



# Staff Vacancies-Racker's Experience

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# Racker At a Glance

- Total number of all staff: 778
  - Residential staff: 313
- Located largely in Tompkins, Tioga and Cortland counties
  - 33 locations, of which 26 are houses
- Oversight agencies include: OPWDD, OMH, OCFS, SED, DOH, Justice Center



# The Challenge-Recruiting and Keeping DSP Staff

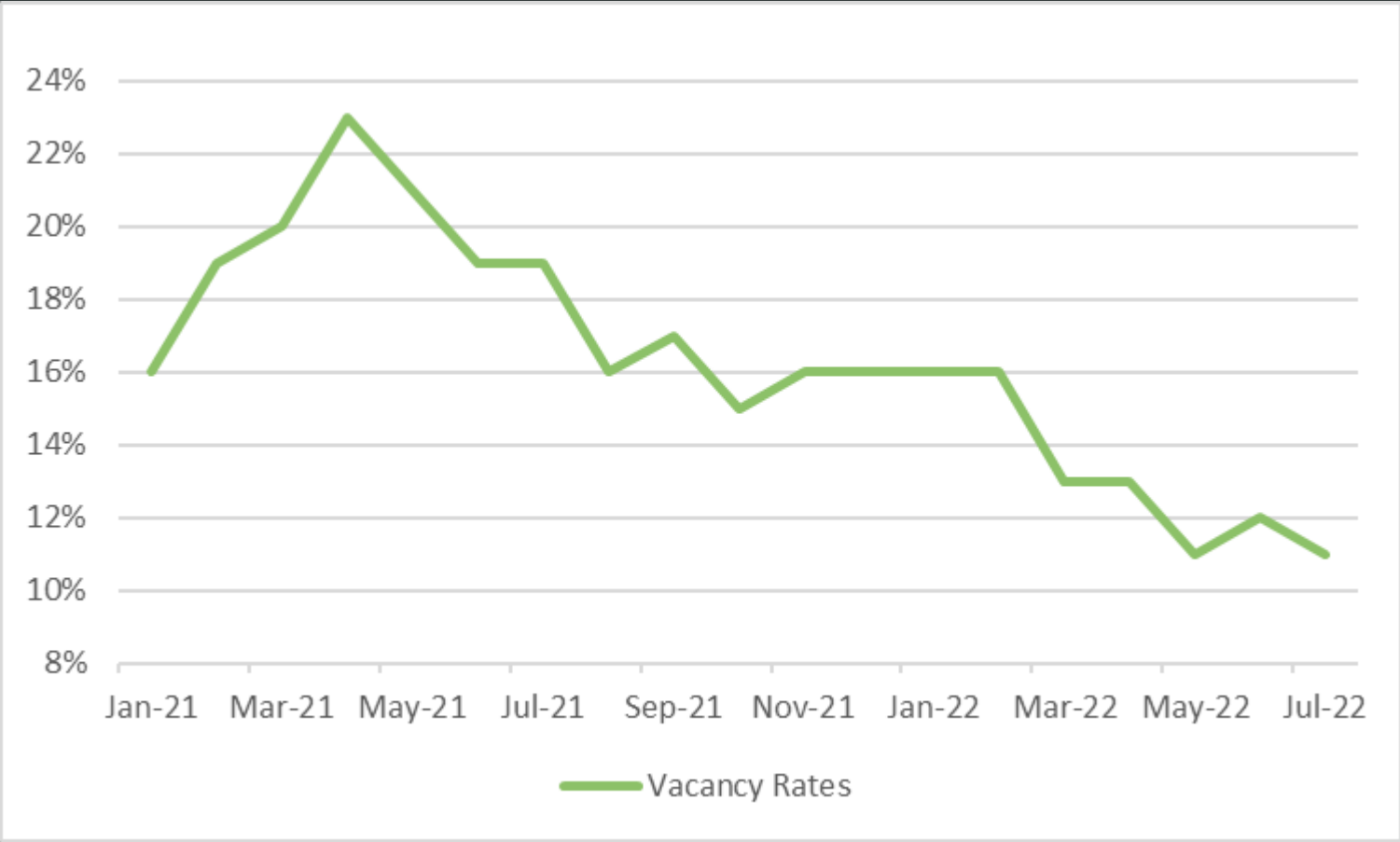
- A slow growing, long-standing problem grew exponentially in the pandemic
- DSP Vacancy rate January 2020: 16%
- March 2020: Beginning of pandemic, redeployed staff
- October 2020 through March 2021: very difficult to recruit
- Shrinking labor pool in NYS



*The Great Resignation, Unemployment Benefits, Stimulus Payments, Childcare Issues*

*And more.....*

# DSP Staffing Vacancy Rates-2021 to 2022



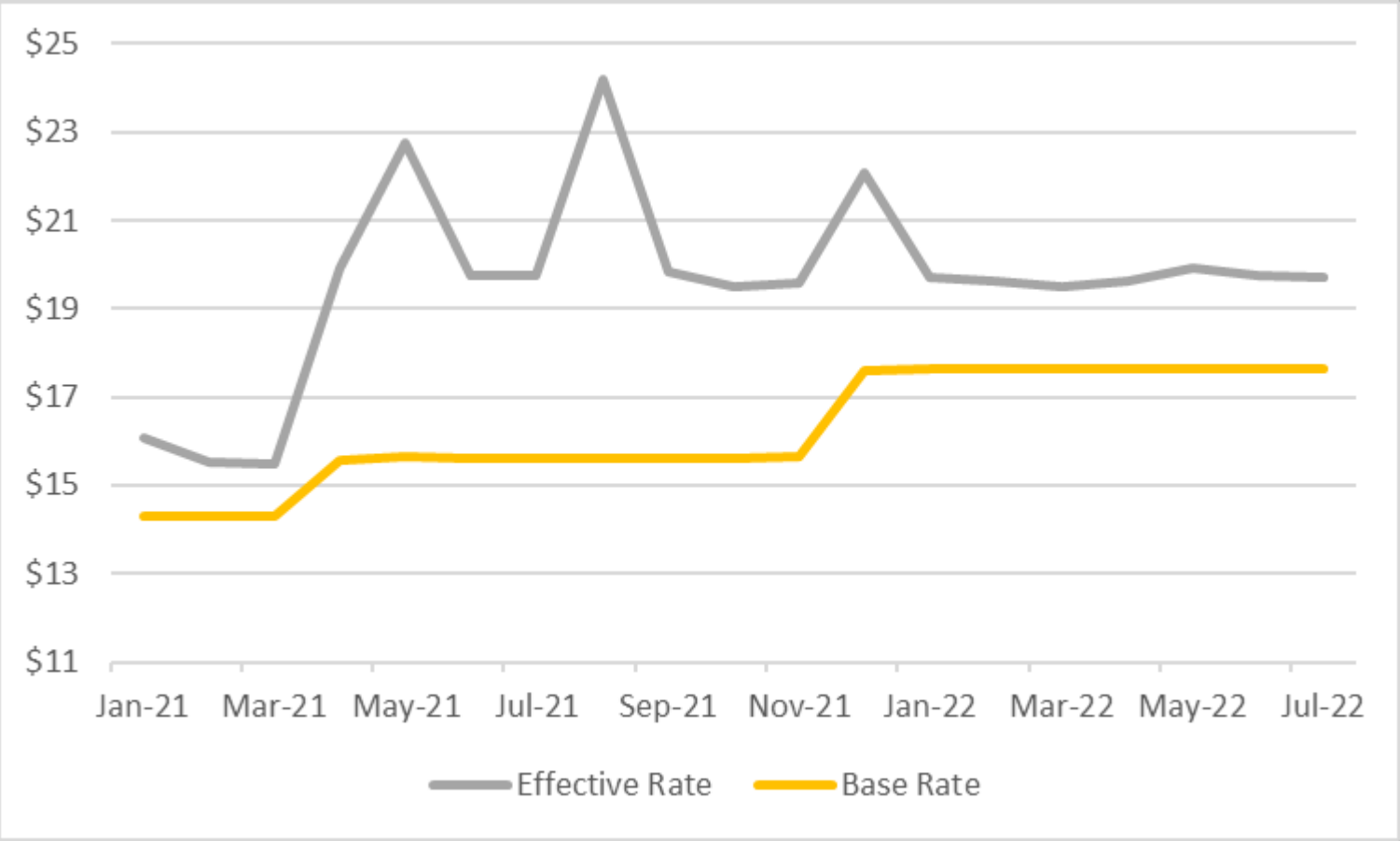
# Impact of Staff Vacancies

- Costs Racker 500K in Overtime
- Fewer opportunities for residents
- Burnout
- Vicious cycle of people leaving, more vacancies
- Increased possibility of incident
- Inconsistent staffing

## Timeline of Improvement

- **March 2021 Vacancy: 23%**
- Jan-April 2021: Expanded Incentive Programs (PTO buyouts, BAF, Quarantine Incentives)
- April 2021: 9% Permanent Increase to DSP rate
- May 2021: Temporary \$2.00/hr increase to DSP rate of pay using PPP loan through 12/31/21
- Expanded Recruiting Efforts – using PPP funding
- December 2021: Communication on eFmap bonuses
- December 2021-Jan 2022: Vaccination mandate communication
- January 2022: Permanent 12% overall increase to DSP rate of pay
- Jan-April 2022: Implemented Operational Changes
- **July 2022 Vacancy: 11%**
- August 2022: Communication related to HCW Bonuses
- Soon: Decision on 1/1/2023 DSP wage increases

# Base Rate vs Effective Rate Trend



## Other Financial Incentives

Incentive	Total Incentive Pay Jan 2021 to Jul 2022
Bring A Friend	52,725
eFmap Bonus	3,016,260
Pandemic Pay	130,063
Planned Leave Buyout	211,268
Prem Pay Prog - Temporary	1,330,644
Grand Total	4,740,960

# Challenges

- Differences by County
- Seasonal differences-the cycle throughout the year
- Compensation impact: May 2021, September 2021, March 2022
- Recruiting experience:
  - Marketing-far and wide
  - The process-applications, time to fill, the competition



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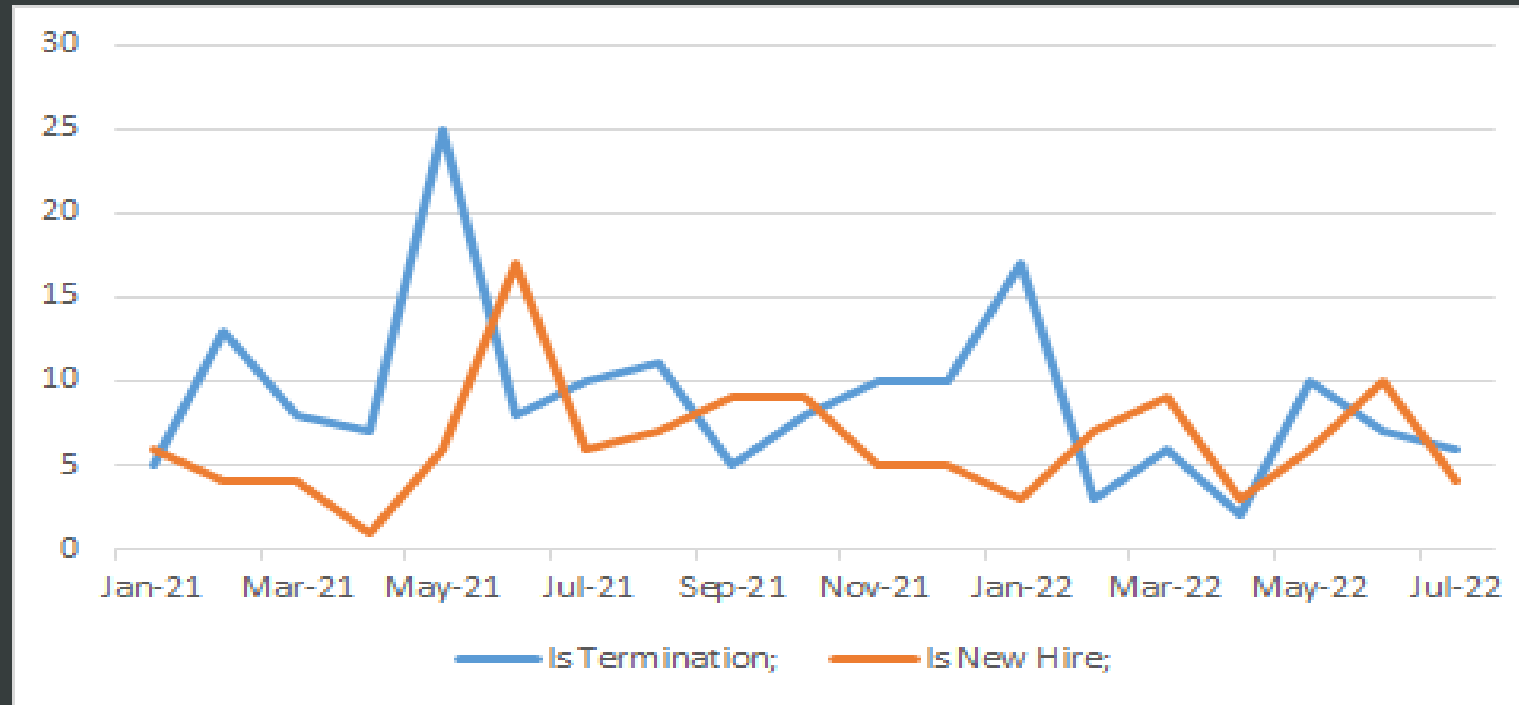
# Communication

- Got communication about efmmap bonuses out in December
- Proactive and Positive

# Operational Changes that Decreased Vacancies

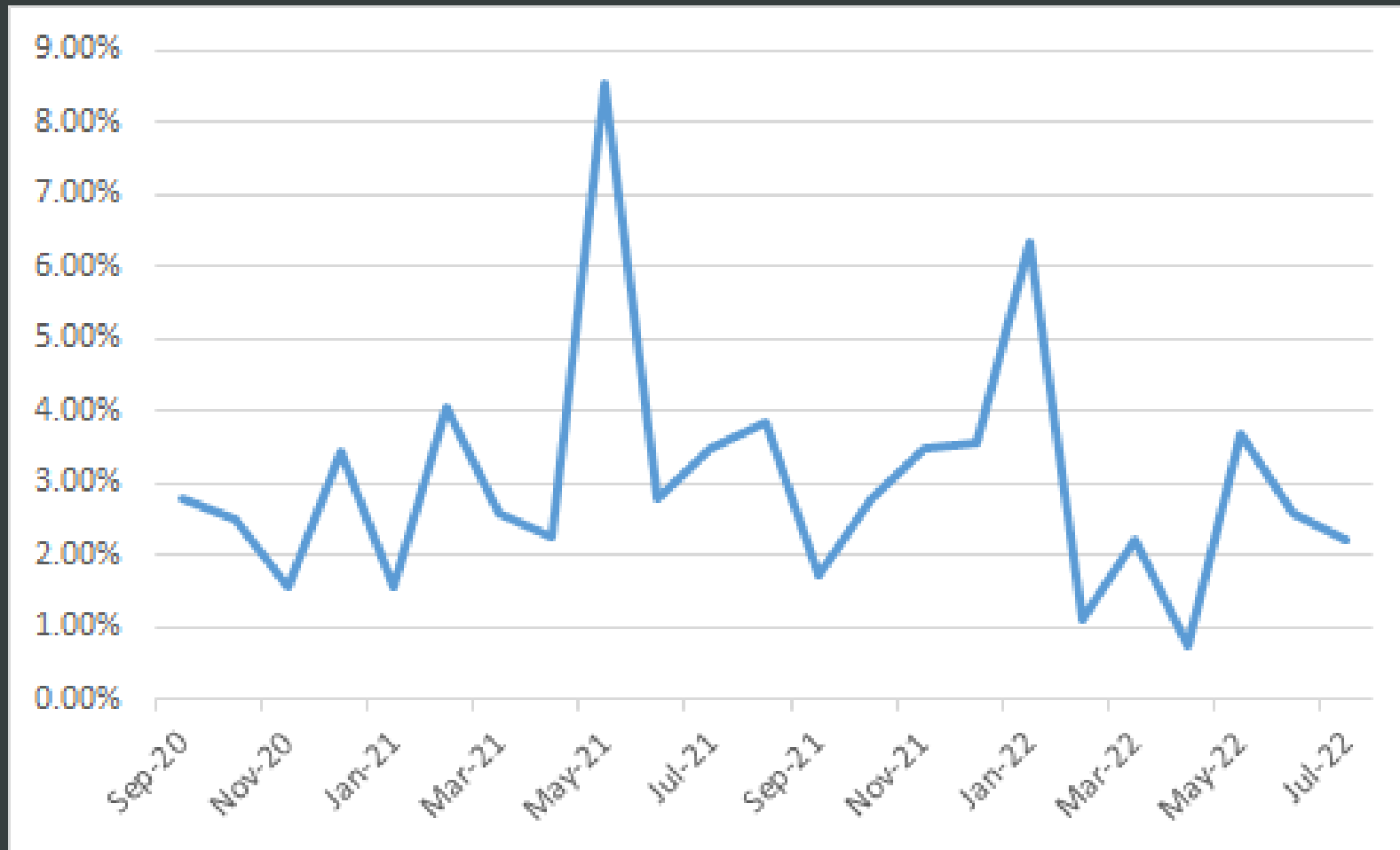
- Identifying ways to maximize staffing
- Reducing program size 142 to 136
- Evaluate physical spaces

# New Hires and Terms DSP Staff

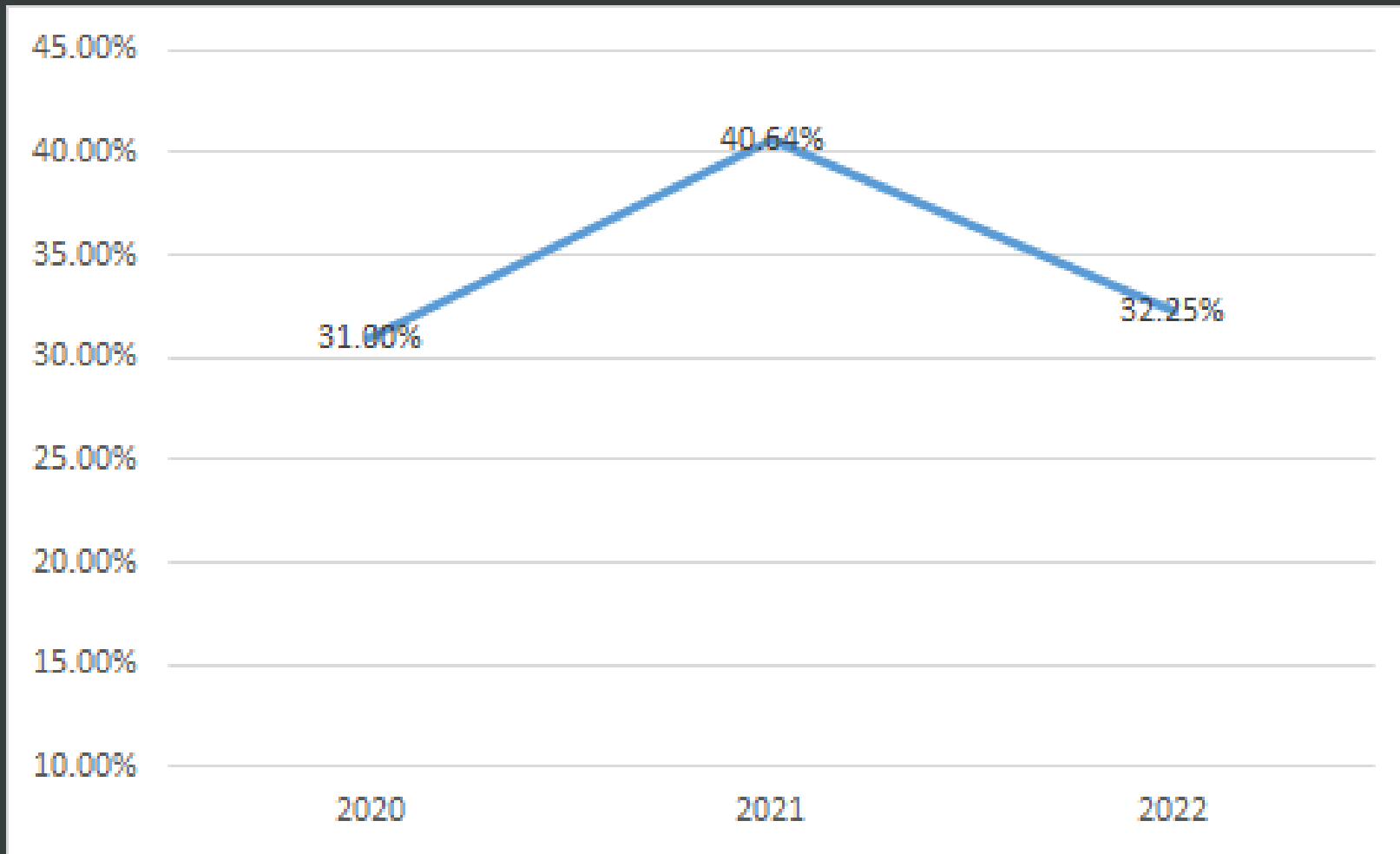


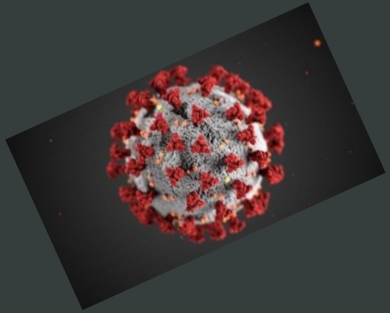
- Total Terms – 171
- Total New Hires – 121
- Net Loss - 50

# Turnover Trends - DSPS



# Turnover Trends - DSPS





# The Impact on Residential

The complexity of it all

# What's next?

- Increased staffing to provide more opportunities
- Compensation and compression across the agency
  - DSPs and FLS
  - Shift differentials, credentialing, benefits
- Staff development, leadership development
- The cost of inflation v COLAs
- September 2022-the "final" bonus payment
- HCW Bonuses

# Questions and Thank you!

