highlighted items from his August 2022 Financial Reports.

***Community Treatment Center***

Community Treatment Center remains well ahead of budget due to personnel shortages/challenges; causing a favorable financial variance even with overtime and temporary help. Census is higher than budgeted at Bayshore Village and Bay Haven. Bay Haven was challenged with census in 2021, so we budgeted lower for 2022, and that census has come back as high as it can with only one staff per shift due to staffing shortages.

***Community Services***

In June, we received a favorable adjustment year-end settlement for CLTS administrative dollars. These dollars are not guaranteed every year. The increase of just under \$300,000 created a favorable variance of \$220,000. Which now puts Community Services, through June, at a slightly unfavorable variance of \$18,665. This is about as close to being break-even as you can be for a multi-million-dollar budget. Still have some challenges primarily in purchase services costs for children in correctional facilities and a significant increase in number of adults at Winnebago Mental Health Facility. We do expect a negative budget variance by the end of the year as these two areas are unprecedented challenges.

CONLEY-KUHAGEN / SCHULTZ moved to receive and place on file July and August 2022 Financial Reports for Community Treatment Center and Community Services. Voice vote taken. Motion carried unanimously without abstentions.

10. **Statistical Reports a, b, & c**
  - a. **Monthly CTC Data – Bay Haven Crisis Diversion/Nicolet Psychiatric Center/Bayshore Village**
    - i. June
    - ii. July
  - b. **Child Protective Services – Child Abuse/Neglect Report**
    - i. June
    - ii. July
  - c. **Monthly Contract Update**
    - i. July
    - ii. August

SCHULTZ / CONLEY-KUHAGEN moved to receive and place on file Statistical Reports 10a through 10c. Voice vote taken. Motion carried unanimously without abstentions.

11. **Request for New Non-Contracted Provider & New Provider Contract**
  - a. July
  - b. August

CONLEY-KUHAGEN / DYKES moved to receive and place on file the July and August 2022 Request for New Non-Contracted Provider & New Provider Contract Reports. Voice vote taken. Motion carried unanimously without abstentions.

12. **Adjourn Meeting:**

SCHULTZ / CONLEY-KUHAGEN moved to adjourn. Voice vote taken. Motion carried unanimously without abstentions.

Vice Chair Laura McCoy adjourned the meeting at 6:40 pm.

Next Meeting: Thursday, September 8, 2022 at 6:00 pm.

Respectfully Submitted,  
Catherine Foss  
Office Manager