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STATE OF NEW HAMPSHIRE
DEPARTMENT OF CORRECTIONS
DIVISION OF ADMINISTRATION

William L. Wrenn
Commissioner

Robin H. Maddaus
Director

PO BOX 1806
CONCORD, NH 03302-1806
603-271-5610 FAX: 603-271-5639
TDD Access: 1-800-735-2964
www.nh.gov/nhdoc

December 27, 2016

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

REQUESTED ACTION

Authorize the NH Department of Corrections (NHDOC) 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, to implement 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 \$239,584.61 for the balance of five (5) months for SFY 17. Funds are available due to vacancy savings in 02-00046-046-464510-8234, *Medical-Dental*. This enhancement would be effective upon Governor and Executive Council approval through January 17, 2019 or a period of twenty-four (24) months from date of such approval, whichever is later. 100% General Funds.

EXPLANATION

The NH Department of Corrections continues to experience difficulty in filling and retaining nursing positions in the current labor market. The State unemployment rate has remained under 3.5% over the past year which indicates the economy is at full employment. The pool of candidates is increasingly 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 and 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 resulted in their incarceration. What is most concerning is the inequity within the State nursing positions. 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. In 2002, the NH Department of Corrections attempted to mitigate this inequity with the request and approval of a salary enhancement and increase in the shift differentials. Now with the approval of the 15% enhancement from NH Hospital and the NH Veterans Home, the NH Department of Corrections is concerned that the inequity within State Agency positions may prove a detrimental effect of our nursing staff lateraling to other State Agencies for enhanced pay.

Table # 1, below, provides a monthly breakdown of the nursing vacancies across the Department and the average nursing vacancy rate. In calendar year 2015, the table demonstrates an average of six (6) vacancies per month with an average nursing vacancy rate of 12% and in calendar year 2016, the table demonstrates an average of eight (8) vacancies per month with an average nursing vacancy rate of 17%.

Table # 1 – Monthly Nursing Vacancies for Calendar Year 2015 and 2016

Table # 1		Calendar Year 2015		Calendar Year 2016	
Month	Authorized Positions	Vacancies	Nursing Vacancy Rate	Vacancies	Nursing Vacancy Rate
January	48	5	10.41%	8	16.66%
February	48	6	12.50%	8	16.66%
March	48	6	12.50%	9	18.75%
April	48	8	16.66%	8	16.66%
May	48	7	14.58%	7	14.58%
June	48	8	16.66%	7	14.58%
July	48	5	10.41%	8	16.66%
August	48	4	8.33%	7	14.58%
September	48	4	8.33%	7	14.58%
October	48	5	10.41%	8	16.66%
November	48	5	10.41%	10	20.83%
December	48	6	12.50%	11	22.91%
Average Totals		6	12%	8	17%

Table # 2, below, provides a fiscal year average of nursing vacancies by their classification and location for SFY 2014, 2015 and 2016. In 2014, the Department operated at a 15% vacancy rate, in 2015 a 19% vacancy rate and in 2016 a 19% 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	Positions Assigned	SFY 2014 Vacancy	SFY 2015 Vacancy	SFY 2016 Vacancy
Admin - HQ	Director of Nursing	34	1	0	0	0
	Nursing Coordinator	27	1	0	0	0
Total – Administration			2	0	0	0
NHSP-M Concord, NH	Nursing Coordinator	27	1	0	1	1
	RN I	19	2	0	0	0
	RN II	21	8	2	2	0
	RN III	23	3	1	1	1
	Nurse Specialist	25	1	0	1	2
	Nurse Practitioner	28	2	0	0	0
	LPN II	18	1	0	0	0
Total – NHSP-M			18	3	5	4
NNHCF Berlin, NH	Nursing Coordinator	27	1	0	0	0
	RN I	19	0	0	0	0
	RN II	21	6	1	1	0
	RN III	23	5	0	0	0
	Nurse Practitioner	28	1	0	1	1
Total – NNHCF			13	1	2	1
NHCF-W Goffstown, NH	Nursing Coordinator	27	1	1	0	0
	RN I	19	1	0	0	0
	RN II	21	2	0	1	1
	RN III	23	1	0	0	0
	Nurse Practitioner	28	1	0	0	1
Total – NHCF-Women			6	1	1	2
SPU/RTU Concord, NH	Nursing Coordinator	27	1	0	0	0
	RN I	19	0	0	0	0
	RN II	21	2	2	1	1
	RN III	23	6	0	0	1
Total – SPU/RTU			9	2	1	2
Grand Total			48	7	9	9
Vacancy Rate				15%	19%	19%

Table # 3, below, demonstrates that for the number of employees who terminated with the Department in a given fiscal year, up to 100% was in a Registered Nurse (RN) I, II or III positions. For SFY 2014, of the total number of nurses who left the Department, the percentage of nurses who worked under five (5) years of service was 25%, for SFY 2015 it was 75% and SFY 2016 it was 63%. So, there has been a steady increase of our nursing turnover rate of newly hired nurses from SFY 2014 to SFY 2015 and a slight decrease from SFY 2015 to SFY2016.

Table # 3 – Total Terminations and Percentage of Nurses Who Terminated Within 5 Years of Hire

Table # 3 Position	SFY 2014			SFY 2015			SFY 2016		
	Terminations	# and % of Terminations within 5 years of hire by Position		Terminations	# and % of Terminations within 5 years of hire by Position		Terminations	# and % of Terminations within 5 years of hire by Position	
		#	%		#	%		#	%
RN I	0	0	0	2	2	100%	2	2	100%
RN II	3	1	33%	4	4	100%	4	3	75%
RN III	1	0	0	0	0	0	1	1	100%
Nursing Coordinator	0	0	0	1	0	0	1	0	0
Nurse Practitioner	0	0	0	1	0	0	3	1	33%
Total Terms	4	1		8	6		11	7	
Percentage of Total Terms and Who Worked < 5 Years	25%			75%			63%		

Table # 4, below and continues to the next page, reflects the nursing positions that left the Department during SFY 2015 and 2016 and the duration of time it took to fill the position. When tracking the listed vacancies in Table #4, 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 five (5) 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 # 4 – Length of Time to Fill Vacancies – Fiscal Year 2015

Table # 4 SFY 2015 Nursing Vacancies				
Title	Position #	Vacant	Filled	Monthly Duration
RN I, II & III	42244	8/1/14	10/7/14	2.16
RN I, II & III	18175	5/22/15	7/10/15	2.19
RN I, II & III	13033	2/17/15	7/10/15	4.25
RN I, II & III	12895	4/24/15	6/12/15	1.20
RN I, II & III	41391	5/15/15	5/30/15	.15
RN I, II & III	18174	1/20/15	6/24/15	18.4
Nursing Coordinator	16281	8/22/14	10/31/14	2.9
Nurse Practitioner	41523	3/21/15	Vacant/Reclass to RN*	
Average				5 Months

* Reclassified in September 2016

Chart continues to next page.

Table # 4 – Length of Time to Fill Vacancies – Fiscal Year 2016

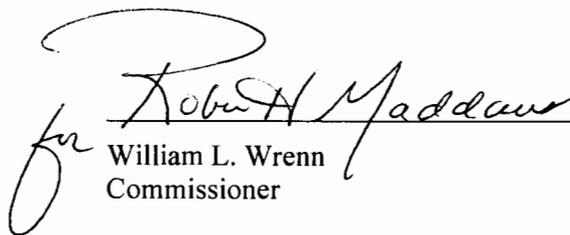
Table # 4 SFY 2016 Nursing Vacancies				
Title	Position #	Vacant	Filled	Monthly Duration
RN I, II & III	18817	3/18/16	7/24/16	4.6
RN I, II & III	18816	9/4/15	1/22/16	4.18
RN I, II & III	18860	1/31/16	2/22/16	.22
RN I, II & III	18862	2/18/16	5/27/16	3.8
RN I, II & III	18815	6/16/16	7/8/16	.23
RN I, II & III	41496	2/11/16	4/1/16	1.22
RN I, II & III	40709	7/17/15	8/19/16	1.2
Nursing Coordinator	16322	11/13/15	8/5/16	8.24
Nurse Practitioner	41500	9/18/15	Vacant/Reclass to RN*	
Nurse Practitioner	41499	11/18/15	Vacant/Reclass to RN*	
Nurse Practitioner	18818	3/1/16	Vacant/Reclass to RN*	
Average				3 Months

* Reclassified September 2016

Further concerns interfering with our recruitment potential, beyond asking qualified nursing staff to consider a prison environment as their workplace, is the lack of opportunity for development and education. Community healthcare employers offer training to support their nurses in 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 respectfully requests 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,

for 
 William L. Wrenn
 Commissioner

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

SFY 2017	# 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	Enhanced Hourly Rate	Annual Rate	Annual Hazardous Duty Pay	Current Annual Salary	Annual Salary for # of Positions
	1	Director of Nursing	34	6	56.68	117,894.40		117,894.40	117,894.40	65.18	135,578.56		135,578.56	135,578.56
	2	Nursing Coordinator	27	8	44.86	93,308.80	1,310.40	94,619.20	189,238.40	51.59	107,305.12	1,310.40	108,615.52	217,231.04
	2	Nursing Coordinator	27	6	41.18	85,654.40	1,310.40	86,964.80	173,929.60	47.36	98,502.56	1,310.40	99,812.96	199,625.92
	1	Nursing Coordinator	27	3	36.12	75,129.60	1,310.40	76,440.00	76,440.00	41.54	86,399.04	1,310.40	87,709.44	87,709.44
	1	Nurse Specialist	25	7	39.39	81,931.20	1,310.40	83,241.60	83,241.60	45.30	94,220.88	1,310.40	95,531.28	95,531.28
	2	RN III	23	8	37.73	78,478.40	1,310.40	79,788.80	159,577.60	43.39	90,250.16	1,310.40	91,560.56	183,121.12
	2	RN III	23	7	36.12	75,129.60	1,310.40	76,440.00	152,880.00	41.54	86,399.04	1,310.40	87,709.44	175,418.88
	4	RN III	23	5	33.15	68,952.00	1,310.40	70,262.40	281,049.60	38.12	79,294.80	1,310.40	80,605.20	322,420.80
	2	RN III	23	3	30.42	63,273.60	1,310.40	64,584.00	129,168.00	34.98	72,764.64	1,310.40	74,075.04	148,150.08
	9	RN III	23	1	27.93	58,094.40	1,310.40	59,404.80	534,643.20	32.12	66,808.56	1,310.40	68,118.96	613,070.64
	4	RN II	21	8	34.61	71,988.80	1,310.40	73,299.20	293,196.80	39.80	82,787.12	1,310.40	84,097.52	336,390.08
	2	RN II	21	7	33.15	68,952.00	1,310.40	70,262.40	140,524.80	38.12	79,294.80	1,310.40	80,605.20	161,210.40
	4	RN II	21	6	31.54	65,603.20	1,310.40	66,913.60	267,654.40	36.27	75,443.68	1,310.40	76,754.08	307,016.32
	1	RN II	21	5	30.28	62,982.40	1,310.40	64,292.80	64,292.80	34.82	72,429.76	1,310.40	73,740.16	73,740.16
	3	RN II	21	4	29.05	60,424.00	1,310.40	61,734.40	185,203.20	33.41	69,487.60	1,310.40	70,798.00	212,394.00
	3	RN II	21	3	27.93	58,094.40	1,310.40	59,404.80	178,214.40	32.12	66,808.56	1,310.40	68,118.96	204,356.88
	2	RN II	21	2	26.78	55,702.40	1,310.40	57,012.80	114,025.60	30.80	64,057.76	1,310.40	65,368.16	130,736.32
	1	RN II	21	1	25.74	53,539.20	1,310.40	54,849.60	54,849.60	29.60	61,570.08	1,310.40	62,880.48	62,880.48
	1	RN I	19	3	25.74	53,539.20	1,310.40	54,849.60	54,849.60	29.60	61,570.08	1,310.40	62,880.48	62,880.48
	1	LPN II	18	6	27.93	58,094.40	1,310.40	59,404.80	59,404.80	32.12	66,808.56	1,310.40	68,118.96	68,118.96
	48								3,310,278.40					3,797,581.84

SFY 2017 Salary Difference	487,303.44
Pay Periods	10
SFY 2017 Class 10 Salaries	187,424.40
Additional Retirement 26.38%	49,442.56
Additional Medicare 1.45%	2,717.65
SFY 2017 Class 60 Benefits	52,160.21
Grand Total	\$ 239,584.61

2016 New Hampshire Local Area Unemployment Statistics

Released: November 23, 2016

Source: New Hampshire Employment Security, Economic & Labor Market Information Bureau, www.nhes.nh.gov/elmi Estimates are Not Seasonally Adjusted

	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Ann Avg
New Hampshire													
Labor Force	738,240	742,460	744,980	743,260	744,420	760,550	768,740	765,100	750,010	749,410			
Employment	714,380	719,210	722,860	723,600	725,080	739,630	746,600	742,810	730,390	731,960			
Unemployment	23,860	23,250	22,120	19,660	19,340	20,920	22,140	22,290	19,620	17,450			
Rate	3.2%	3.1%	3.0%	2.6%	2.6%	2.8%	2.9%	2.9%	2.6%	2.3%	2.7%		2.8%