

AVERAGE DAILY RESIDENT POPULATION IN SEPTEMBER OF PAST YEARS

	<u>Sept. 1964</u>	<u>Sept. 1965</u>	<u>Change</u>	<u>Sept. 1966</u>	<u>Change 65/66</u>	<u>Change From '64 to '66</u>
B	1084	1282	+198 (18%)	1304	+ 22 (2%)	220 +(20%)
C*	1802	1636	-166 (9%)	1512	-124 (8%)	-290 -(16%)
F	2738	2680	- 58 (2%)	2582	- 98 (4%)	-156 -(6%)

\*Lake Owasso not included

AAMD PATIENT CARE STAFFING STANDARDS FOR SEPTEMBER 1964 AND 1966

	<u>1964 Study: Number of Patients In Buildings Surveyed On September 10, 1964</u>	<u>Total Patient Care Staff Needed For That Number According To The AAMD '64</u>	<u>Rough Percent Of Staff To Patients On AAMD Standards</u>		<u>Sept. 1966 Ave. Daily Resident Population</u>	<u>Estimated P.C. Staff Needed To Meet AAMD '66</u>
B	1067	490	46%	X	1304	= 600
C	1627*	821	50%	X	1512	= 756
F	2554**	1063	42%	X	2582	= 1084

\*Due to the atypical scope of their operations, the Treatment Unit, the Infirmary, and the wards in the Administration Building at Cambridge were not included in the 1964 study of Staffing In Minnesota Institutions For The Mentally Retarded. Lake Owasso not included in any of these figures.

\*\*Persons residing in the Hospital at Faribault were not included due to its atypical operation; nor were Glen, Haven, Huron, Lynd, and Linden, which were either closed, being vacated, or not yet in use at the time of the study.

NUMBERS OF PATIENT CARE AND TOTAL STAFF AT THE STATE INSTITUTIONS

	<u>1963-65 Patient Care*Staff</u>	<u>1963-65 Total Personnel</u>	<u>1965-67 Patient Care Staff</u>	<u>1965-67 Total Personnel</u>	<u>1967-69 New P.C. Staff Requested</u>	<u>1967-69 Total Staff Requested</u>	<u>Total P.C. Staff If Request OK'd</u>
B	177	330	288	461	124	199	412
C & LO	330	608	380	698	107	210	487
F	439	766	623	971	168	321	791

\*Patient Care Staff includes Psychiatric Technicians, Registered Nurses, Hospital Aides, and Special Schools Counselors, all of Whom provide full-time, around-the-clock care to residents at the state institutions.

# **INSTITUTIONAL REQUESTS IN RECENT YEARS\* (Inc. All Personnel)**

		<u>1959</u>	<u>1961</u>	<u>1963</u>	<u>1965</u>	<u>1967</u>	
Brainerd	Inst. Req.	125.25	132	256.25	282.25*	199	
	Gov. Rec.	91.50	84	115.75	199*		
	Leg. All.	70	81	100.25	131		
Cambridge	Inst. Req.	47	68	201.50	209	210	
	Gov. Rec.	10	16	50	152		
	Leg. All.	-11	13	12	90		
Faribault	Inst. Req.	70	175	211	312	321	
	Gov. Rec.	30	57	75	222		
	Leg. All.	29	21	48	205		
Total						730	
						<u>19</u>	Owatonna
Grand Total						749	

The figures for Cambridge also include Lake Owasso.  
 \*Includes fifty-four (54) positions to staff new facilities.  
 \*\*Includes thirty-nine (39) positions to staff new facilities.

## **PATIENT CARE PERSONNEL FIGURES AND THE AAMD STANDARDS (Psy. Tech.'s, Etc.)**

	<u>1963-65</u>	<u>1965-67</u>			<u>1967-69</u>		
	Patient Care Staff	Staff Requested	Staff Allowed	Patient Care Staff	Staff Req.	Total If Req. OK'd	AAMD* STANDARD (1964)
Brainerd	177	196	111	288	124	412	490
Cambridge	330	112	50	380	107	487	825
Faribault	439	232	184	623	168	791	1,065

\*These figures were calculated as part of the 1964 Staffing Study by the Minnesota Association for Retarded Children entitled "Staffing in Minnesota Institutions for the Mentally Retarded."

1963-65 Approved Complement, New Positions Requested  
Governor's Recommendation and Legislative Allowance  
1965-67 Biennium (Years 1965-66 & 1966-67)

	1963-65 Approved Complement	Institution Request	Governor's Recommendations	Positions Allowed	Approved Complement	
					1965-66	1966-67
<u>Mental Hospitals</u>						
Anoka State Hospital	428.83	135	65	(3)	425.83	425.83
Hastings State Hospital	271	82	24	1	272	272
Willmar State Hospital	342	44	13	3	345	345
Fergus Falls State Hospital	481.08	20	6	6	487.08	487.08
Rochester State Hospital	453	20	6	0	453	453
St. Peter State Hospital	548.50)	16	6	2	550.50	550.50
Minnesota Security Hospital	73.50)	23	5	0	73.50	73.50
Moose Lake State Hospital	296.42	61	18	11	307.42	307.42
Sub-total	2894.33	401	143	20	2914.33	2914.33
<u>Mentally Deficient</u>						
Faribault State School & Hospital	766	312	222	205	971	971
Cambridge State School & Hospital	564	200	152	90	654	654
Cambridge Lake Owasso	44	9	0	0	44	44
Owatonna State School	148	30	5	(5)	143	143
Shakopee Home for Children	10.16	0	0	0	10.16	10.16
Brainerd State School & Hospital	330.25	282.25	199	131	461.25	461.25
Sub-total	1862.41	833.25	578	421	2283.41	2283.41
<u>Special Schools</u>						
Braille & Sight Saving School	65.50	12.50	2	0	65.50	65.50
School for the Deaf	127.50	26	10	10	137.50	137.50
Sub-total	193.	38.50	12	10	203.	203.
<u>Special Hospitals</u>						
Gillette State Hospital	264.16	18	1	0	264.16	264.16
Ah-Gwah-Ching Nursing Home	253	18	16	16	253	269
Glen Lake State Sanatorium	305	45	0	0	305	305
Minnesota Res. Treatment Center	75	34.50	5	0	75	75
Sub-total	897.16	115.50	22	16	897.16	913.16
Grand Total	5846.90	1388.25	755	467	6297.90	6313.90

# BRAINERD S.S. & H. STAFF REQUESTS FOR 1967-69

106	Psychiatric Technician I
7	Psychiatric Technician II
1	Cosmetic Therapist
8	Registered Nurse II
3	Registered Nurse III
12	Service Workers
1	Clerk I
1/2	Clerk Steno II
1	Dictaphone Operator II
5	Laundry Workers
1	Custodial Worker I
1	Seamstress
2	Custodial Worker I
1	Account Clerk
2	Janitors
3	Custodial Worker I
2	Cook II
1	Baker I
1/2	Meat Processor
8	Food Service Supervisor (3 Full time, 15 - 1/3 time)
2	Custodial Worker I
1	Welder
1	Stationery Engineer
1	Physician
1	Dental Hygienist
2	Patient Activities Assistant I
1	Physical Therapist I
2	Psychologist II
11	Patient Activities Assistant II
1	Industrial Therapist I
2	Patient Activities Leader II
4	Special Teachers
1	Occupational Therapist II
2	Hospital Social Workers
1/2	Junior Chaplain
1	Hospital Services Assistant
199 1/2	New Positions

**CAMBRIDGE S.S. & H. REQUEST FOR 1967-69**

56	Psychiatric Technicians
26	Hospital Aides
4	Registered Nurse III
37	Custodial Worker I
1	Dietitian I
23	Food Service Supervisors
1	Electrician
1	Carpenter
1	Plumber
1	Painter Foreman
1	Painter
1	Cabinet Maker
1	Plant Maint. Engineer
1	Groundsman II
1	Laborer II
3	Clerk Typist II
5	Hospital Social Workers
3	Psychologist II
1	Medical Records Librarian
3	Physicians
3	Special Teachers, BS & Sp. Cort.
1	Physical Therapist II
1	Occupational Therapist I
3	Patient Activities Assistant I
1	Volunteer Services Coordinator I
10	Special Schools Counselor I
10	Registered Nurse II
3	Nurse Instructor, Psych.
1	Nursing Education Supervisor
1	Registered Nurse IV
<u>5</u>	Laundry Worker
210	New Positions

**FARIBAUT S.S. & H. STAFF REQUESTS FOR 1967-69**

168	Psychiatric Technician I
88	Custodial Worker I
11	Laundry Worker
1	Special Teacher
1	Chaplain
1	Nutritionist II
1	Dietitian I
1	Nutritionist I
1	Cook III
5	Cook II
1	Baker
21	Food Service Supervisor
1	Rehab. Therapies Director
1	Industrial Therapist I
7	Occupational Therapist I
1	Patient Activities Leader I
1	Clerk Steno II
1	Hospital Social Worker
<u>9</u>	Social Worker I
321	New Positions

## THE STAFFING SITUATION

Some conclusions reached after an interview with Mr. Herb Gardner.

The number of vacancies at each of the institutions changes day by day. It is very difficult to interpret these vacancies. For example, what is the normal rate of vacancies? How do you describe how the positions allowed by the last legislature have been filled when so many of those positions have been substituted elsewhere? In some cases these substitutions have probably been made because the jobs to which the positions were substituted were easier to fill than the original positions allocated. In other cases P.T. I positions were substituted to other categories in order to relieve Psychiatric Technicians of excessive burdens and responsibilities such as custodial work, sorting linens, food service, and so forth. In many of these situations filling the substituted positions such as Custodial Worker I, Food Service Supervisor, and Special School Counselor, is considered to be as important as filling the original P.T. I positions that they were substituted from in the first place. At any rate, it is impossible to tell which of the positions substituted elsewhere were really needed elsewhere and which were substituted just for the sake of filling up the complement because there were not any people available to hire as P.T. I's.

Mr. Gardner feels that the best way of showing the need for still more positions and higher salaries is to cite the turnover and resignation rates at the institutions. One should also cite the very tight employment situation and the lack of unemployed persons both professional and non-professional. The actual number of allocated positions filled and vacant fluctuates a great deal, and the institutions attempt to fill as many positions as possible and absorb as many vacancies as they can without regard to the classification for which those positions were originally intended. In fact, Mr. Gardner feels that the present "complement" should be done away with and each institution should be given a certain amount of money to do with as they please. This is in effect what most of them are doing now. There are practically no requirements that must be met before one can substitute one position for another. Substitutions are requested and granted with great frequency. All the institution has to show is that they can make up the difference in salaries, either from salary savings already available due to vacancies and retirements, or due to anticipated vacancies and salary savings.

There are two types of substitution: permanent and temporary. For example, the Hospital Aides hired this summer at several institutions were temporary substitutions, usually from P.T. I positions. Permanent substitutions can be left on the books at the close of the biennium and new positions requested to fill the gap from which the substitutions were taken. Or the institution can reinstate all the substituted positions and request enough personnel to fill all the jobs that were filled previously through natural and substituted positions.

Mr. Gardner said that professional positions and nursing positions are harder to fill than P.T. I positions. Good Nurse Instructors are particularly hard to obtain. He feels that Minn ARC makes a big mistake in stressing the need for P.T. I positions. There is a desperate shortage of well-qualified Nurses who are good teachers—Nurse Instructors. Also, more R.N.'s are needed to give adequate supervision to the P.T. I and II's, who do not have any professional training in the care of patients. Many P.T. I's resign or separate because there is inadequate supervision. At any rate, Mr. Gardner feels that the addition of more Nurses would cut the high turnover rates among non-professional personnel.

# INSTITUTIONAL STAFF TURNOVER RATES IN (Separation Rates) RECENT YEARS

## Psychiatric Technicians

	<u>1963</u>	<u>1964</u>	<u>1965</u>	<u>1966</u>
Brainerd	18.7	21.7	20.8	42.4
Cambridge	22.9	27.7	28.0	38.7
Faribault	12.8	13.3	14.2	34.0
AVE. MR	17.9	20.4	20.5	-
AVE. MI	15.9	13.8	13.0	-

## Nurses

	<u>1963</u>	<u>1964</u>	<u>1965</u>	
Brainerd	22.2	42.9	50.0	-
Cambridge	18.0	9.1	13.5	-
Faribault	32.0	14.3	17.1	-
AVE MR	24.6	30.0	19.2	-
AVE MI	30.7	26.0	18.1	-

There are a number of reasons for these separations: Resignation, Retirement, Dismissal, Layoff, Termination of Provisional Appointment, Death, Transfer Out, Termination of Trainee, and Other. Resignation is the most common cause of separation as can be seen from this abbreviated table:

## SEPARATIONS FISCAL YEAR 1965

	<u>Resignation</u>	<u>Other Causes</u>	<u>Total</u>
Brainerd	59	10	69
Cambridge	108	75	183
Faribault	72	58	130
MR	261	169	430
MI	401	150	551

10/18/66

# **BRainerd STATE SCHOOL AND HOSPITAL**

## **STATISTICS ON PATIENT CARE PERSONNEL AS OF NOVEMBER 3, 1966**

	<u>Psy. Tech. I</u>	<u>Psy. Tech. II</u>	<u>Hosp. Aide</u>	<u>Nurses</u>	<u>Total P.C.</u>
Authorized Number	266	21	0	22	309
Substituted Elsewhere	-73	0	0	-4	-77
Remaining Positions	193	28*	34**	18	273
Filled	180	28	23	13	244
Vacant	13	0	11	5	29

\*Gained 7 positions by substitution from P.T. I.

\*\*All the hospital aide positions are temporary positions gained by substitution from P.T. I.

Comments: As you can see, Brainerd has a total of 29 vacancies in the patient care classifications. However, in order to get the long-range view one must also add the 23 filled Hospital Aide positions to that number, because Hospital Aides are temporary positions. People are hired as Hospital Aides and retained on the payroll as such until a new class for Psychiatric Technicians can be started, at which time they are rehired as P.T. I Trainees. Thus, with regard to filling the permanent patient care positions, Brainerd must be said to have a total of fifty-two (52) vacancies.

Brainerd plans to start three classes for Psychiatric Technicians between now and next July. They will start one class in December of this year, 1966 and another in February of 1967. All of the people currently working as Hospital Aides will be absorbed into these new classes to become P.T. Trainees, and Brainerd will recruit new people to fill the remaining openings that exist in the P.T. I and Nursing classifications. Provided they do not have any large numbers of resignations in the future, Brainerd expects to have all 54 of the vacancies in permanent positions filled by July 1, 1967.

In terms of the numbers of employees involved, the number of separations per year, and the magnitude of vacancies which exist, the position of Technician is far out in front of all the others. Brainerd, for example, has been allowed 266 P.T. I positions; yet if we add the number of these vacant to the number which have been substituted elsewhere, for a total of 86, we find that 86 out of 266, or 32% of these positions are not being used for what they were intended. In order to prevent this situation during the next biennium we must support the new pay plan requested by the institutions. At present the pay range for P.T. I and II are \$292-385 and \$329-\$416 respectively. For the next biennium the institutions are requesting a combined ten-step salary scale for all Psychiatric Technicians ranging from \$356 to \$506. This amounts to a 22% raise for beginning Technicians and a 21.6% improvement in the highest salary now available to P.T. II's!!

## AUTHORIZED, FILLED, AND VACANT POSITIONS AT CAMBRIDGE

Starting in 1963 Cambridge set out to obtain roughly 600 new positions over a period of three bieniums. Thus they requested 201 positions in 1963, 209 positions in 1965, and are requesting 210 new positions this time. They have only been allowed 102 of the 410 positions requested so far, meaning that they are already lagging by 308. This year Cambridge is requesting 210 new positions, just as in previous years they requested approximately one third of the total new positions needed at the institution. However, even if Cambridge is granted all of the positions they are requesting this year, they would still be 288 short of the original 600 positions they felt they needed. In other words, Cambridge has been allowed only 25 per cent of their request the last two bieniums, and even if this year's request is granted in full, they will have obtained only about 50 per cent of what they felt they needed back in 1963.

During the 1963-65 bienium Cambridge was authorized a complement of 608 personnel. The 1965 Legislature allowed 90 new positions, including 10 laundry workers transferred from Anoka State Hospital. This increased the personnel complement at Cambridge to a total of 698 authorized positions for 1965-67.

The 90 new positions are listed below:

Custodial Worker I	25
Laundry Worker	10 (from Anoka)
Psychiatric Tech. I	45
Registered Nurse II	5
Plant Maint. Engineer	1
Rehab. Counselor I	1
Occupational Therapist II	1
Patient Activity Leader II	1
Physical Therapist II	1
	<u>90</u>

This year Cambridge urges that their request for 210 new positions be granted and also that the salaries in all civil service classifications be raised 8 per cent. They feel they must have this increase in order to recruit and retain personnel. They feel that such an increase will stabilize the turnover problem among patient care personnel. But they must also have the 210 new positions requested.

# DIRECT PATIENT CARE PERSONNEL DATA AS OF OCTOBER 3, 1966

	Psy. Tech. I	Psy. Tech. II	R.N. Positions
Authorized Number	323	50	27
Substituted Elsewhere	-73		-1
Remaining Positions	<u>250</u>	<u>50</u>	<u>26</u>
Filled	-242	-44	-24
Vacant	<u>8</u>	<u>6</u>	<u>2</u>

## COMMENTS ON FILLING OF ALLOCATED POSITIONS

Out of the one hundred and four (104) P.T. I Trainees that Cambridge hired between the summer of 1965 and this past summer, thirty-eight (38) had separated prior to August 1966, for a turnover rate of thirty-six per cent (36%). At the recent conference on staffing Mr. Gardner cited these figures on staff turnover at Cambridge:

<u>1963</u>	<u>1964</u>	<u>1965</u>	<u>1966</u>	
22.9%	27.7%	28.0%	38.7%	(Rates for P.T. I & II)
18.0%	9.1%	13.5%	N/A	(Rates for Nurses)

The number of vacancies listed above for October were pretty much the same as those for July and August this past summer. Each month the institutions list the number of vacancies within each category for those positions that remain after all the various substitutions have been made. Should their substitutions also be listed as vacancies? For example, Cambridge is allocated 323 P.T. I's for the current bienium, but seventy-three (73) of those were substituted elsewhere, and eight (8) are vacant, leaving eighty-one (81) unfilled places for Psychiatric Technicians. This amounts to 25% of their total complement of P.T. I's. A few of these positions were substituted to P.T. II or to Hospital Aide positions, but most of them were substituted to positions that do not involve direct care of residents. For example, twenty-one were substituted to Special School Counselors, nineteen to custodial worker, three to Clerk I, three to Hospital Service Assistant, and so on. All of these positions are easier to fill and easier to keep filled. On the other hand, filling such positions out of the allocated number of P.T.'s does relieve the latter from such things as cleaning chores, and it leaves the remaining Technicians more time for direct care. Perhaps some P.T. I's are retained because these burdens have been lifted, but it would seem that these steps are draining the numbers of persons who have direct contact with the residents at each of the institutions.

## COMMENTS ON THE STAFFING SITUATION AT FARIBAUT

As of October, 1966 Faribault was authorized a total of 921 positions, with 50 more to be phased in January 1, 1967 to make a total number for the current biennium of 971. Out of the 921 positions available on October 5 there were 112 vacancies. Thus roughly one out of nine positions were vacant. On the face of it, it would appear that roughly one-half of these vacancies (67 out of 112) are in Patient Care classifications. But that does not tell the whole story, especially with regard to Psychiatric Technician vacancies.

In August, for example, Faribault was working with a total authorized number of 433 Psych. Tech. I positions. At that time 106 of those positions were substituted to other classifications, leaving a remainder of 327 P.T. I positions on their books. Since they had exactly 314 people working as Psych. Tech. I's at that time, they listed only 13 vacancies for P.T. I. Of the 106 P.T. positions substituted to other categories, more than half (70) had been substituted to Hospital Aide, 17 to various nursing positions, the remainder to maintenance-type positions, and there were 9 vacancies within the 106 substituted positions. Thus out of the 433 P.T. I positions originally available, there were actually 13 plus 9, or a total of 22 vacancies. In addition to that, most of the Hospital Aide positions filled were strictly temporary jobs for students during the summer. At the end of the summer most of these positions became vacant and were substituted back into the P.T. I classification to be filled later on. It is encouraging, however, that most of the positions substituted from P.T. I (87 out of 106) were used to hire other patient care personnel, such as Hospital Aides and Practical Nurses.

When we turn to October we find that Faribault now lists 43 Psych. Tech. I vacancies. It should be noted, however, that all 15 of the Hospital Aide positions listed as vacant were substituted from P.T. I positions, as well as 13 of the Custodial Worker I vacancies, and 10 of the Food Service Supervisor vacancies. Thus 38 of these vacancies were originally P.T. I positions, and if we added these to the 43 P.T. I vacancies that Faribault does list, we would come out with a total of 81 P.T. I vacancies instead of merely 43. It readily becomes apparent that the great majority of vacancies occur within the P.T. I classification. Of all the positions allocated by the legislature, the P.T. I positions are the most difficult to fill.

But the problem is not really filling these positions, but retaining the persons who have been recruited to fill them. From last summer (July) to this summer (June) Faribault hired 199 new P.T. I's. But they lost 174, for a net gain of only 25. Faribault attributes its failure to retain patient care employees to a serious salary deficiency. The new Psych Tech's work until they find a higher paying job and then quit. Many people are taking these positions as "stopgap" employment. Thus at Faribault the problem is not one of being unable to fill the allocated positions, but one of being unable to offer Psychiatric Technicians an attractive salary.

11/17/66

FARIBAULT STATE SCHOOL AND HOSPITAL

VACANCIES AS OF OCTOBER 5, 1966

1. 43 Psychiatric Technician I
2. 2 Psychiatric Technician II
3. 1 Registered Nurse I I I
4. 1 Registered Nurse I I
5. 3 Licensed Practical Nurse II
6. 2 Licensed Practical Nurse I
7. 1 Medical Technologist I
8. 15 Hospital Aides
9. 15 Custodial Worker I
10. 13 Food Service Supervisor
11. 3 Cook II
12. 1 Clerk II
13. 1 Clerk Typist I
14. 1 Clerk Steno I
15. 1 Farmer I
16. 1 Sheet Metal Worker
17. 1 Laundry Manager I
18. 1 Staff Physician
19. 1 Rehabilitation Therapies Director
20. 1 Social Worker I
21. 1 Dietitian I
22. 3 Special Teachers

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Total 112

Sluffing 2283 MR

" all ~~with~~ 6314

or  $\frac{1}{3}$  " stuff for 4590 " father -

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P. R. Montiel Merino -

Dec 13th

