

RM

58A

MLC



STATE OF NEW HAMPSHIRE
DEPARTMENT OF CORRECTIONS
BUREAU OF HUMAN RESOURCES

P.O. BOX 1806
CONCORD, NH 03302-1806
603-271-5650 FAX: 603-223-2333
TDD Access: 1-800-735-2964

Helen Hanks
Commissioner

Ella Fredette
Human Resource
Administrator

February 8, 2019

His Excellency, Governor Christopher T. Sununu
and the Honorable Executive Council
State House
Concord, New Hampshire 03301

REQUESTED ACTION

Pursuant to New Hampshire RSA 99:8, Increases for Recruitment Purposes and in accordance with Per 904.01 of the Rules of the Division of Personnel, Request for Temporary Increase, authorize the NH Department of Corrections (NHDOC) to retroactively continue a fifteen percent (15%) base hourly wage enhancement to nursing staff currently paid under the Institutional Nurse (N130) pay scale for recruitment and retention purposes. This request is projected to increase funding by \$270,594.00 for the balance of five (5) months for SFY 2019. This enhancement will be retroactive to January 18, 2019 effective upon Governor and Executive Council approval through January 14, 2021 or a period of twenty-four (24) months. 100% General Funds.

EXPLANATION

This fifteen percent (15%) salary enhancement request is retroactive due to administrative delays. The NH Department of Corrections continues to experience difficulty in filling and retaining nursing positions in the current labor market. As of December 2018, the State's unemployment rate was at 2.1% which indicates the economy is at full employment. The pool of candidates is limited and each State agency is a competitor in attracting viable nursing candidates as well as community healthcare settings. As a result, the NH Department of Corrections, just like other State Agencies, has to attempt to recruit qualified nursing staff to come into our employment from their existing jobs, commonly referred to as "passive" candidates. To be successful at recruiting passive talent, the NH Department of Corrections must be competitive with other State Agencies and a candidate's current employer's compensation. In addition to these challenges, the NH Department of Corrections has to attempt to market the benefits of practicing as a nurse within a correctional setting and working with volatile patients. Compensation is one of our means to attract candidates and being competitive with the community healthcare market is necessary for successful recruitment and retention of nursing professionals.

NH Department of Corrections has multiple geographic sites with nursing staff dedicated by site. The Department's staffing patterns do not provide for a relief factor so any vacancies further impact nursing time on site without accounting for planned or unplanned time off for filled positions. Our nursing staff is the front line for the provision of care for men and women incarcerated in the State Prisons and Secure Psychiatric Unit (SPU). Nurses for the NH Department of Corrections are institutional nurses with vast and diverse responsibilities including but not limited to:

- Medical Emergency Response to Acute Episodes, Psychiatric Events, and Physical Assaults
- Medication Administration and Compliance
- Management of Chronic Care (e.g. Hypertension, Respiratory, Diabetes, Pain)
- Sick Call Triage to all levels of Classification of Offenders (Maximum Security to Minimum Security)
- Infirmity Care.
- Hospice Care
- Assist with Elderly Offenders Activities of Daily Living
- Medical Supplies Management
- Detoxification Assessment and Monitoring
- Managing Cancer Patients Care/Pain Needs
- Facilitate Access for On-Site Clinics (e.g. Eye care; Orthopedic needs, Radiology, Laboratory Services)

When positions become vacant, the vacancies impact multiple levels of service delivery. Our nursing staff requires specialized training to manage a correctional population and the criminogenic factors that result in incarceration. History has shown inequity with the private sector to be problematic for the State to be competitive in recruiting qualified nursing applicants that require the integration of security and nursing practices.

Table # 1, below, provides a monthly breakdown of the nursing vacancies across the Department and our average nursing vacancy rate. In calendar year 2017, the table demonstrates an average of nine (9) vacancies per month with an average nursing vacancy rate of 17.68% and in calendar year 2018, the table demonstrates an average of eight (8) vacancies per month with an average nursing vacancy rate of 14.71%

Table # 1 – Monthly Nursing Vacancies for Calendar Year 2017 and 2018

Table # 1							
Calendar Year 2017				Calendar Year 2018			
Month	Authorized Positions	Vacancies	Nursing Vacancy Rate	Month	Authorized Positions	Vacancies	Nursing Vacancy Rate
January	48	9	18.75%	January	51	8	15.69%
February	48	9	18.75%	February	51	8	15.69%
March	48	9	18.75%	March	51	7	13.73%
April	48	7	14.58%	April	51	5	9.80%
May	48	8	16.67%	May	51	4	7.84%
June	48	9	18.75%	June	51	6	11.76%
July	51	8	15.69%	July	51	10	19.61%
August	51	8	15.69%	August	51	10	19.61%
September	51	7	13.73%	September	51	8	15.69%
October	51	8	15.69%	October	51	8	15.69%
November	51	11	21.57%	November	51	8	15.69%
December	51	12	23.53%	December	51	8	15.69%
Average of Monthly Totals		9	17.68%			8	14.71%

Table # 2 provides a fiscal year average of nursing vacancies by their classification and location for SFY 2017 and 2018. In 2017, the Department operated at a 18.75% vacancy rate, and in 2018 a 15.69% vacancy rate. This table varies somewhat to the Table #1 as it represents a fiscal year average at a consistent vacancy rate which impacted each separate location throughout the Department and delineates a staffing shortage at each location.

Table # 2 – Nursing Positions – Fiscal Year Average Vacancy by Position and Location

Table # 2						
Location	Classified Position Title	Labor Grade	SFY 2017 Positions Assigned	SFY 2017 Vacancy	SFY 2018 Positions Assigned	SFY 2018 Vacancy
Admin - HQ	Director of Nursing	34	1	0	1	0
	Assistant Director of Nursing	29	1	0	1	0
Total – Administration			2	0	2	0
NHSP-M Concord, NH	Nursing Coordinator	27	1	1	1	0
	RN I	19	3	0	2	0
	RN II	21	7	0	6	0
	RN III	23	6	4	8	1
	Nurse Specialist	25	1	0	1	0
	LPN II	18	1	0	1	0
Total – NHSP-M			19	5	19	1
NNHCF Berlin, NH	Nursing Coordinator	27	1	0	1	0
	RN I	19	1	0	0	0
	RN II	21	7	0	7	3
	RN III	23	3	3	4	0
Total – NNHCF			12	3	12	3
*NHCF-W Goffstown/ Concord, NH	Nursing Coordinator	27	1	0	1	0
	RN I	19	0	0	2	0
	RN II	21	2	0	3	0
	RN III	23	3	0	3	3
	Nurse Specialist	25	0	0	0	0
Total – NHCF-Women			6	0	9	3
SPU/RTU Concord, NH	Nursing Coordinator	27	1	0	1	0
	RN I	19	1	0	0	0
	RN II	21	2	0	2	0
	RN III	23	5	1	6	1
	Nurse Specialist	25	0	0	0	0
Total – SPU/RTU			9	1	9	1
Grand Total			48	9	51	8
Vacancy Rate				18.75%		15.69%

*April 2018 – Women were moved from Goffstown to new Concord facility

Table # 3 reflects the nursing positions that left the Department during SFY 2017 and 2018 and the duration of time it took to fill the position. However, the language in the Collective Bargaining Agreement that provides for lateral transfers within the Department, which assists in meeting staffing needs in some specific location needs, yet may not meet the required Departmental wide staffing levels. When tracking the listed vacancies in Table # 3, the duration of time to fill the vacancy in some instances, is reflective of an internal transfer reducing the overall average period between three (3) to eight (8) months to fill a given vacancy. However, we are still unable to reduce the NH Department of Correction’s overall average monthly vacancy rate due to staff turnover.

Table # 3 – Length of Time to Fill Vacancies – Fiscal Year 2017 & 2018

Table # 3 SFY 2017 Nursing Vacancies				
Title	Position #	Vacant	Filled	Monthly Duration
RN I, II & III	18860	7/16/16	9/30/16	2.11
RN I, II & III	12946	11/1/16	12/23/16	1.22
RN I, II & III	41391	12/22/16	9/1/17	8.11
RN I, II & III	16818	2/23/17	3/2/17	.7
RN I, II & III	16928	3/21/17	7/21/17	4.0
RN I, II & III	18174	3/28/17	11/10/17	8.13
RN I, II & III	41493	6/6/17	7/21/17	1.15
RN I, II & III	12814	6/7/17	8/18/17	2.11
RN I, II & III	12895	6/15/17	8/18/17	2.3
Average				3 Months

Table # 3 SFY 2018 Nursing Vacancies				
Title	Position #	Vacant	Filled	Monthly Duration
RN I, II & III	41496	7/6/17	8/18/18	13.12
RN I, II & III	12893	7/17/17	8/25/18	13.7
RN I, II & III	18175	8/10/17	3/2/18	6.2
RN I, II & III	18860	8/15/17	6/26/18	10.11
RN I, II & III	12963	8/31/17	10/13/17	1.2
RN I, II & III	41499	9/26/17	3/2/18	5.4
RN I, II & III	44327	10/19/17	5/25/18	7.6
RN I, II & III	16923	12/22/17	5/11/18	4.18
Average				8 Months

Further concerns interfering with our recruitment potential, beyond asking qualified nursing staff to consider a correctional setting as their workplace, is the lack of opportunity for development and education. Community healthcare employers offer training to supporting nursing keeping up with their continuing education credits as well as opportunities for tuition reimbursement for educational advancement. These other value added benefits offered by community employers continue to make our nursing vacancies less attractive to viable candidates.

Therefore, the NH Department of Corrections seeks your consideration of a 15% salary enhancement for the nursing positions for the Department that are compensated on the Institutional Nurse (N130) pay scale under the provisions of the NH Division of Personnel, code of Administrative Rules Per 904.01.

Respectfully Submitted,



Helen E. Hanks
Commissioner

2018 New Hampshire Local Area Unemployment Statistics

Released: January 24, 2019

Source: New Hampshire Employment Security, Economic & Labor Market Information Bureau, www.nhes.nh.gov/elmi

Estimates are Not Seasonally Adjusted

	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Ann Avg
New Hampshire													
Labor Force	743,800	748,250	752,660	751,160	755,070	769,990	775,790	771,270	758,780	758,310	760,660	760,800	
Employment	720,890	725,820	730,550	730,760	735,500	749,860	755,100	750,980	741,300	742,760	744,150	744,960	
Unemployment	22,910	22,430	22,110	20,400	19,570	20,130	20,690	20,290	17,480	15,550	16,510	15,840	
Rate	3.1%	3.0%	2.9%	2.7%	2.6%	2.6%	2.7%	2.6%	2.3%	2.1%	2.2%	2.1%	

Dept of Corrections
Fiscal Impact of 15% Base Rate Enhancement
Nurse Pay Scale (N130)

SFY 2019								
# of Positions	Title	LG	Step	Hourly Rate effective 1/6/17	Annual Rate	Annual Hazardous Duty Pay	Current Annual Salary	Annual Salary for # of Positions
1	Director of Nursing	34	7	60.92	126,713.60		126,713.60	126,713.60
1	Asst Dir. Of Nursing	29	7	48.70	101,296.00		101,296.00	101,296.00
1	Nursing Coordinator	27	9	48.70	101,296.00	1,300.00	102,596.00	102,596.00
1	Nursing Coordinator	27	7	44.25	92,040.00	1,300.00	93,340.00	93,340.00
1	Nursing Coordinator	27	5	40.59	84,427.20	1,300.00	85,727.20	85,727.20
1	Nursing Coordinator	27	4	38.88	80,870.40	1,300.00	82,170.40	82,170.40
1	Nurse Specialist	25	5	37.23	77,438.40	1,300.00	78,738.40	78,738.40
1	Nurse Specialist	25	3	34.16	71,052.80	1,300.00	72,352.80	72,352.80
1	Nurse Specialist	25	2	32.74	68,099.20	1,300.00	69,399.20	69,399.20
1	Nurse Specialist	25	1	31.35	65,208.00	1,300.00	66,508.00	66,508.00
2	RN III	23	9	40.59	84,427.20	1,300.00	85,727.20	171,454.40
3	RN III	23	8	38.88	80,870.40	1,300.00	82,170.40	246,511.20
4	RN III	23	6	35.66	74,172.80	1,300.00	75,472.80	301,891.20
4	RN III	23	5	31.54	65,603.20	1,300.00	66,903.20	267,612.80
6	RN III	23	1	28.78	59,862.40	1,300.00	61,162.40	366,974.40
2	RN II	21	9	37.23	77,438.40	1,300.00	78,738.40	157,476.80
2	RN II	21	8	35.66	74,172.80	1,300.00	75,472.80	150,945.60
1	RN II	21	6	32.51	67,620.80	1,300.00	68,920.80	68,920.80
5	RN II	21	5	31.21	64,916.80	1,300.00	66,216.80	331,084.00
4	RN II	21	4	29.94	62,275.20	1,300.00	63,575.20	254,300.80
2	RN II	21	3	28.78	59,862.40	1,300.00	61,162.40	122,324.80
3	RN II	21	2	27.60	57,408.00	1,300.00	58,708.00	176,124.00
1	RN II	21	1	26.53	55,182.40	1,300.00	56,482.40	56,482.40
1	RN I	19	1	24.44	50,835.20	1,300.00	52,135.20	52,135.20
1	LPN II	18	7	29.94	62,275.20	1,300.00	63,575.20	63,575.20
51								3,666,655.20

Enhanced Hourly Rate	Annual Rate	Annual Hazardous Duty Pay	Current Annual Salary	Annual Salary for # of Positions
70.06	145,720.64		145,720.64	145,720.64
56.01	116,490.40		116,490.40	116,490.40
56.01	116,490.40	1,300.00	117,790.40	117,790.40
50.89	105,846.00	1,300.00	107,146.00	107,146.00
46.68	97,091.28	1,300.00	98,391.28	98,391.28
44.71	93,000.96	1,300.00	94,300.96	94,300.96
42.81	89,054.16	1,300.00	90,354.16	90,354.16
39.28	81,710.72	1,300.00	83,010.72	83,010.72
37.65	78,314.08	1,300.00	79,614.08	79,614.08
36.05	74,989.20	1,300.00	76,289.20	76,289.20
46.68	97,091.28	1,300.00	98,391.28	196,782.56
44.71	93,000.96	1,300.00	94,300.96	282,902.88
41.01	85,298.72	1,300.00	86,598.72	346,394.88
36.27	75,443.68	1,300.00	76,743.68	306,974.72
33.10	68,841.76	1,300.00	70,141.76	420,850.56
42.81	89,054.16	1,300.00	90,354.16	180,708.32
41.01	85,298.72	1,300.00	86,598.72	173,197.44
37.39	77,763.92	1,300.00	79,063.92	79,063.92
35.89	74,654.32	1,300.00	75,954.32	379,771.60
34.43	71,616.48	1,300.00	72,916.48	291,665.92
33.10	68,841.76	1,300.00	70,141.76	140,283.52
31.74	66,019.20	1,300.00	67,319.20	201,957.60
30.51	63,459.76	1,300.00	64,759.76	64,759.76
28.11	58,460.48	1,300.00	59,760.48	59,760.48
34.43	71,616.48	1,300.00	72,916.48	72,916.48
				4,207,098.48

SFY 2019 Salary Difference	540,443
Pay Periods	10
SFY 2019 Class 10 Salaries	207,863
Additional Retirement 29.43%	57,303
Additional Retirement 12.15%	1,598
Additional Social Security 6.2%	816
Additional Medicare 1.45%	3,014
SFY 2019 Class 60 Benefits	62,731
Grand Total	270,594

Lind, Jennifer

From: Fredette, Ella
Sent: Thursday, January 31, 2019 3:58 PM
To: Lind, Jennifer
Cc: Maddaus, Robin; Stone, Lisa
Subject: FW: Request to extend Salary Enhancement of Nursing positions with attachments
Attachments: Nurses Salary Enhancement-extension request Oct. 2018.doc; NHDOC-Nursing Monthly Vacancy Rate-Table 1-2017-2018.docx; Nursing Vacancy Rate Table 2-FY Years 17,18.docx; Nursing-Length of Time in Positon of Terminations-2017,2018.docx; Nursing vacancies-Length of Time- Chart #4 FY17, FY18.docx; Extend Salary Enhancement-Nursing 2019.pdf; Nursing Salary info.docx

Importance: High

Good Afternoon,

Below is the formal approval from the Division of Personnel to extend the nursing salary enhancement. Attached are the backup documents that were used in considering this extension. You will see my request to DOP as the last attachment.

I provide you with this DOP approval for us to move forward in pursuing and obtaining G&C approval at the earlier possible G&C meeting.

Please let me know if you have any questions. Thanks in advance!

Respectfully,



Ella Fredette
Human Resources Administrator
NH Department of Corrections
(603) 271-5640
(603) 223-2333 fax

CONFIDENTIALITY NOTICE: This e-mail message, including any attachments, is for the sole use of the intended recipient(s) and may contain confidential information. Any unauthorized review, use, disclosure or distribution is prohibited. If you are not the intended recipient, please contact the sender by reply e-mail and destroy all copies of the message.

From: Jerry, Carol B <Carol.Jerry@das.nh.gov>
Sent: Thursday, January 31, 2019 3:29 PM
To: Fredette, Ella <Ella.Fredette@doc.nh.gov>
Subject: FW: Request to extend Salary Enhancement of Nursing positions with attachments
Importance: High

Dear Ella,

Thank you for providing the Nursing Salary information from Salary Wizard and for submitting your justification letter and supporting wage documentation to continue the existing 15% enhancement for the nursing employees at the Department of Corrections who are compensated on the Institutional Nurse (N130) pay scale, which would include positions assigned to the following classification titles:

Director of Nursing
Assistant Director of Nursing
Registered Nurse, I, II, III
Nurse Specialist
Nurse Coordinator
Nurse Practitioner
Licensed Practical Nurse II

Under Personnel Rule 904.01(a), an appointing authority may request a temporary increase in the compensation of a class by submitting a comparison of salaries in the appropriate industry and geographic location, including occupations which are comparable to the state classification for which the increase is sought. I have reviewed the wage and compensation materials you submitted for positions in similar occupations, and find you have met the documentation requirements of the Personnel Rules. Therefore you may proceed to Governor and Council with your request to extend the existing temporary 15% enhancement for the nursing employees at the Department of Corrections who are compensated on the nursing pay scale (N130). Upon approval, the temporary enhancement will be in effect for 24 month period commencing January 18, 2019 or 24 months from the date of Governor and Council approval, whichever is later.

Carol

*Carol B. Jerry, Deputy Personnel Director
NH Division of Personnel
28 School Street
Concord, NH 03301
(603) 271-1420 FAX (603) 271-1427
carol.b.jerry@nh.gov*

From: Fredette, Ella [<mailto:Ella.Fredette@doc.nh.gov>]
Sent: Thursday, January 10, 2019 3:22 PM
To: Rudis, Lorrie; Jerry, Carol B
Subject: Request to extend Salary Enhancement of Nursing positions with attachments
Importance: High

Good Afternoon Director Rudis,

Please see the attached request (apologies that it is the last attachment) and backup information necessary for your review and approval to extend the 15% nursing enhancement for the Department of Corrections. The initial thought was it may be part of bargaining, but I have learned this will not happen this bargaining session. Therefore, I forward this request to you and note the timelines and need for getting on the soonest G&C agenda as possible.

Thank you in advance for your consideration.

Respectfully,



Ella Fredette
Human Resources Administrator