

Is Marklund affected by the CNA shortage?

Yes, Marklund (both campuses) is affected by the CNA shortage. This is not something that is specific to us, in fact, this issue is affecting other organizations locally and nationwide. Employers must now compete for CNAs. For the month of February 2016, there were 53 active CNA candidates within a 20 mile radius of Geneva. There were over 147 postings for CNA jobs (which could translate to over 1,000 available positions) in the same timeframe/radius.

Why is there a shortage of CNAs?

Many factors contribute to the shortage of CNAs. For example, some complete the CNA program only as a prerequisite for nursing school and do not work as CNAs. CareerBuilder conducted a study as to what factors are drawing CNAs away from the profession. The results found that a major factor were employers/industries paying higher wages, such as Chipotle was noted as a big factor with pay of \$15/hour. Another factor taking CNAs out of the market is with the aging of baby boomers, families are hiring CNAs for 1:1 care and paying them significantly more than organizations do/are able to.

What actions are Marklund taking to address the CNA shortage?

With the high demand and low supply of CNAs, we have implemented a very aggressive recruitment strategy which includes:

- *Increasing advertising budget to sponsor jobs on the #1 job board in the country along with other job boards*
- *Advertising and searching on CNA specific sites*
- *Offering a \$500 sign on bonus*
- *Offering an Employee CNA referral bonus*
- *Partnering with CNA schools and colleges offering the program to post and email blast our openings*
- *Calling and emailing 322 passive CNAs candidates (since January 1)*
- *Introduction of 12 hour shift schedules*

Additionally, to be flexible and available to interview as many CNAs as possible, we have a team of interviewers ready to interview and tour applicants Monday through Friday. These efforts have helped us build the volume of applicants to 211 since January 1, 2016. This recruitment strategy makes us very visible and we have been recognized as a “top poster”. Ranking from #3-#7 out of 100 posters in the 20 mile area.

If we have had 211 applicants, why do we still have CNA openings?

- *Only about 50% of CNAs we set up interviews with show up (the national average show up rate for CNAs is 40-60%)*
- *Many CNAs state that they are not willing to commute more than 15 miles from their homes to work*
- *Not enough pay*
- *Openings do not meet their needs at the time*

Why aren't we using agencies to staff the homes when there are shortages?

Agencies have not been able to provide enough CNAs to meet our staffing needs due to the shortage.

Why did we eliminate the three-day positions?

One of the reasons was the desire to give staff PTO. The former three-day position did not include PTO so if a staff member was sick or had a personal issue there was no way to give them the time off. Also, even though there was a six-hour bonus if the staff member fulfilled all of their shifts and never clocked in late, only a small percentage of staff collected the bonus hours. The other reason was the shift in the health care field to 12-hour shifts. We found many staff, especially new and younger staff, were looking for the 36-hour week to give them more days off.

Was this done to save money?

No! It was done to better cover the open positions and to provide a more desirable shift with PTO.

Why did staff take a cut in pay?

Not all staff took a cut in pay. In fact, many of the staff received an increase in their hourly wages. Those that received a cut were those staff working in the three day positions. In order to provide PTO we needed to find a way to offset the additional cost of giving the staff member a paid day off AND provide staff to cover the day off.

Was pay restored to those that received cuts?

Yes, all pay was restored to all staff who were affected by the elimination of the three day positions.

How did we all of a sudden *find* the money for this?

The fact is that we are in a very competitive labor market and did not realize the negative affect it was going to have on our retaining long-term staff. Since we have not had a rate increase from the state since 1996 the extra funds needed to support these changes are adding to the \$19,300 deficit that we have for every client we serve. We are confident that between fundraising and the expanding school that we will be able to absorb the increase.

What else are we doing to attract new staff and retain our current staff?

We are constantly trying to figure out how to bring increased resources to our frontline staff despite the lack of support at the state level. In the past five years we have had performance-based pay raises or bonuses each year. We have also significantly increased benefits by adding the following:

- *Participatory 403B pension*
- *Long-term disability insurance*
- *Increased educational benefits*
- *Decreased individual staff cost for health insurance benefits*
- *Added additional health insurance options*
- *In our most recent three-year strategic plan we have added a project to be recognized as a “Top Nonprofit Workplace”*

Please feel free to call (or email) me if you have any questions.

Gil Fonger
Pres/CEO
x5476
(c)- 312-568-9219
gfonger@marklund.org