

**REQUEST FOR PROPOSAL (RFP)**  
**FOR**  
**ORGANIZATION-WIDE CLASSIFICATION/COMPENSATION STUDY**

**Proposals must be submitted  
no later than 4:30 PM, March 22, 2024 to:**

**Jason Hake  
Managing Director of Finance/Administration  
2400 Marshall Street, Suite A  
Wausau, WI 54403**

LATE PROPOSALS WILL BE REJECTED  
There will not be a public opening for this Proposal

For further information regarding this  
RFP contact Jason Hake at 715-848-4406  
Email: [jhake@norcen.org](mailto:jhake@norcen.org)

Issued: 2/12/24



## 1. RESPONDENT ADMONISHMENT

Respondents are reminded that it is their responsibility to:

- Carefully read all the content of this entire document and address all requirements and follow all procedures of this Request for Proposal (RFP).
- Ask for clarification before final due date of questions.
- Immediately inform North Central Health Care (NCHC) of any problems with this Solicitation.
- Be complete in response.
- Submit all responses by the required dates and times.

## 2. INTRODUCTION

NCHC is soliciting proposals from qualified firms for a comprehensive assessment and analysis of its compensation plan for non-represented employees. The study should investigate the current compensation plan and provide recommendations for updating areas the study finds to be lacking and/or providing a new classification/compensation plan if and where necessary.

The objective of the study is to ensure a compensation plan that:

- Attracts a qualified workforce and retains motivated employees
- Enables NCHC to maintain a competitive position with other comparable municipalities, health care & skilled nursing facilities, and private companies within the same geographic area
- Ensures internal equity among employees across all departments
- Complies with applicable laws, regulations, and procedures
- Establishes easily maintained practices and policies to continue to meet the aforementioned objectives in future years

All sealed proposals must be received at North Central Health Care Human Resources Department 2400 Marshall Street, Suite A, Wausau, WI 54403 no later than 4:30 P.M. on Friday, March 22, 2024. Proposals received after that date and time will not be accepted. Actual receipt is required to meet the submission deadline; deposit in the mail is insufficient.

It is anticipated that the contract for this study will be awarded as soon as April 15, 2024, with the goal of implementation on January 1, 2025.

February 12, 2024	RFP Publish/Posted
February 26, 2024	RFP Questions from Potential Vendors Due to North Central Health Care Human Resources Department
March 4, 2024	Answers to RFP Questions Posted to North Central Health Care Website
March 22, 2024	RFP Submission Due to North Central Health Care Human Resources Department
March 25-29, 2024 (estimated)	Selection Committee RFP Review

April 1, 2024 (estimated)	Notify selected vendors of interview date/time and Notify vendors not selected for interviews
April 8-12, 2024 (estimated)	Vendor Interviews
April 15, 2024 (estimated)	Notify selected vendor of contract award

### 3. BACKGROUND

NCHC's roots can be traced back to 1893 with the opening of the Marathon County Asylum for the Insane. Despite the stigma that term carries in some circles, this was a center built to feel like home and provide people with the compassionate care they needed. In 1910, the Marathon County Home and Hospital began providing care for people specifically to treat tuberculosis. In 1916, Rib View Sanitarium began providing the first forms of nursing home care for the community. The organization that would go on to create NCHC played a prominent role in the creation of all of these institutions.

NCHC was formed in 1972 as a partnership between Marathon, Lincoln, and Langlade Counties. This marked the first formation of a multi-county system of care. Our organization has surpassed 50 years of providing care and services and we continually evolve to meet the needs of a constantly changing and diverse community.

NCHC employs approximately 735 FTE employees in 27 unique departments. A compensation study was last completed in 2020. We currently have 93 unique pay grades and 10 unique step scales, along with 190 different job titles. A copy of our current pay structure can be found in Exhibit A.

### 4. SCOPE OF SERVICES

NCHC seeks a comprehensive assessment and analysis of the organizations compensation plan. The proposal must include a projected plan and proposed timeline (including anticipated start date, progress reviews and anticipated completion date) to accomplish the following objectives:

- A. Conduct project information sessions for staff to explain the scope of the project, methods used, and employee role.
- B. Review position responsibilities for all NCHC Staff
- C. Conduct a market-based review and analysis of NCHC's current compensation structure to assess the competitiveness of the compensation and benefits offered as compared to public and private employers in local and region markets and benchmarked to the geographic labor market with which we compete. Identify strategies and incentive pay for hard to recruit positions (i.e., rural areas)
- D. Review existing compensation and classification structure and policies (i.e., method of determining classification and salary ranges) to determine what policy revisions are suggested, necessary, or required.
- E. Make recommendations for resolving differences between internal worth for positions and market data for the same job.

- F. Review the current process for internal maintenance of the classification and compensation system, making recommendations as appropriate to ensure the structure remains current, equitable, up to date moving forward, and consistent with all legal requirements under applicable Wisconsin law.
- G. Review all subject positions and properly classify those positions in accordance with the Fair Labor Standards Act (FLSA) provisions relative to exempt and non-exempt status.
- H. Present progress reports and/or issues to the Human Resources Department and the Compensation Committee on a regular basis and at critical point in the study.
- I. Present the final results of the study to the Compensation Committee and Executive Committee summarizing the information gathering process, findings, and the estimated cost of wage recommendations and an implementation plan.

5. EVALUATION OF PROPOSAL

The proposals will be scored using the following criteria:

<b>Description</b>	<b>Points</b>
Organization Capabilities	200
Staff Qualifications	150
Proposer Solutions	450
Cost Proposal	200
<b>Total</b>	<b>1000</b>

NCHC will conduct a comprehensive, fair and impartial evaluation of the proposals received in response to the Request for Proposal. All proposals received from firms will be reviewed and evaluated by a committee of qualified personnel. The evaluation committee will first screen all proposals submitted, according to the minimum qualifications. Each responsive proposal will then be evaluated and selection will be made on the basis of the criteria listed below:

- A. Organization Capabilities (200 Points)  
Describe the organization/company’s experiences and capabilities providing similar services to those required. Be specific and detail no more than three projects/contracts conducted, particularly with government, health care and skilled nursing facilities, in the State of Wisconsin, description of work, dates, locations, challenges and results.
- B. Staff Qualifications (150 Points)  
Identify key staff your organization/company will assign to fulfill the contract requirements. Detail who would be contract manager(s), etc. Provide a synopsis describing the educational and work experience, specifically experience for conducting studies for a public entity, health care and skilled nursing facility in the State of Wisconsin, for each of the key staff who would be assigned to the project/program.

C. Proposer Solutions (450 points total)

(300 points) Describe the more specific philosophy of the consultant and provide a recommendation on the following areas:

- A. Review of salary only or total compensation including benefits;
  - B. Method of identifying comparable and if comparable would vary depending department position, or pay grade;
  - C. Methodology to be used in benchmarking and determining salary ranges;
  - D. A step only salary plan or a pay for performance salary plan and the criteria for an organization similar to NCHC needs to be successful for such a plan;
  - E. Information about the job evaluation system to be used and example of questionnaires which could be used to collect data;
    - a. Best way to connect needed data (employee interviews, completion of forms, interviews with supervisors, etc.)
    - b. Include methods to check and verify data;
    - c. Describe role of supervisors and employees.
2. (50 points) Provide an estimated timeframe and detailed schedule with dates (month/year) the project will take from beginning date to completion date, including but not limited to: the date the proposer will be available to start this project, meetings, significant milestones and decision points, and any other important comments and dates. The project shall be completed in time for implementation in 2025.
3. (50 points) Detail your firm's understanding of the challenges and barriers of implementing a successful salary study and proposed approach to overcoming these barriers. Provide specific examples of how you have overcome barriers in past projects.
4. (50 points) NCHC has limited staff resources available to conduct or assist with an organizational wide salary study. Higher points will be awarded to the firm/organization who can most cost-effectively reduce the level of effort required by NCHC staff. Please explain the work efforts that will be required by the NCHC staff, at all levels.

D. **Proposer References**

Proposer must supply references of three firms/organizations to which similar products/services have been provided within the past four years to a comparable sized institution or company.

E. Cost Proposal

All prices must be quoted in U.S. Dollars.

Cost proposals will be scored by prorating the lowest cost proposal given the highest score. The formula is as follows: calculation of points awarded to subsequent proposals will use the lowest dollar proposal amount as a constant numerator and the dollar amount of the firm being scored as the denominator. This number is then multiplied by the number of points given to the cost section of the RFP, resulting in the cost proposal score.

$$\frac{\text{Lowest Cost}}{\text{Proposed Constant}} \times \text{Maximum Points Assigned to Cost} = \text{Score}$$

Other Proposed Cost

NCHC may conduct interviews and/or discussions with one or more firms. Once these interviews and discussions are completed, the award will be made to the top-ranked firm, and other consultants will be advised of the decision. Proposals will remain confidential until a firm has been selected.

NCHC reserves the right to reject, in whole or in part, any and all proposals, to waive any informalities, and to accept the proposal determined to be in the best interest of the organization, taking into consideration past performance, price, and the evaluation factors set forth in this Request for Proposal.

An invitation for bids, a request for proposals or other solicitation may be cancelled, or any or all bids or proposals may be rejected in whole or in part as may be specified in the solicitation, when same is in the best interests of the North Central Health Care.

#### 6. REQUIRED CONTENT OF PROPOSAL

- A. Submit four (4) copies of the proposal within a single sealed envelope or container. The lower left corner of the cover should have the following notation – PROPOSAL FOR CLASSIFICATION AND COMPENSATION STUDY.
- B. Make your responses specific to each area of inquiry and respond in the order presented:
  1. A description of the basic philosophy of the consultant regarding the relevance and importance of job classification and employee evaluation systems, including information regarding the consultant's general approach to the development of job classifications and compensation pay system.
  2. An estimated timeframe for the completion of the study including significant milestone.
  3. Information about the job evaluation system to be used and examples of questionnaires which would be used to collect data. Also, describe the role of a supervisor in checking and verifying the data submitted.
  4. Names of persons who would conduct the study and their credentials. None of the work performed under the proposal shall be subcontracted.
  5. Names of entities, especially governmental, healthcare, and skilled nursing facilities, where these persons have performed, along with a name and title of a contact person at each entity.
  6. Names of entities, other than above, where your firm has performed in the past two years, along with a name and title of a contact person at each entity.
- C. The proposal shall provide a complete cost of the study, broken down into the important component parts as determined by the consultant, including any proposals for annual maintenance of the plan.

- D. The proposal shall clearly define training which will be provided to NCHC staff responsible for ongoing maintenance of the compensation plan.
- E. The proposal shall clearly define, identify and provide an estimate of additional services and/or reimbursable services not included in the basic fee.
- F. The consultant is encouraged to explore areas in which NCHC personnel may provide assistance with the specific goal of reducing ultimate NCHC costs. Alternate proposals in identified areas are encouraged.
- G. The consultant shall provide a sample of any standard contract form normally used by the consultant.
- H. Questions may be directed to:

Jason Hake  
Managing Director of Finance/Administration  
2400 Marshall Street, Suite A  
Wausau, WI 54403  
(715) 848-4406

- I. Non-disclosure of the data contained within a proposal cannot be guaranteed because of applicable Wisconsin Public Records Laws.

#### 7. SUBMITTAL INSTRUCTIONS

- A. Proposals shall be received by 4:30 P.M. Friday, March 22, 2024 by:

Jason Hake, Managing Director of Finance/Administration  
2400 Marshall Street, Suite A  
Wausau, WI 54403

#### 8. PROPRIETARY INFORMATION

It is the intention of NCHC to maintain an open and public process in the solicitation, submission, review, and approval of procurement activities. Proposal records may not be available for public inspection prior to the award of a contract.

Any proposals submitted in conjunction with this Request will become a public record and open for complete public inspection. If there are confidential or proprietary sections of proposals, which should be exempted from this requirement, it shall be the burden of the proposer to clearly identify such information. In the event of a public records request, it shall be the burden of the proposer to establish that such materials are exempt from disclosure under Wisconsin Public Records law. The proposer shall be responsible for providing all necessary legal support relative to any nondisclosure and for defending NCHC in the event nondisclosure is challenged.

In the event NCHC becomes involved in litigation due to the proposer's refusal of permission to release information identified as confidential or proprietary, the proposer agrees to indemnify, defend, and hold harmless NCHC for any costs associated with said litigation and/or appeal, including any and all required attorney's fees and any award for damages.

## 9. TERMS AND CONDITIONS

Any contract resulting from an agreement between NCHC and the successful offeror shall include provisions necessary to define the responsibilities and rights of the parties. The following contractual conditions shall be included in any resulting agreement:

- A. The agreement shall specify the pricing and cost terms applicable to the contracted services.
- B. The agreement shall incorporate, at a minimum, the services described in the Scope of Services section of this Request.
- C. The agreement shall address NCHC's unilateral right to order, in writing, changes to the work within the scope of the contract.
- D. The agreement shall include language relative to termination of the contract for default of a party, and language relative to termination of the contract in whole or part at NCHC convenience.
- E. The agreement shall address computation of any and all price adjustments.
- F. The agreement shall specify a term and any renewal of the parties' agreement after expiration of that term.
- G. The proposer shall agree to comply with all applicable federal and state laws, orders, and regulations relative to non-discrimination.
- H. The agreement shall address indemnification and limitations on liability, and, to the fullest extent of the law, the Proposer shall indemnify and hold harmless NCHC against any suits, actions, damages, liabilities, losses, interest, attorneys' fees, costs, and expenses of any kind arising before, during, or after completion of the agreement that is directly or indirectly caused or contributed to in whole or in part by reason of any act, omission, fault, or negligence of proposer.
- I. The agreement shall require proposer to provide applicable insurance for work performed.
- J. The agreement shall specify that provisions of the contract are severable.
- K. The proposer shall agree to not assign its obligations under the contract without prior written consent of NCHC.
- L. The agreement shall specify that the applicable governing law of the parties' contract be the laws of the State of Wisconsin.
- M. The agreement shall indicate that proposer understands and acknowledges that NCHC is subject to the Public Records Law of the State of Wisconsin. As such, proposer shall agree to retain all records as defined by Wisconsin Statute 19.32(2) applicable to the Agreement for a period of not less than (7) years after the termination or expiration of the Agreement. Proposer shall agree to assist NCHC in complying with any public records request that NCHC receives pertaining to the Agreement. Additionally, Proposer shall agree to identify and hold harmless NCHC, its elected and appointed officials, officers, employees, and authorized representatives for any liability, including without limitation, attorney fees related to or in any way arising from Proposer's actions or omissions which contribute to Board's inability to comply with the Public Records Law.
- N. The agreement shall include a force majeure provision.
- O. The agreement shall define the parties' relationship as on of independent contractors.



# Exhibit A

Job Code	Title	Grade	Min	Market (Mid)	Max
0701	Lifeguard	1	\$12.50	\$14.00	\$17.50
1013	Guest Services Rep	1	\$12.50	\$14.00	\$17.50
1015	Mailroom Clerk	1	\$12.50	\$14.00	\$17.50
1017	Office Clerk - Temporary	1	\$12.50	\$14.00	\$17.50
1206	Hospitality Assistant	1	\$12.50	\$14.00	\$17.50
1207	Community Living Hospitality Assistant	1	\$12.50	\$14.00	\$17.50
0733	Program Aide	3	\$14.50	\$16.00	\$20.00
0910	Life Enrichment Aide	4	\$15.50	\$17.00	\$21.25
0639	Registration Specialist	5	\$16.25	\$18.00	\$22.50
0721	Crisis Tech	5	\$16.25	\$18.00	\$22.50
0761	Peer Specialist	5	\$16.25	\$18.00	\$22.50
0792	Community Treatment Technician	5	\$16.25	\$18.00	\$22.50
0906	Phlebotomist	5	\$16.25	\$18.00	\$22.50
1171	Health Unit Coordinator	5	\$16.25	\$18.00	\$22.50
1210	Central Supply Clerk	5	\$16.25	\$18.00	\$22.50
1252	Housekeeping Coordinator	5	\$16.25	\$18.00	\$22.50
1263	Laundry Team Coordinator	5	\$16.25	\$18.00	\$22.50
0775	Pharmacy Tech	6	\$17.00	\$19.00	\$23.75
0833	Central Supply Coordinator	6	\$17.00	\$19.00	\$23.75
1012	Discharge Planning Coordinator	6	\$17.00	\$19.00	\$23.75
0222	Transportation Coordinator	7	\$18.00	\$20.00	\$25.00
0352	Environmental Services (EVS) Coordinator	7	\$18.00	\$20.00	\$25.00
0621	Referral Coordinator	7	\$18.00	\$20.00	\$25.00
0648	Quality Assurance Specialist	11	\$21.50	\$24.00	\$30.00
0713	Physical Therapy Aide	7	\$18.00	\$20.00	\$25.00
0791	Care Coordinator I	7	\$18.00	\$20.00	\$25.00
0909	Restorative Assistant	7	\$18.00	\$20.00	\$25.00
1003	Administrative Assistant	7	\$18.00	\$20.00	\$25.00
1011	Health Info Specialist II	7	\$18.00	\$20.00	\$25.00
1031	Retail Services Associate	7	\$18.00	\$20.00	\$25.00
1127	OWI Intake Coordinator	7	\$18.00	\$20.00	\$25.00
1170	Central Scheduler	7	\$18.00	\$20.00	\$25.00
1265	Dietary Lead	8	\$19.00	\$21.00	\$26.25
1005	Administrative Assistant II	8	\$19.00	\$21.00	\$26.25
0662	Pharmacy Buyer Specialist	8	\$19.00	\$21.00	\$26.25
0723	Recovery Technician	8	\$19.00	\$21.00	\$26.25
0732	Production Lead	8	\$19.00	\$21.00	\$26.25
0796	Care Coordinator II	8	\$19.00	\$21.00	\$26.25
0907	Medication Technician	8	\$19.00	\$21.00	\$26.25
1020	Accounting Assistant	8	\$19.00	\$21.00	\$26.25
1100	Accounts Payable Representative	8	\$19.00	\$21.00	\$26.25
1120	Billing Account Specialist	8	\$19.00	\$21.00	\$26.25
1121	Patient Accounts Representative	8	\$19.00	\$21.00	\$26.25
1123	Prior Authorization Representative	8	\$19.00	\$21.00	\$26.25
0267	Volunteer Coordinator	9	\$20.00	\$22.00	\$27.50
0630	Employment Specialist	9	\$20.00	\$22.00	\$27.50
0670	Crisis Professional I	9	\$20.00	\$22.00	\$27.50
0674	Behavioral Health Professional III	9	\$20.00	\$22.00	\$27.50
0760	Vocational Consultant	9	\$20.00	\$22.00	\$27.50
1030	HR Admin Assistant	9	\$20.00	\$22.00	\$27.50
1136	Enrollment Benefits Specialist	9	\$20.00	\$22.00	\$27.50
1140	Benefit Counselor	9	\$20.00	\$22.00	\$27.50
1173	MDS Assistant	9	\$20.00	\$22.00	\$27.50
1174	Safety & Security Officer	9	\$20.00	\$22.00	\$27.50
0628	Pharmacy Billing Specialist	10	\$20.75	\$23.00	\$28.75
0642	Court Liaison	10	\$20.75	\$23.00	\$28.75
0649	Billing Analyst	10	\$20.75	\$23.00	\$28.75
0651	Linkage Coordinator	10	\$20.75	\$23.00	\$28.75
0660	HIM Team Lead	10	\$20.75	\$23.00	\$28.75
0675	Purchasing Agent	10	\$20.75	\$23.00	\$28.75
0678	Coding Specialist	10	\$20.75	\$23.00	\$28.75
0745	Credentialing Specialist	10	\$20.75	\$23.00	\$28.75
0762	Vocational Services Coordinator	10	\$20.75	\$23.00	\$28.75
1018	Health Unit Purchasing Agent	10	\$20.75	\$23.00	\$28.75
1141	Enrollment Specialist Lead	10	\$20.75	\$23.00	\$28.75
0676	Quality Assurance Specialist Lead	16	\$26.25	\$29.00	\$36.25
0731	Program Case Worker	11	\$21.50	\$24.00	\$30.00
0836	Graduate Nurse	11	\$21.50	\$24.00	\$30.00
1016	Administrative Coord - APS	12	\$22.50	\$25.00	\$31.25
0609	Payroll Specialist	12	\$22.50	\$25.00	\$31.25
0663	Sober Living Coordinator	12	\$22.50	\$25.00	\$31.25
0750	Life Enrichment Coordinator	12	\$22.50	\$25.00	\$31.25
1000	Executive Assistant	12	\$22.50	\$25.00	\$31.25
0623	Substance Abuse Counselor	16	\$26.25	\$29.00	\$36.25
0640	Crisis Professional II-Bachelors	13	\$23.50	\$26.00	\$32.50
0677	AODA Counselor	16	\$26.25	\$29.00	\$36.25
0711	Physical Therapy Assistant	13	\$23.50	\$26.00	\$32.50

Job Code	Title	Grade	Min	Market (Mid)	Max
0655	Compliance Auditor	14	\$24.50	\$27.00	\$33.75
0656	Admissions Coordinator	14	\$24.50	\$27.00	\$33.75
0671	Pharmacy Operations Specialist	14	\$24.50	\$27.00	\$33.75
0637	Case Manager I (Bachelors)	15	\$25.25	\$28.00	\$35.00
0615	Social Worker (BSW) Licensed	15	\$25.25	\$28.00	\$35.00
0645	Community Treatment Lead	16	\$26.25	\$29.00	\$36.25
1014	Senior Administrative & Program Specialist	15	\$25.25	\$28.00	\$35.00
0605	Dietitian	16	\$26.25	\$29.00	\$36.25
0624	Intoxicated Driver Assessor	16	\$26.25	\$29.00	\$36.25
0661	Crisis Professional III-Masters	16	\$26.25	\$29.00	\$36.25
0611	Respiratory Therapist	17	\$27.00	\$30.00	\$37.50
0616	Social Worker (MSW)	17	\$27.00	\$30.00	\$37.50
0657	Case Manager II (Masters)	17	\$27.00	\$30.00	\$37.50
0669	Adult Protective Services Lead	16	\$26.25	\$29.00	\$36.25
0837	Admissions Coordinator - RN	18	\$28.00	\$32.50	\$40.63
0823	Utilization Review Case Manager	19	\$29.00	\$33.50	\$41.88
0255	Infection Preventionist	23	\$34.20	\$38.00	\$47.50
0507	Physical Therapist	27	\$40.50	\$45.00	\$54.00
0300	Supervisor of Community Employment Services	52	\$45,000.00	\$50,000.00	\$62,500.00
0322	Supervisor of Nutritional Services	52	\$45,000.00	\$50,000.00	\$62,500.00
0394	Supervisor of CBRF Services	52	\$45,000.00	\$50,000.00	\$62,500.00
0395	Supervisor of Supported Apartments	52	\$45,000.00	\$50,000.00	\$62,500.00
0390	Manager of Adult Day Services	53	\$47,250.00	\$52,500.00	\$65,625.00
0620	Staff Development Specialist - CNA	53	\$47,250.00	\$52,500.00	\$65,625.00
0667	Staff Development Specialist - Mental/Behavioral Health	53	\$47,250.00	\$52,500.00	\$65,625.00
0311	Manager of Residential Services	54	\$49,500.00	\$55,000.00	\$68,750.00
0316	Supervisor of Life Enrichment	54	\$49,500.00	\$55,000.00	\$68,750.00
0324	Supervisor of Safety & Security Services	54	\$49,500.00	\$55,000.00	\$68,750.00
0619	Performance Improvement Specialist	54	\$49,500.00	\$55,000.00	\$68,750.00
0664	HR Generalist	54	\$49,500.00	\$55,000.00	\$68,750.00
0668	Quality Specialist	13	\$23.50	\$26.00	\$32.50
0274	Manager of Health Information	55	\$51,750.00	\$57,500.00	\$71,875.00
0370	Manager of Transportation Services	55	\$51,750.00	\$57,500.00	\$71,875.00
0515	In-Training Therapist	55	\$51,750.00	\$57,500.00	\$71,875.00
0650	Communications Coordinator	55	\$51,750.00	\$57,500.00	\$71,875.00
0653	L&D Instructional Designer	55	\$51,750.00	\$57,500.00	\$71,875.00
0286	Manager of Life Enrichment and Guest Services	56	\$54,000.00	\$60,000.00	\$75,000.00
0323	Manager of Nutritional Services	56	\$54,000.00	\$60,000.00	\$75,000.00
0351	Manager of Environmental Services	56	\$54,000.00	\$60,000.00	\$75,000.00
1022	Accountant	56	\$54,000.00	\$60,000.00	\$75,000.00
0200	Manager of Aquatic Services	57	\$56,250.00	\$62,500.00	\$78,125.00
0392	Supervisor of Crisis Services	57	\$56,250.00	\$62,500.00	\$78,125.00
0634	Solutions Analyst I	57	\$56,250.00	\$62,500.00	\$78,125.00
0231	Manager of Community Treatment	60	\$63,000.00	\$70,000.00	\$87,500.00
0353	Manager of CBRF	58	\$58,500.00	\$65,000.00	\$81,250.00
0354	Manager of Supported Apartments	58	\$58,500.00	\$65,000.00	\$81,250.00
1023	Senior Accountant	58	\$58,500.00	\$65,000.00	\$81,250.00
0509	MH/Subs Abuse Therapist	59	\$60,750.00	\$67,500.00	\$84,375.00
0512	MH Therapist	59	\$60,750.00	\$67,500.00	\$84,375.00
0610	Social Services Supervisor	59	\$60,750.00	\$67,500.00	\$84,375.00
0633	Recruiter	59	\$60,750.00	\$67,500.00	\$84,375.00
0636	HR Business Partner	59	\$60,750.00	\$67,500.00	\$84,375.00
0644	Compensation and Benefits Analyst	59	\$60,750.00	\$67,500.00	\$84,375.00
1006	Senior Executive Assistant	59	\$60,750.00	\$67,500.00	\$84,375.00
0220	Manager of Adult Protective Services	60	\$63,000.00	\$70,000.00	\$87,500.00
0265	Clinical Manager	64	\$72,000.00	\$80,000.00	\$97,600.00
0276	Manager of Crisis Stabilization and Recovery Services	60	\$63,000.00	\$70,000.00	\$87,500.00
0281	Manager of Outpatient Operations	60	\$63,000.00	\$70,000.00	\$87,500.00
0393	Supervisor of Respiratory Services	61	\$65,250.00	\$72,500.00	\$90,625.00
0211	Manager of Crisis Clinical Services	64	\$72,000.00	\$80,000.00	\$97,600.00
0260	Manager of Youth Behavioral Health Services	62	\$67,500.00	\$75,000.00	\$93,750.00
0268	Manager of Inpatient Services	60	\$63,000.00	\$70,000.00	\$87,500.00
0270	Manager of Crisis Stabilization Clinical Services	64	\$72,000.00	\$80,000.00	\$97,600.00
0271	Manager of Inpatient Clinical Services	64	\$72,000.00	\$80,000.00	\$97,600.00
0278	Manager of Crisis Services	60	\$63,000.00	\$70,000.00	\$87,500.00
0285	Manager of AODA Residential Treatment Services	62	\$67,500.00	\$75,000.00	\$93,750.00
0810	MDS Coordinator	62	\$67,500.00	\$75,000.00	\$93,750.00
0314	Employee Health Registered Nurse	63	\$69,750.00	\$77,500.00	\$95,170.00
0641	Solutions Analyst II	63	\$69,750.00	\$77,500.00	\$95,170.00
0238	Supervisor of Nursing Services - RN	64	\$72,000.00	\$80,000.00	\$97,600.00
0266	Manager of Quality & Safety	64	\$72,000.00	\$80,000.00	\$97,600.00
0269	Manager of Accounting	65	\$74,250.00	\$82,500.00	\$99,000.00
0391	Supervisor of Infection Control & Laboratory Services	65	\$74,250.00	\$82,500.00	\$99,000.00
0242	Manager of Nursing Services	66	\$76,500.00	\$85,000.00	\$102,000.00
0235	Director of Nutritional & Environmental Services	67	\$78,750.00	\$87,500.00	\$105,000.00
0279	Director of Outpatient	67	\$78,750.00	\$87,500.00	\$105,000.00
0282	Manager of Patient Finance	67	\$78,750.00	\$87,500.00	\$105,000.00

Job Code	Title	Grade	Min	Market (Mid)	Max
0283	Manager of Communications	67	\$78,750.00	\$87,500.00	\$105,000.00
0284	Manager of Patient Access	67	\$78,750.00	\$87,500.00	\$105,000.00
0635	Solutions Analyst III	67	\$78,750.00	\$87,500.00	\$105,000.00
0204	Director of Community Treatment	73	\$92,250.00	\$102,500.00	\$123,000.00
0209	Director of Nursing	73	\$92,250.00	\$102,500.00	\$123,000.00
0234	Director of Community Living	73	\$92,250.00	\$102,500.00	\$123,000.00
0272	Director of Information Services	73	\$92,250.00	\$102,500.00	\$123,000.00
0247	Director of Human Resources	75	\$96,750.00	\$107,500.00	\$129,000.00
0111	Director of Nursing Home Operations	77	\$101,250.00	\$112,500.00	\$135,000.00
0202	Director of Acute Care Services	74	\$94,500.00	\$105,000.00	\$126,000.00
0233	Director of Accounting	80	\$108,000.00	\$120,000.00	\$144,000.00
0401	Physician Assistant	80	\$108,000.00	\$120,000.00	\$144,000.00
0501	Pharmacist	82	\$112,500.00	\$125,000.00	\$150,000.00
0280	Manager of Pharmacy Services	88	\$126,000.00	\$140,000.00	\$168,000.00
0402	Psychologist	90	\$130,500.00	\$145,000.00	\$174,000.00
0406	Nurse Practitioner	90	\$130,500.00	\$145,000.00	\$174,000.00
0108	Managing Director of Nursing Home/Residential	92	\$135,000.00	\$150,000.00	\$167,500.00
0112	Compliance Officer	92	\$135,000.00	\$150,000.00	\$167,500.00
0114	Managing Director of Finance/Administration	92	\$135,000.00	\$150,000.00	\$167,500.00
0115	Managing Director of Community Programs	99	\$150,750.00	\$167,500.00	\$184,250.00
0113	Executive Director	111	\$177,750.00	\$197,500.00	\$217,250.00
0794	Personal Care Worker	S01	\$14.50	\$16.00	\$20.00
1203	Dietary Aide	S01	\$14.50	\$16.00	\$20.00
0752	Logistics Worker	S02	\$15.50	\$17.00	\$21.25
1251	Housekeeping Aide	S02	\$15.50	\$17.00	\$21.25
1262	Laundry Worker	S02	\$15.50	\$17.00	\$21.25
1010	Health Info Specialist I	S03	\$16.25	\$18.00	\$22.50
0672	Behavioral Health Professional I	S04	\$17.00	\$19.00	\$23.75
1202	Cook	S04	\$17.00	\$19.00	\$23.75
0673	Behavioral Health Professional II	S05	\$18.00	\$20.00	\$25.00
0766	Certified Medical Assistant	S05	\$18.00	\$20.00	\$25.00
0798	Personal Care Worker II	S05	\$18.00	\$20.00	\$25.00
0905	CNA	S05	\$18.00	\$20.00	\$25.00
0821	Licensed Practical Nurse (LPN)	S06	\$21.50	\$24.00	\$30.00
0627	Protective Services Rep	S07	\$24.50	\$27.00	\$33.75
0843	Outpatient RN	S08	\$29.00	\$33.50	\$41.88
0841	RN & Educator - Community Living	S09	\$30.00	\$34.50	\$43.13
0844	Community Treatment RN	S09	\$30.00	\$34.50	\$43.13
0831	Nursing Home RN	S10	\$31.00	\$35.50	\$44.38
0842	Hospital RN	S10	\$31.00	\$35.50	\$44.38
0679	Lead Clinical Therapist	19	\$29.00	\$33.50	\$41.88
0500	Clinical Coordinator	60	\$63,000.00	\$70,000.00	\$87,500.00
0287	Assistant Director of Acute Care Services	69	\$83,250.00	\$92,500.00	\$111,000.00
0680	Lead Coordinator of Patient Access Services	10	\$20.75	\$23.00	\$28.75
0288	Manager of Outpatient Nursing Operations	66	\$76,500.00	\$85,000.00	\$102,000.00
0681	Medical Staff Relations Coordinator	58	\$58,500.00	\$65,000.00	\$81,250.00
0682	Care Coordinator	15	\$25.25	\$28.00	\$35.00
0683	Recovery Case Manager	11	\$21.50	\$24.00	\$30.00

Job Code	Weekend Warrior Program - MVCC & Pine Crest	Weekend
0911	Weekend Warrior CNA	\$25.00
0839	Weekend Warrior LPN	\$30.00
0838	Weekend Warrior RN	\$42.00

Title	2023 Step Positions				Top of Range	Pay Grade			
	(0-0.49)	(0.5-0.99)	(1-1.49)	(1.50+)/Market					
Dietary Aide	\$14.50	\$15.00	\$15.50	\$16.00	\$20.00	S01			
Personal Care Worker I	\$14.50	\$15.00	\$15.50	\$16.00	\$20.00	S01			
Housekeeping Aide	\$15.50	\$16.00	\$16.50	\$17.00	\$21.25	S02			
Laundry Worker	\$15.50	\$16.00	\$16.50	\$17.00	\$21.25	S02			
Logistics Worker	\$15.50	\$16.00	\$16.50	\$17.00	\$21.25	S02			
Health Info Specialist I	\$16.25	\$17.00	\$17.50	\$18.00	\$22.50	S03			
Cook	\$17.00	\$17.75	\$18.25	\$19.00	\$23.75	S04			
Personal Care Worker II	\$18.00	\$18.50	\$19.00	\$20.00	\$25.00	S05			
Behavioral Health Professional I	\$17.00	\$17.75	\$18.25	\$19.00	\$23.75	S04			
CNA	\$18.00	\$18.50	\$19.00	\$20.00	\$25.00	S05			
Behavioral Health Professional II	\$18.00	\$18.50	\$19.00	\$20.00	\$25.00	S05			
Certified Medical Assistant	\$18.00	\$18.50	\$19.00	\$20.00	\$25.00	S05			
Licensed Practical Nurse (LPN)	\$21.50	\$22.75	\$24.00	\$25.00	\$30.00	S06			
Protective Services Rep	\$24.50	\$25.75	\$27.00	\$28.00	\$33.75	S07			
Title	(0-0.49)	(0.5-0.99)	(1-1.49)	(1.50-1.99)	(2-2.49)	(2.5-2.99)	(3+)/Market	Top of Range	Pay Grade
Outpatient RN	\$29.00	\$30.25	\$31.50	\$32.75	\$34.00	\$35.00	\$36.00	\$41.88	S08
RN & Educator - Community Living	\$30.00	\$31.25	\$32.50	\$33.75	\$35.00	\$36.00	\$37.00	\$43.13	S09
Community Treatment/Community Living RN	\$30.00	\$31.25	\$32.50	\$33.75	\$35.00	\$36.00	\$37.00	\$43.13	S09
Nursing Home RN/Hospital RN	\$31.00	\$32.25	\$33.50	\$34.75	\$36.00	\$37.00	\$38.00	\$44.38	S10

**Step Scale Hiring Methodology:**

For those hired in a step scale position, the initial offer will be based on their relevant experience in the role. If hired on within steps 1-3 and 1-7 RN steps, automatic pay adjustments will occur every 6 months until market rate is achieved. After market rate is achieved, they will only be eligible for regular adjustments in accordance with NCHC's performance/compensation review schedule. 6-month review schedule will be determined by NCHC as well as pro-ratio allowances. Step scale employees would not be eligible for Cost-of-Living Adjustments (COLA) or performance-based increases if they are within steps 1-7. When reaching the top step, they would then be eligible for future COLA/performance-based increases.