



STATE OF NEW HAMPSHIRE  
 DEPARTMENT OF CORRECTIONS  
 BUREAU OF HUMAN RESOURCES

P.O. BOX 1806  
 CONCORD, NH 03302-1806  
 603-271-5660 FAX: 603-223-2333  
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Helen Hanks  
 Commissioner

Ella Fredette  
 Human Resource  
 Administrator

December 1, 2020

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 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 \$285,089 for the remaining five (5) months of fiscal year 2021. This enhancement shall commence on January 15, 2021 effective upon Governor and Executive Council approval through January 12, 2023 or a period of twenty-four (24) months. 100% General Funds.

**EXPLANATION**

NHDOC continues to experience difficulty in filling and retaining nursing positions in the current labor market exhibiting an unemployment rate of 3.8%. Although, the Department has seen some improvement in its vacancy rate for fiscal year 2020, attracting nursing candidates remains very competitive with other State agencies and other healthcare organizations. Other contributing factors to this difficulty is the COVID-19 pandemic coupled with the challenge of attracting nursing candidates to serve within a correctional environment.

NHDOC has multiple geographic sites with nursing staff dedicated by site. The Department's staffing patterns do not provide a relief factor so vacancies further impact nursing time on site without accounting for planned or unplanned time off for filled positions. The Department's nursing staff are institutional nurses who are the front line of health services to the residents and patients housed within the facilities and the Secure Psychiatric Unit (SPU) and possess a vast and diverse set of 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);
- Infirmary 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. Ophthalmology, Orthopedic, Radiology, and Laboratory Services).

When positions become vacant, the vacancies impact multiple levels of service delivery. The Department’s 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 the average nursing vacancy rate. In fiscal year 2019, the table demonstrates an average of seven (7) vacancies per month or a rate of 14.38% and in fiscal year 2020, the table demonstrates an average of seven (7) vacancies per month or 12.99%

**Table # 1 – Monthly Nursing Vacancies for Fiscal Year 2019 and 2020**

Table # 1							
FY 2019				FY 2020			
Month	Authorized Positions	Vacancies	Nursing Vacancy Rate	Month	Authorized Positions	Vacancies	Nursing Vacancy Rate
July	51	8	15.69%	July	51	4	7.84%
August	51	8	15.69%	August	51	5	9.80%
September	51	9	17.64%	September	51	6	11.76%
October	51	8	15.69%	October	54	8	14.81%
November	51	8	15.69%	November	54	8	14.81%
December	51	7	13.72%	December	54	8	14.81%
January	51	7	13.72%	January	54	7	12.96%
February	51	8	15.69%	February	55	9	16.36%
March	51	6	11.76%	March	55	9	16.36%
April	51	6	11.76%	April	55	8	14.55%
May	51	7	13.72%	May	55	6	10.91%
June	51	6	11.76%	June	55	6	10.91%
<b>Average of Monthly Totals</b>		<b>7</b>	<b>14.38%</b>	<b>Average of Monthly Totals</b>		<b>7</b>	<b>12.99%</b>

Table # 2 provides a fiscal year average of nursing vacancies by their classification and location. In 2019, the Department operated at a 15.69% vacancy rate and in 2020 operated at a 12.73% 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**

<b>Table # 2</b>						
<b>Location</b>	<b>Classified Position Title</b>	<b>Labor Grade</b>	<b>FY 2019 Positions Assigned</b>	<b>FY 2019 Vacancy</b>	<b>FY 2020 Positions Assigned</b>	<b>FY 2020 Vacancy</b>
Admin - HQ	Director of Nursing	34	1	0	1	0
	Asst. Director of Nursing	29	1	0	1	1
<b>Total – Administration</b>			<b>2</b>	<b>0</b>	<b>2</b>	<b>1</b>
NHSP-M Concord, NH	Nursing Coordinator	27	1	0	1	0
	Nurse Specialist	25	2	1	2	1
	RN III	23	8	2	9	1
	RN II	21	5	2	5	1
	RN I	19	2	0	3	1
LPN II	18	1	0	1	0	
<b>Total – NHSP-M</b>			<b>19</b>	<b>5</b>	<b>21</b>	<b>4</b>
NNHCF Berlin, NH	Nursing Coordinator	27	1	0	1	0
	Nurse Specialist	25	0	0	1	0
	RN III	23	5	1	5	0
	RN II	21	5	0	5	1
	RN I	19	1	0	0	0
<b>Total – NNHCF</b>			<b>12</b>	<b>1</b>	<b>12</b>	<b>1</b>
NHCF-W Concord, NH	Nursing Coordinator	27	1	0	1	0
	Nurse Specialist	25	1	0	1	0
	RN III	23	3	1	3	0
	RN II	21	3	1	4	0
	RN I	19	1	0	1	0
LPN II	18	0	0	0	0	
<b>Total – NHCF-Women</b>			<b>9</b>	<b>2</b>	<b>10</b>	<b>0</b>
SPU/RTU Concord, NH	Nursing Coordinator	27	1	0	1	0
	Nurse Specialist	25	0	0	1	0
	RN III	23	6	0	5	0
	RN II	21	2	0	2	1
	RN I	19	0	0	0	0
<b>Total – SPU/RTU</b>			<b>9</b>	<b>0</b>	<b>9</b>	<b>1</b>
Behavioral Health	Nurse Specialist – Medicated Assisted Treatment (MAT)	25	0	0	1	0
<b>Total – Behavioral Health</b>			<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>
<b>Grand Total</b>			<b>51</b>	<b>8</b>	<b>55</b>	<b>7</b>
<b>Vacancy Rate</b>				<b>15.69%</b>		<b>12.73%</b>

Table # 3 reflects a sample of nursing positions that became vacant during FY 2019 and 2020 and the average duration of time it took to fill those positions. Please note that in fiscal year 2019 the average duration of time to fill a nursing vacancy was approximately six months. However, for fiscal year 2020 the Department experienced some improvement and the average time to fill a nursing vacancy decreased to approximately four months.

**Table # 3 – Length of Time to Fill Vacancies – Fiscal Year 2019 & 2020**

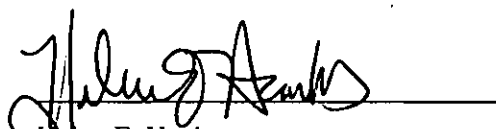
Table # 3 FY 2019 Nursing Vacancies				
Title	Position #	Vacant	Filled	Monthly Duration
Asst. Dir. of Nursing	19536	5/24/2019	5/8/2020	11.51
Nurse Specialist	18174	5/24/2019	9/27/2019	4.14
RN I, II & III	18817	1/18/2019	7/19/2019	5.98
RN I, II & III	40708	7/1/2018	11/23/2018	4.77
RN I, II & III	41500	7/1/2018	12/7/2018	5.23
RN I, II & III	41523	9/25/2018	1/18/2019	3.78
RN I, II & III	44326	8/31/2018	6/21/2019	9.67
RN I, II & III	44327	7/5/2018	11/9/2018	4.18
<b>Average</b>				<b>6 Months</b>

Table # 3 FY 2020 Nursing Vacancies				
Title	Position #	Vacant	Filled	Monthly Duration
RN I, II & III	18816	2/14/2020	5/8/2020	2.76
RN I, II & III	18817	9/15/2019	12/6/2019	2.70
RN I, II & III	30352	10/11/2019	5/22/2020	7.37
RN I, II & III	40708	8/2/2019	9/27/2019	1.84
RN I, II & III	41492	1/31/2020	4/10/2020	2.30
RN I, II & III	41499	8/30/2019	9/27/2019	0.92
RN I, II & III	41500	2/28/2020	7/17/2020	4.60
RN I, II & III	44321	7/1/2019	1/3/2020	6.12
RN I, II & III	44322	7/1/2019	12/20/2019	5.66
RN I, II & III	44323	7/1/2019	5/8/2020	10.26
RN I, II & III	44326	12/20/2019	2/28/2020	2.30
<b>Average</b>				<b>4 Months</b>

In addition, since 2002 NHDOC historically has had difficulty in competing with the private sector and even with other state agencies. With the current labor market and a competitive health care market to recruit and attract qualified nurses in a correctional environment, retaining nursing personnel continues to be extremely difficult. Attached is a chart from Salary.com as an example of the median wage in the current labor market for RN III positions and demonstrates an RN III position's median wage of \$89,153. Currently, the median wage for our RN III positions including the 15% salary enhancement is \$85,299.

Therefore, the NH Department of Corrections seeks your consideration to continue the 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

# 2020 New Hampshire Local Area Unemployment Statistics

Released: November 25, 2020

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

Estimates are Not Seasonally Adjusted

	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Ann Avg
New Hampshire													
Labor Force	781,000	780,420	764,210	713,760	730,540	731,830	747,140	745,380	736,390	724,580			
Employment	757,090	756,460	743,130	590,890	618,590	665,340	688,170	697,550	695,900	697,320			
Unemployment	23,910	23,960	21,080	122,870	111,950	66,490	58,970	47,830	40,490	27,260			
Rate	3.1%	3.1%	2.8%	17.2%	15.3%	9.1%	7.9%	6.4%	5.5%	3.8%			

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

FY 2021								
# of Positions	Title	LG	Step	Hourly Rate effective 1/4/19	Annual Rate	Annual Hazardous Duty Pay	Current Annual Salary	Annual Salary for # of Positions
1	Director of Nursing	34	5	55.88	116,230		116,230	116,230
1	Asst Dir. Of Nursing	29	5	44.25	92,040		92,040	92,040
1	Nursing Coordinator	27	8	46.23	96,158	1,300	97,458	97,458
1	Nursing Coordinator	27	6	42.43	88,254	1,300	89,554	89,554
1	Nursing Coordinator	27	5	40.59	84,427	1,300	85,727	85,727
1	Nursing Coordinator	27	1	34.16	71,053	1,300	72,353	72,353
1	Nurse Specialist	25	7	40.59	84,427	1,300	85,727	85,727
3	Nurse Specialist	25	4	35.66	74,173	1,300	75,473	226,418
1	Nurse Specialist	25	2	32.74	68,099	1,300	69,399	69,399
1	Nurse Specialist	25	1	31.35	65,208	1,300	66,508	66,508
3	RN III	23	9	40.59	84,427	1,300	85,727	257,182
2	RN III	23	8	38.88	80,870	1,300	82,170	164,341
2	RN III	23	7	27.23	56,638	1,300	57,938	115,877
3	RN III	23	6	35.66	74,173	1,300	75,473	226,418
2	RN III	23	5	34.16	71,053	1,300	72,353	144,706
1	RN III	23	4	32.74	68,099	1,300	69,399	69,399
6	RN III	23	1	28.78	59,862	1,300	61,162	366,974
1	RN II	21	8	35.66	74,173	1,300	75,473	75,473
3	RN II	21	7	34.16	71,053	1,300	72,353	217,058
4	RN II	21	6	32.51	67,621	1,300	68,921	275,683
3	RN II	21	5	31.21	64,917	1,300	66,217	198,650
3	RN II	21	4	29.94	62,275	1,300	63,575	190,726
2	RN II	21	3	28.78	59,862	1,300	61,162	122,325
4	RN II	21	2	27.60	57,408	1,300	58,708	234,832
1	RN II	21	1	26.53	55,182	1,300	56,482	56,482
1	RN I	19	1	24.44	50,835	1,300	52,135	52,135
1	LPN II	18	8	31.21	64,917	1,300	66,217	66,217
1	LPN II	18	3	25.44	52,915	1,300	54,215	54,215
55								3,890,110

Enhanced Hourly Rate	Annual Rate	Annual Hazardous Duty Pay	Current Annual Salary	Annual Salary for # of Positions
64.26	133,665		133,665	133,665
50.89	105,846		105,846	105,846
53.16	110,582	1,300	111,882	111,882
48.79	101,493	1,300	102,793	102,793
46.68	97,091	1,300	98,391	98,391
39.28	81,711	1,300	83,011	83,011
46.68	97,091	1,300	98,391	98,391
41.01	85,299	1,300	86,599	259,796
37.65	78,314	1,300	79,614	79,614
36.05	74,989	1,300	76,289	76,289
46.68	97,091	1,300	98,391	295,174
44.71	93,001	1,300	94,301	188,602
31.31	65,134	1,300	66,434	132,868
41.01	85,299	1,300	86,599	259,796
39.28	81,711	1,300	83,011	166,021
37.65	78,314	1,300	79,614	79,614
33.10	68,842	1,300	70,142	420,851
41.01	85,299	1,300	86,599	86,599
39.28	81,711	1,300	83,011	249,032
37.39	77,764	1,300	79,064	316,256
35.89	74,654	1,300	75,954	227,863
34.43	71,616	1,300	72,916	218,749
33.10	68,842	1,300	70,142	140,284
31.74	66,019	1,300	67,319	269,277
30.51	63,460	1,300	64,760	64,760
28.11	58,460	1,300	59,760	59,760
35.89	74,654	1,300	75,954	75,954
29.26	60,852	1,300	62,152	62,152
				4,463,291

FY 2021 Salary Difference	573,181
Pay Periods	10
FY 2021 Class 10 Salaries	220,454
Additional Retirement 28.43%	59,259
Additional Retirement 11.93%	1,433
Additional Social Security 6.2%	745
Additional Medicare 1.45%	3,197
FY 2021 Class 60 Benefits	64,634
Grand Total	285,088

# Staff Nurse - RN III

Salary    Salary + Bonus

Methodology

\$89,153

25%  
\$78,565

75%  
\$102,435



Projected Salary  
Unknown

Annual

Educational

Years of Experience

Direct Reports

Reports To

Performance

Staff Nurse - RN III

Location

Update

[View more Staff Nurse - RN III](#)

with confidence.

**Lind, Jennifer**

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**From:** Fredette, Ella  
**Sent:** Friday, October 16, 2020 10:20 AM  
**To:** Lind, Jennifer  
**Cc:** Currier, Lisa; Stone, Lisa  
**Subject:** FW: Nursing Salary Enhancement Extension Request through FY21  
**Attachments:** NHDOC-Nursing Monthly Vacancy Rate-Table 1-2019-2020.docx; Nursing Vacancy Rate Table 2-FY 19-20.docx; Nursing vacancies-Length of Time- Table #3 FY 19 FY 20.docx; nursing enhancement ext request-10-2020.pdf

**Importance:** High

Hello,

Below is the DOP approval for the extension of the nursing enhancement request and backup attached.

Holler if you need anything else!

Respectfully,



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

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**From:** Rudis, Lorrie  
**Sent:** Friday, October 16, 2020 10:08 AM  
**To:** Fredette, Ella  
**Cc:** Moranti, Michael  
**Subject:** FW: Nursing Salary Enhancement Extension Request through FY21  
**Importance:** High

This request is Approved.

**From:** Moranti, Michael <[Michael.J.Moranti@das.nh.gov](mailto:Michael.J.Moranti@das.nh.gov)>  
**Sent:** Friday, October 16, 2020 10:05 AM  
**To:** Rudis, Lorrie <[Lorrie.A.Rudis@das.nh.gov](mailto:Lorrie.A.Rudis@das.nh.gov)>  
**Subject:** FW: Nursing Salary Enhancement Extension Request through FY21  
**Importance:** High



Michael Moranti  
603-271-1420  
[Michael.moranti@das.nh.gov](mailto:Michael.moranti@das.nh.gov)  
Deputy Director of Personnel  
Department of Administrative Services  
State of New Hampshire  
54 Regional Drive, Suite 5  
Concord NH

From: Fredette, Ella <[Ella.Fredette@doc.nh.gov](mailto:Ella.Fredette@doc.nh.gov)>  
Sent: Monday, October 5, 2020 1:42 PM  
To: Rudis, Lorrie <[Lorrie.A.Rudis@das.nh.gov](mailto:Lorrie.A.Rudis@das.nh.gov)>; Moranti, Michael <[Michael.J.Moranti@das.nh.gov](mailto:Michael.J.Moranti@das.nh.gov)>  
Subject: FW: Nursing Salary Enhancement Extension Request through FY21  
Importance: High

Sorry, I forgot to add my request... here you go!

Respectfully,



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

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From: Fredette, Ella  
Sent: Monday, October 05, 2020 1:39 PM  
To: Rudis, Lorrie <[Lorrie.A.Rudis@das.nh.gov](mailto:Lorrie.A.Rudis@das.nh.gov)>  
Cc: Moranti, Michael <[Michael.J.Moranti@das.nh.gov](mailto:Michael.J.Moranti@das.nh.gov)>  
Subject: Nursing Salary Enhancement Extension Request through FY21  
Importance: High

Good Afternoon Director Rudis,

Attached, please find an extension request and backup materials for the 15% enhancement for our nursing staff.

Is there any discussion occurring to make this "permanent" across the board as other agencies are also requesting extension, etc.? Would this be part of the bargaining process?

Thank you in advance for your review and consideration for this extension.

Respectfully,