

**Southeast Georgia Health System
Human Resources Plan
For the Fiscal Year Ending April 30, 2019**

The Human Resources Plan for the 2018 - 2019 fiscal year enhances our program in the following areas: **Compensation, Benefits, Recruitment and Retention, Professional Development, Staffing and the Human Capital sector.**

1. COMPENSATION

A. General Salary Increases

Background Information: A comprehensive compensation review was performed in the summer of 2017 with recommendations made based on cost of living indices, comparisons with health care and service industry labor markets. Appropriate adjustments were made to reflect the findings and remain competitive in the market place

Recommendation: A similar comprehensive compensation study will be performed in the 2018-2019 fiscal year. An estimated 1,400 team members at the Brunswick Campus; 275 at the Camden Campus; 215 team members at the Senior Care Centers and 520 team members within Cooperative Healthcare Services, Inc. (CHSI) are affected. Market conditions are evaluated throughout the year and if necessary, appropriate changes are recommended.

The annual impact for a full year for each 1% increase in base compensation is estimated as follows:

		<u>Annual Effect</u>
Cost:	Brunswick	\$ 780,300
	Camden	136,100
	SCC-Brunswick	62,400
	SCC-St. Marys	26,900
	CHSI	199,200
	System Total	\$ 1,204,900

B. Lump Sum Increases

Background Information: When team members reach the maximum of their salary ranges, lump sum payments are given in lieu of an increase to their base rates. Fifty percent (50%) of this increase is given in November and the balance of fifty percent (50%) provided in April of the following year.

Recommendation: No Change

C. Market Salary Adjustments

Background Information: Wage and salary market analyses are conducted at least annually to determine if positions remain competitive. We also determine if positions are placed in appropriate salary grades relative to other positions within the Health System. Internal equity is maintained when salary grades are adjusted so that newly hired team members do not earn more than current team members with comparable experience. Market salary adjustments may be needed to move team members to the appropriate levels in the new salary scale. To avoid hiring new team members at a rate higher than existing team members with comparable experience, equity adjustments averaging 1% are provided for to keep current

team members at least equal to hiring rate guidelines.

Recommendation: We recommend that a comprehensive market analysis be conducted in the summer of 2018, if economically feasible. We will continue to review certain positions on a case-by-case basis as the need arises. Appropriate adjustments will be implemented should economic conditions support such adjustments.

		<u>Annual Effect</u>
Cost:	Brunswick	\$ 780,300
	Camden	136,100
	SCC-Brunswick	62,400
	SCC-St Marys	26,900
	CHSI	199,200
	System Total	\$ 1,204,900

D. Shift and Weekend Differentials

Background Information: Since the Health System provides services on a 24/7 basis, it is necessary for many team members to work various shifts which may be an inconvenience to their patterns of living. Currently, team members who work evening, night or weekend shifts receive differentials based on the shifts in which they work. A review of the current practice was performed to ensure that premiums are paid as compensation for the inconvenience endured by the team members. Effective October 2016, we re-defined weekends for the purpose of premium calculations. Weekend pay now begins on Friday 7:00 pm and ends on Monday 7:00 am. The current rates and times are as follows:

Shift A	3:00 PM - 11:00 PM	
	Grades 11 - 14	\$1.50
	Grades 15 - 16	\$2.50
	Grades 17+	\$4.00
	Grades RNs	\$5.00
Shift B	11:00 PM - 7:00 AM	
	Grades 11 - 14	\$1.50
	Grades 15 - 16	\$2.50
	Grades 17+	\$4.00
	Grades RNs	\$5.00
Shift C	7:00 PM - 7:00 AM	
	Grades 11 - 14	\$1.50
	Grades 15 - 16	\$2.50
	Grades 17+	\$4.00
	Grades RNs	\$5.00
Weekend	7:00 PM (Friday) - 7:00 AM (Monday)	
	Grades 11 - 14	\$1.50
	Grades 15 - 16	\$2.50
	Grades 17+	\$4.00
	Grades RNs	\$5.00

Recommendation: Evaluate the market conditions throughout the year, and if market conditions change, an appropriate recommendation will be made.

E. Call Pay

Background Information: Designated team members are required to remain “on-call” and be able to return to the workplace within 30 minutes when needed. A team member who is on-call is paid \$2.50 per hour for the time spent on call. High utilization call positions are paid an additional \$1.00 per hour. If an on-call team member is called in to work, call-back pay is paid at a rate equal to 1½ times the team member’s regular rate of pay. A minimum of two (2) hours, or the time worked, whichever is greater, is paid for call-back. Holiday call-back is paid at 1½ times the team member’s regular rate of pay for up to 40 hours worked and at 2 times the team member’s regular rate of pay for hours worked in excess of 40 hours. Weekend and shift differentials are also applied to call-back hours.

Recommendation:

- Evaluate the market conditions throughout the year, and if market conditions change, an appropriate recommendation will be made.

		<u>On-call</u>	<u>Call-back</u>	<u>Total</u>
Cost:	Brunswick	\$ 404,500	\$ 799,200	\$1,203,700
	Camden	177,500	383,600	561,100
	SCC-Brunswick	-0-	-0-	-0-
	SCC-St Marys	5,400	-0-	5,400
	CHSI	17,700	-0-	17,700
	System Total	\$ 605,100	\$1,182,800	\$1,787,900

F. Holiday Pay

Background Health Information: Any non-exempt team member working one of the six Health System recognized holidays is paid 1½ times his/her regular rate of pay for all hours worked during the holiday up to 40. When hours exceed 40 in a week, holiday pay increases to double-time. Health System recognized holidays are New Year’s Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, and Christmas Day.

The Health System pays holiday premium for hours worked between the hours of 12:01 a.m. through midnight on the actual holiday.

Recommendation: No Change

		<u>Annual Effect</u>
Cost:	Brunswick	\$ 194,200
	Camden	62,600
	SCC-Brunswick	38,300
	SCC-St Marys	14,800
	CHSI	2,200
	System Total	\$ 312,100

G. Jury Duty Pay

Background Information: The Health System recognizes a team member’s civic responsibility to serve on a jury. While serving as a juror, a full-time or part-time team member is paid his/her base rate of pay for the time spent serving on jury duty. In the event that a part-time team member is required to serve on a jury on a day they would otherwise have been scheduled to work, they are also paid his/her base rate of pay for the time spent serving on jury duty. The amount of court pay the team member receives is then deducted from the team member’s next payroll check. This prevents the team member from losing pay

while serving on jury duty.

Recommendation: No Change

		<u>Annual Effect</u>
Cost:	Brunswick	\$ 22,300
	Camden	1,500
	SCC-Brunswick	1,400
	SCC-St Marys	100
	CHSI	14,200
	System Total	\$ 39,500

H. Overtime Pay

Background Information: Overtime is paid to non-exempt team members at 1½ times their hourly rate for all hours worked in excess of 40 hours per week.

Recommendation: None

		<u>Annual Effect</u>
Cost:	Brunswick	\$ 2,346,000
	Camden	423,300
	SCC-Brunswick	557,400
	SCC-St Marys	197,600
	CHSI	495,700
	System Total	\$ 4,020,000

The aforementioned amount which has been included in the 2019 budget is inclusive of \$1,340,000 of premium pay beyond the individual's base rate.

I. Paid Time Off

Background Information: The Health System has a Paid Time Off (PTO) Plan that provides each regular full-time and part-time team member (.6 FTE and above) with a prescribed number of paid hours off with pay each year. The Health System's PTO Plan is a flexible program that eliminates distinction between sick, holiday, vacation and other elective absences by combining these days into one plan. Earned PTO is used to compensate team members at their regular rate of pay when away from work for all elective absences including vacation, holidays, minor illnesses, and personal business. While still subject to management's approval of a team member's time off, the PTO program allows the team member greater flexibility and discretion in the use of earned time off in accordance with the individual's needs. PTO is accrued each bi-weekly pay period and is based upon a team member's approved FTE (Full-time Equivalent) status, classification (exempt or non-exempt), length of service and actual hours worked.

The number of days of PTO accrued in a year are shown below:

Days of PTO

	Full-time (0.9 and 1.0)	Part-time (0.8)	Part-time (0.6)	Exempt
Less than 2 years	23.0	8.0	6.0	28.0
2 years - < 4 years	24.0	9.0	6.6	29.0
4 years - < 6 years	25.0	10.0	7.2	30.0
6 years - < 8 years	26.0	10.4	7.8	31.0
8 years - < 10 years	27.0	11.2	8.4	32.0
10 years - < 20 years	28.0	12.0	9.0	33.0
20 years and over	33.0	16.0	12.0	35.0

The maximum amount of PTO that can be accrued and rolled over is 450 hours. Team members are provided the opportunity to cash in up to forty (40) hours of PTO typically in May or June and again in November or December. Team members may also cash in PTO for emergencies outside these designated times.

Recommendation: Reduce the maximum amount of PTO that can be accrued and rolled over to 336 hours. Team members hired after June 1, 2018, will be required to have three (3) years of service before being eligible to participate in the PTO cash-in program and to have their remaining PTO balance paid out to them when they resign or retire from the Health System. Team members hired after June 1, 2018, who are discharged for cause, regardless of their years of service, will forfeit their entire PTO bank.

J. Sick Bank

Background Information: When the Health System changed to a method of combining vacation, holiday and sick time to a single Paid Time Off (PTO) plan several years ago, part of accumulated sick time for each team member was converted to the PTO Plan. The balance of accumulated sick time, if any, was “frozen” into a Sick Bank; hours could not be added to the bank but could be used for the team member’s own illness of 3+ consecutive days away from work or the team member’s hospitalization. This benefit was not budgeted in the past, is not considered a liability but an exposure, and is not payable at separation of employment from the Health System.

Exposure:	Brunswick	\$ 431,700
	Camden	-0-
	SCC-Brunswick	-0-
	SCC-St Marys	-0-
	CHSI	-0-
	System Total	\$ 431,700

2. BENEFITS

A. F.I.C.A. (Social Security and Medicare)

Background Information: The Health System pays 6.2% of pay for Social Security or F.I.C.A. taxes, subject to certain federal limits, as well as 1.45% of pay for Medicare taxes, matching the tax amounts that team members are required to pay for those taxes.

Annual Cost:	Brunswick	\$ 6,172,800
	Camden	1,003,500
	SCC-Brunswick	472,100
	SCC-St Marys	205,200
	CHSI	2,693,800
	System Total	\$ 10,547,400

B. Retirement Plan (Deferred Compensation Plan)

Background Information: Southeast Georgia Health System recognizes the importance of providing team members with a tool to save for retirement. With the corporate restructuring of the Health System, it became necessary to simplify the retirement plan design from multiple accounts to a single 403(b) account. This 403(b) plan (collectively, the “Plan”) is available to all team members upon their date of hire.

Team members may contribute a percentage of their gross earnings, on a pre-tax basis, up to a maximum of \$18,500 per year (indexed with inflation) with an additional \$6,000 allowed for team members over age 50. After one year of employment, provided the team member worked a minimum of 1,000 hours, the Health System contributes 2.25% of the team member’s gross earnings to his/her account, regardless of the team member’s participation in the Plan, and begins matching the team member’s contribution at a rate of \$0.50 for each \$1.00 on the first 5% the team member contributes. (The resulting Health System matching contribution is equal to up to 2.5% of gross earnings.)

After 6 years of service, the Health System matches the team member’s contribution at a rate of \$0.75 for each \$1.00 on the first 5% contributed by the team member. (The resulting Health System matching contribution is equal to up to 3.75% of gross earnings.)

Team members are vested in the Plan after 3 years of service (provided a minimum of 1,000 hours was worked each of the 3 years).

The Plan allows team members to use a mutual fund rather than annuity platform to reduce costs. Also, a ROTH account is available to allow team members an additional opportunity for retirement savings.

Effective January 1, 2017, Southeast Georgia Health System implemented an auto-enrollment process for all eligible team members with an “opt out” option. The introductory contribution rate is 2%.

Recommendation: Continue the effort to encourage team members to contribute adequately toward achieving a healthy retirement balance.

Cost:	Brunswick	\$ 3,860,400
	Camden	503,300
	SCC-Brunswick	196,000
	SCC-St Marys	79,900
	CHSI	1,785,100
	System Total	\$ 6,424,700

C. Health Plan

Background Information: Southeast Georgia Health System offers health insurance to benefit-eligible team members, defined as individuals who regularly work .6 FTE and above. For the purpose of health insurance only and in accordance with the Affordable Care Act

guidelines, full time team members are 0.75 – 1.0 FTE. Full-time team members may cover eligible dependents. The plan is self-funded, with the Health System funding the majority of the cost and team member premiums and co-pays making up the difference.

A disease management program also exists as a means to improve team member and dependent health and ultimately reduce overall costs. Effective January 1, 2014, the Disease Management program transitioned in-house with a dedicated nurse managing the program.

The Plan has been designed to steer team members to Health System services, particularly through the use of different levels of deductibles and co-payments. Physician office visits require a flat \$20.00 copayment with no other deductibles and percentage-based co-pays.

Prior to January 1, 2010, the Health System maintained a stop-loss insurance policy at an annual cost of approximately \$1,000,000 under which claims in excess of \$150,000 were eligible for re-insurance. Based on an evaluation of the loss experience history and the corresponding cost of the stop-loss policy, the Health System discontinued the re-insurance policy and is fully self-insured for health insurance claims. An analysis of exposure for the last three years without a stop-loss insurance policy has proven to be a wise decision.

Effective September 2013, Southeast Georgia Health System began reimbursing itself for applicable services provided to covered team members and dependents on a fee schedule similar to Blue Cross Blue Shield. As a result of this change in reimbursement rates, the employee cost share now represents approximately 24% of the amounts paid out under the Health System’s health plan.

On January 1, 2017, Southeast Georgia Health System implemented an outcome based wellness program allowing team members to enjoy various levels of discounts based on the “family” biometric analysis result.

Recommendation:

Implement further changes to the plan design and cost sharing methodology, if necessary.

Coverage Type	Premium	Discounted Rate Tier I*	Discounted Rate Tier II*
Team Member Only	\$ 80.96	\$ 78.94	\$ 76.91
Team Member & Children	\$ 157.42	\$ 153.48	\$ 149.55
Team Member & Spouse	\$ 197.96	\$ 193.01	\$ 188.06
Team Member & Family	\$ 249.30	\$ 243.07	\$ 236.83
Part-time Team Member	\$ 178.17	\$ 173.71	\$ 169.26

*Based on results of outcome-based biometric analysis.

Cost (Net of Team Member Co-Premium):

Brunswick	\$ 13,890,700
Camden	2,550,500
SCC-Brunswick	1,100,700
SCC-St Marys	450,300
CHSI	5,271,900
System Total	\$ 23,264,100

D. Prescription Drugs

Background Information: The prescription drug program is an added benefit to our health plan. Team members may get a 30-day supply of a prescription drug with one co-pay per

prescription. A mail order service is also available to team members. Co-pays are \$12.00 for generic, \$35.00 for preferred formulary and \$55.00 for non-preferred formulary prescriptions.

Participation in the disease management program qualifies participants for discounted prescription co-pays, i.e., \$6.00 for generic; \$25.00 for preferred formulary and \$45.00 for non preferred formulary prescriptions.

Since the inception of the step therapy program introduced in 2010, we have successfully increased the use of generic medications from 65.4% to 84.4% in four years. Additionally, in January 2016, we introduced the transparent pricing model with the hope of reducing our pharmacy spending.

Recommendation:

- Continue to evaluate the cost of co-pays.
- Continue monitoring the cost of specialty, compound and other high dollar/high volume prescription drugs with the aim of better controlling cost.

Cost (included in Health Plan Costs Above):

Brunswick	\$ 2,815,600
Camden	517,000
SCC-Brunswick	223,100
SCC-St Marys	91,300
CHSI	1,068,600
System Total	\$ 4,715,600

E. Basic Life, Accidental Death & Dismemberment Insurance & Travel Insurance

Background Information: Southeast Georgia Health System provides basic life insurance to all team members who have been employed in a full-time status for ninety (90) days. The amount of coverage is provided at two (2) times the base salary, up to a maximum of \$500,000. If a team member dies accidentally or is dismembered in an accident, an additional benefit is available. Additionally, \$1,500 in basic life insurance is provided to the eligible team member's spouse and dependent children. Through the Coastal Community Health initiative the Health System purchased a travel accident insurance policy that covers all team members.

Cost:	Brunswick	\$ 328,300
	Camden	47,000
	SCC-Brunswick	20,100
	SCC-St Marys	8,200
	CHSI	160,300
	System Total	\$ 563,900

F. Short-Term Disability Insurance

Background Information: Short-term disability coverage is provided to eligible full-time team members as a means to provide income replacement if they were to become temporarily disabled from their own occupation with the Health System. Payment is made at 60% of the team member's base salary up to \$1,000 per week for 26 weeks provided that the team member continues to be disabled. Team members may purchase buy-up options to decrease

the 30 day waiting (elimination) period to 15 days and/or to increase the amount from 60% to 70%.

The amount of PTO that a team member may utilize while collecting disability benefits is capped so that the combination of short-term disability benefits and PTO does not exceed their normal wages. Effective January 1, 2017, Liberty Mutual became the vendor of record.

Cost:	Brunswick	\$ 356,900
	Camden	64,900
	SCC-Brunswick	28,800
	SCC-St Marys	12,300
	CHSI	263,400
	System Total	\$ 726,300

G. Long-Term Disability Insurance

Background Information: Income replacement at the time of disability is a benefit that becomes invaluable in the time of need. Long-term disability insurance is currently available to eligible full-time team members as an employer-paid benefit after twelve months of continuous full-time employment. After an elimination period of six months (3 months for management staff), the long term disability policy pays the team member up to 60% of their base income up to a maximum of \$8,000 per month. Effective January 1, 2017, Liberty Mutual became the vendor of record.

Cost:	Brunswick	\$ 244,800
	Camden	27,000
	SCC-Brunswick	10,600
	SCC-St Marys	1,400
	CHSI	136,700
	System Total	\$ 420,500

H. Family Medical Leave of Absence

Background Information: The Family Medical Leave Act of 1993 mandates that each team member having been employed by Southeast Georgia Health System for a least one year and having worked at least 1,250 hours is eligible for 12 weeks per year of protected leave for a serious health condition of the team member, spouse, parent or child; the birth of team member's child; the placement of a child in connection with adoption or foster care; or to care for loved ones who are members of the Armed Forces injured in the line of duty. Team members must apply for Family Medical Leave and give a 30-day notice, whenever possible.

I. Leaves of Absence

Background Information: When other situations arise and a team member needs to take an extended amount of time away from work, he/she can apply for various types of leaves of absence. Team members who have been employed for at least 90 days may use this benefit for medical conditions or military obligations. This benefit is unpaid unless the team member uses his/her paid time off and does not guarantee the team member a job upon return from leave, except as required by federal law.

J. Bereavement Leave/Pay

Background Information: In the event of a death in a team member's immediate family, a team member may be provided up to three (3) consecutive days of paid funeral leave for the purpose of making arrangements and attending the funeral. This is included as nonproductive time.

K. Other Voluntary Benefits Offered

Background Information: Southeast Georgia Health System provides offers a multitude of voluntary supplemental benefits that team members may participate in. A listing of these available benefits is shown below:

- Dental Insurance
- Vision Insurance
- Flexible Spending Accounts – used to help pay co-pays and to meet deductibles for health, dental and vision insurances
- Supplemental Life Insurance
- Cancer & Critical Illness Insurance
- College Savings Plan (Section 529 Plan) – save for college tuition for dependents
- Tuition Reimbursement - \$3,000 per fiscal year
- Cafeteria Discount – 25% to team members at both campus dining rooms

L. Unemployment Compensation

Background Information: In 2017, a change was made so that all campuses of the Health System reimburse the state directly for unemployment claims.

Recommendation: No Change

Cost: **System Total:** **\$ 80,000**

M. Workers' Compensation

Background Information: Team members are covered against loss of earnings due to injuries sustained on the job by a self insured worker's compensation plan provided by the Health System in accordance with Georgia law. A team member who loses time from work due to a work-related injury or illness is compensated a percentage of his/her normal gross pay as determined by the Georgia Workers' Compensation law.

Our comprehensive Return to Work (RTW) program includes Functional Capacity and Ergonomic evaluations when appropriate.

Recommendation: Continue to:

- a) Aggressively manage our RTW program to reduce lost time.
- b) Prevent injuries through team member education and promotion of use of safety equipment.
- c) Continue positive trend with reduced overall occurrences per year.

Cost:	Brunswick	\$ 347,500
	Camden	63,200
	SCC-Brunswick	33,600
	SCC-St Marys	13,800
	CHSI	167,500
	System Total	\$ 625,600

3. RECRUITMENT AND RETENTION

A. Recruitment

Background Information: Recruitment will continue to be a key focus of the Human Resources department in the 2019 fiscal year. Planned recruiting initiatives for the new fiscal year include job fairs, trips to universities, colleges and professional conferences. The cost of all recruiting initiatives includes travel for interviewees coming to the Health System, advertising, giveaways at fairs, meals, hotel expenses, and the purchase of electronic and hard copies of mailing lists for allied health, nursing, and management level potential candidates. Web-based advertising has become a successful alternative. We utilize the applicant tracking system, Hodes iQ. This system allows increased functionality.

Through the Replacement Review Committee (RRC), the Health System continues to exercise fiscal responsibility by limiting recruitment for only positions which are deemed necessary.

In order to proactively recruit hard to fill positions such as RNs, these professionals are hired when they present to us and are placed in over-hire positions until such positions become available.

The recruitment team will place an emphasis on replacing the current agency nurses with full times nurses both in the respective units as well as the flex department.

Recommendation: The Health System's strategy with respect to recruitment is multi-faceted. Specifically, the Health System intends to continue pursuing allied health and medical school affiliates as well as aggressively recruiting needed physician positions, mid-level providers (Nurse Practitioners, Physician Assistants), registered nurses and other professional positions. Effective April, 2018, the Health System began using a third party vendor called ExitRight to gather exit interviews from team members who leave the organization to gain better insight on how to retain them.

Cost:	System Total	\$ 1,255,000
--------------	---------------------	---------------------

B. Relocation

Background Information: The purpose of relocation and interview assistance is to enable potential/new team members to travel/relocate to the Golden Isles with minimal financial strain. Relocation and interview assistance may be applicable to "hard to recruit" professional positions and management positions. Relocation expenses are reimbursed up to \$3,000 for certain market-driven positions and up to \$12,500 for managerial and physician team members.

C. Sign-On Bonuses

Background Information: Sign-on bonuses are paid to new recruits in the professional and allied health job categories to compete in the marketplace for low supplies of candidates whose skills are in high demand as well as retain them for a certain time period.

D. Referral Bonuses

Background Information: Referral bonuses of up to \$1,000 are paid to current team members who "recruit" successful candidates into hard to fill positions. Physician referral bonuses are separate and distinct from this schedule.

E. Background & Reference Checks

Background Information: All potential team members (including contract, agency and volunteers) of Southeast Georgia Health System are required to have thorough background checks to include the following: a criminal record check, past employment verification, education verification, licensure and certification verification, professional reference checks in accordance with regulatory requirements, OIG sanctions checks, and other relevant job description specific verifications. Currently, the Health System uses Credential Check, a variety of manual processes, and the SGHS security team to complete these checks.

Recommendation: Effective June, 2018, the Health System will utilize Certiphi Screening Services to complete all of these processes.

F. Scholarships

Background Information: Southeast Georgia Health System desires to recruit allied health and nursing students to the Health System. The purpose of providing scholarships is to ensure future candidates for vacant positions. The scholarships are paid with the signed agreement of one year of committed service to the Health System for every \$3,000 of financial support.

Cost: System Total \$ 12,500

G. Tuition Reimbursement

Background Information: Personal and professional development of team members at Southeast Georgia Health System is vital to the growth of our organization. For this reason, team members who have maintained a full-time status for one year are eligible to be reimbursed for expenses related to obtaining an approved degree (provided the team member maintains full-time employment). The maximum reimbursed amount per team member was set at \$3,000 per fiscal year. Expenses eligible for reimbursement include, but are not limited to, books, tuition, and class supplies.

H. Educational Loan Forgiveness Program

Background Information: Southeast Georgia Health System desires to retain existing licensed and/or registered allied health and nursing staff who have incurred debt pursuing their professional degrees. To relieve our existing professional staff of their outstanding loan balances and to commit them to continued service with the Health System, the Educational Loan Forgiveness Program provides \$1,500 for each year of committed service not to exceed \$5,000

I. Team Member Events

Background Information: Oversight of the Activities Committee is provided by Volunteer Services. Human Resources and the Team Member Activity Committee organize activities and celebrations for team members of the Health System throughout the year. The purpose of these activities is to build a sense of enthusiasm, team spirit, and commitment to the organization among participating team members. These events include, but are not limited to, Halloween contests, Easter Egg Hunt, Cookies with Santa and an annual waterpark event.

Cost: System Total \$ 239,100

4. PROFESSIONAL DEVELOPMENT

A. Team Member and Leadership Development

Background Information: Team Member and Leadership Development are critical for the Health System growth. It is imperative that team members and leaders have the knowledge, skills and abilities to function competently in their roles, and grow sufficiently to meet the demands of the future. To that end, the Human Resources & Organizational Development department develops the needed educational opportunities. The elements of the plan include but are not limited to education associated with clinical knowledge and skills, operational, process analysis and development, safety and security, computer applications, business and finance, support services, diversity, leadership and management development, and life skills. These educational opportunities ensure that team members are performing and growing to their maximum potential.

The leadership team participates in a coaching program to address individual needs. New managers also participate in a management orientation program. All team members have participated in an organizational development initiative that focused on core management skills development and recommitment to our mission, vision and values.

In 2012, the Health System opened a Center for Educational Development (CED) outfitted with high fidelity manikins used for clinical training. This state-of-the-art facility has become the main hub for providing clinical training to students, nurses, physicians, etc.

Recommendation: The Health System intends to continue developing and implementing partnerships with emergency responders, regional universities/colleges and government agencies for the use of the CED. Human Resources will redesign the Manager Orientation Program, develop a Customer Service Training Module for all team members, and develop a curriculum for ongoing leadership development courses.

Cost:	System Total	\$ 209,800
--------------	---------------------	-------------------

B. Diversity Training

Background Information: In today's healthcare industry, diversity training continues to assume greater importance and focus.

Recommendation: Continue to develop and implement diversity training for all team members.

5. REWARD AND RECOGNITION

Background Information: As employers continue to see a paradigm change in the characteristic of employees, it remains imperative that the Health System maintain a strong Reward and Recognition program in addition to other popular programs like Service Awards, National Hospital Week and holiday celebrations.

Recommendation: Revamp the Reward and Recognition program to create a new sense of excitement among team members.

6. NEW POSITIONS

Background: Included in the Business Plan for the 2019 fiscal year are certain new positions. Given the continued growth in operations, along with the greater degree of complexity associated with our operations, have created a greater demand for both patient care and support staff. Nonetheless, the process for requesting additional positions still requires that any new positions be

requested and approved throughout the fiscal year based on volume and need.

In addition to these costs, the following additional team members have been considered for budgeting purposes, and while estimates as to the timing of those additions have been made, the actual timing may vary. The estimated impact on the operating budget for the upcoming fiscal year of the new positions listed below is as follows:

Cost:	Salaries	\$ 2,242,400
	Benefits (26%)	<u>583,000</u>
	Total Cost	<u>\$ 2,825,400</u>

PROPOSED NEW BRUNSWICK CAMPUS POSITIONS

Department	Position	No of Positions	FTE Status	Total
Patient Care Services	Wound Care PICC Nurse	3	0.9	2.7
Imaging Services:				
Administration	Scheduler	1	0.9	0.9
Ultrasound	Ultrasound Technologist	1	0.4	0.4
Admissions	Registrar	2	0.5	1.0
Rehabilitation Services	Physical Therapist	2	0.9	1.8
Resource Management	Denials Supervisor	1	1.0	1.0
	Total	10		7.8

PROPOSED NEW COOPERATIVE HEALTHCARE SERVICES POSITIONS

Department	Position	No of Positions	FTE Status	Total
SGPA – Primary Care SSI	Medical Support Assistant	1	1.0	1.0
SGPA – Neurosciences	Physician	1	0.8	0.8
SGPA – Neurosciences	Medical Support Assistant	1	0.9	0.9
SGPA – Hospital Medicine	Physician	4	0.8	3.2
SGPA – Neurosurgery	Medical Support Assistant	1	1.0	1.0
SGPA – Neurosurgery	Medical Office Assistant	1	1.0	1.0
SGPA – Glynn Internal Medicine	Physician	1	0.8	0.8
SGPA – Glynn Internal Medicine	Licensed Practical Nurse	1	0.4	0.4
SGPA – Glynn General & Vascular Surgery	Licensed Practical Nurse	1	1.0	1.0
Endocrinology & Diabetes Care Center	Licensed Practical Nurse	1	0.5	0.5
Summit Sports Medicine	Physician	1	0.8	0.8
Summit Sports Medicine	Licensed Practical Nurse	1	0.8	0.8
Summit Sports Medicine	Medical Office Assistant	1	0.8	0.8
	Total	16		13.0

A summary of the various components of the wage and salary program in relation to the existing compensation costs of the Health System follows:

FISCAL YEAR 2018-2019 PROPOSED SALARY EXPENSE (dollars in thousands)

<u>Fiscal Year 2018-2019</u>	<u>Brunswick*</u>	<u>Camden</u>	<u>SCC-B</u>	<u>SCC-SM</u>	<u>CHSI</u>	<u>System</u>
Projected Salary Expense – 2018	\$ 76,064	\$ 15,776	\$ 6,666	\$ 2,773	\$ 60,274	\$ 161,553
Projected Salary Increases:						
General Salary Increases						
Balance of Dec. 2017 Increase	598	102	51	21	369	1,141
Impact of Future Increase	829	144	66	29	212	1,280
Market Wage Adjustments	780	136	62	27	199	1,204
Reduction in Overtime	(2,102)	(86)	(219)	5	(103)	(2,505)
New Positions:						
Contract Staff Conversions	2,469	24	302	78	-0-	2,873
Additions to Complement	551	-0-	-0-	-0-	1,691	2,242
Incentives and Mid-Year Additions						
Less Vacancies	<u>575</u>	<u>531</u>	<u>101</u>	<u>43</u>	<u>1,755</u>	<u>3,005</u>
TOTAL SALARY BUDGET	<u>\$ 79,764</u>	<u>\$ 16,627</u>	<u>\$ 7,029</u>	<u>\$ 2,976</u>	<u>\$ 64,397</u>	<u>\$ 170,793</u>

*Includes Foundation