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**STATE OF NEW HAMPSHIRE**  
**DEPARTMENT OF HEALTH AND HUMAN SERVICES**  
**GLENCLIFF HOME**

Lori A. Shibinette  
 Commissioner

L. Todd Bickford  
 Administrator

393 HIGH STREET, PO BOX 76, GLENCLIFF, NH 03238  
 603-989-3111 Fax: 603-989-3040  
 TDD Access: 1-800-735-2964  
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April 23, 2021

His Excellency, Governor Christopher T. Sununu  
 and the Honorable 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 Department of Health and Human Services (DHHS), Glencliff Home (GH) to renew 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 effective July 1, 2021 upon Governor and Executive Council approval through June 30, 2023. 19.21% General Funds, 80.79% Other Funds.

Funds to support this enhancement are anticipated to be available in SFY 2022 and SFY 2023 upon the availability and continued appropriation of funds in the future operating budget.

**05-95-91-910010-5710, HEALTH AND SOCIAL SERVICES, DEPT OF HEALTH AND HUMAN SVCS,  
 HHS: GLENCLIFF HOME, GLENCLIFF HOME, PROFESSIONAL CARE**

State FY	Class/Account	Class Title	Amount Requested
2022	010-500100	Personal Services – Perm Class	\$458,846
2023	010-500100	Personal Services – Perm Class	\$489,008
			\$947,854

**EXPLANATION**

Glencliff Home (GH) continues to experience an increasing amount of difficulty in filling and retaining nursing positions in the current labor market, which is evidenced by the current vacancy rates in nursing positions (Table 1 below). Glencliff Home has the following positions that require licensure as a registered nurse and those positions are being paid from the Institutional Nurse Pay Scale (N130). A 15% enhancement to the Institutional Nurse (N130) pay scale was first approved for a period of 24 months by Governor and Executive Council on August 2, 2017 item #9 with a retroactive effective date of July 1, 2017 and subsequently approved by Governor and Executive Council on June 5, 2019 item #16 with an effective date of July 1, 2019. The NH unemployment rate continues to be low, for January 2021, the adjusted rate was 3.6%. This indicates the economy is at full employment. Consequently,

employers, including GH, are pursuing “passive” candidates for vacant positions. Passive candidates are employees who are not actively seeking employment. To be successful in recruiting passive candidates and to retain current nurses, GH must be competitive with the other health care facilities in the State in regards to compensation. Here at GH, as of the end of April 2021, our vacancy rate for Nurses (Coordinators, RNs, LPNs) is 40% overall and on second shift it is at 78%. This does not include staff out on Workers Compensation or Family Medical Leave Act (FMLA), which would put the second shift vacancy rate to 88%. In the last year, GH had six nurses, 20% of our nurse positions, retire.

Table 1 below illustrates the trend and the sharp increase in the vacancy rate at GH.

Table 1

GH Nurse Positions						
State Title	LG	Positions	April 30 <sup>st</sup> 2021	July 1 <sup>st</sup> 2020	July 1 <sup>st</sup> 2019	July 1 <sup>st</sup> 2018
Registered Nurse I-III	19-23	17	6	7	6	3
Licensed Practical Nurse I-II	21	8	4	3	1	2
Nursing Coordinator (shift)	27	4	1	2	2	2
Nurse Coordinator (training)	27	1	1	0	0	0
Totals		30	12	12	9	7
Vacancy Rate			40.0%	40.0%	30.0%	23.3%

There are currently 12 nursing vacancies on the N130 pay scale at GH, as shown above. These vacancies have created an increase in use of Overtime (OT) for nursing staff. This increase in use of OT is despite efforts such as increasing the use of Medication Nursing Assistants (MNAs). MNAs are licensed nursing assistants who have completed additional training allowing them to administer medications under the supervision of an RN. With the nursing shortage, GH has provided in-house MNA courses since 2016 and plans to continue offering the classes in FY-22 and FY-23.

GH has had to continue to mandate OT, which is expensive and more troubling; it has the potential to negatively affect the quality of care provided by a group of dedicated nurses who already work in a stressful, demanding, and challenging environment. Additionally, there is the concern of “burning out” nurses who can find better compensated employment.

Due to the current staffing shortage of Nurses, GH has frozen admissions, has closed half a unit, and will fully close the 25 bed unit until the staffing levels improve. This will reduce the amount of revenue that GH receives by \$152,000 per month and compounds the ongoing Mental Health bed crises as GH is not taking people from New Hampshire Hospital, allowing beds to be available for people being held in Emergency Departments.

Many factors contribute to GH not being able to effectively compete in the nursing labor market. First and foremost, State salaries are not competitive with area employers. Table 2 below shows the salaries in the local labor markets compared to the State salary schedule N130. GH is significantly low in compensation for Registered Nurses, especially any nurse with experience (12-47%). While, GH appears comparable in compensation for new LPNs, LPNs are becoming scarcer as most Nursing

Educational institutions are no longer offering LPN programs. Additionally, to recruit “passive” LPN candidates, GH needs an increase to entice them to consider changing employment.

Nurses at New Hampshire Hospital (NHH), Veteran’s Home, and Department of Corrections receive a 15% enhancement for the same reasons for which GH is making this request. This requested enhancement for GH would maintain equity among all State institutional nurses.

Table 2

<b>Department of Employment Security</b> <b>New Hampshire Occupation Employment &amp; Wages – 2020</b> <b>Versus GH Salaries</b>			
	Entry	Mean	Experienced
<b>Registered Nurse</b>	<b>RN I - Step 1</b>	<b>RN II - Step 4</b>	<b>RN III - Step 4</b>
GH Wage	\$24.44	\$29.94	\$32.74
Laconia-Belmont	\$30.28	\$42.25	\$48.22
<i>Difference</i>	<i>-23.9%</i>	<i>-41.12%</i>	<i>-47.28%</i>
Plymouth Area	\$26.78	\$33.53	\$36.90
<i>Difference</i>	<i>-9.6%</i>	<i>-12.0%</i>	<i>-12.7%</i>
Dartmouth Hitchcock	\$30.02	\$34.22	\$39.83
<i>Difference</i>	<i>-22.8%</i>	<i>-14.3%</i>	<i>-21.7%</i>
State Wide	\$27.47	\$36.26	\$40.65
<i>Difference</i>	<i>-12.4%</i>	<i>-21.11%</i>	<i>-24.2%</i>
	Entry	Mean	Experienced
<b>LPN</b>	<b>LPN I - Step 1</b>	<b>LPN II - Step 1</b>	<b>LPN II - Step 4</b>
GH Wage	\$21.72	\$23.50	\$25.44
Laconia-Belmont	\$20.74	\$24.70	\$26.68
<i>Difference</i>	<i>4.5%</i>	<i>-5.1%</i>	<i>-4.9%</i>
State Wide	\$21.85	\$26.61	\$28.98
<i>Difference</i>	<i>-0.6%</i>	<i>-13.2%</i>	<i>-13.9%</i>
<i>LPN wages not available for Plymouth Area</i>			

Growing demand for healthcare services from an aging population, coupled with an aging nursing workforce has created a significant nursing shortage not only in New Hampshire but also

across the United States. The COVID-19 Pandemic has only exasperated the Nursing shortage across NH and the Nation as many nurses have retired due to the added stress, which will create even more competition among health care providers.

When using Medicare's Nursing Home Compare site, there are 22 other Nursing Homes listed in the vicinity of GH as well as three hospitals, including Dartmouth Hitchcock Medical Center. Additionally, GH has to overcome the stigma related to being a facility that specializes in providing services to people with mental illness. While GH is a Centers for Medicare and Medicaid Services (CMS) certified nursing facility, we serve only individuals that have a mental illness or developmental disability as well as the medical need for long term care. GH only accepts applicants that have been rejected by at least two other nursing facilities. When it comes to recruitment, many nurses are hesitant due to the perceived difficulty of the related mental health behaviors.

GH will continue our urgent recruitment efforts, such as advertising in local and Statewide newspapers, posting on the NH.gov website, placing advertisements in professional publications and websites, attending job fairs, and serving as a Plymouth State University nursing clinical site, and holding MNA classes.

If this request is not approved, the shortage of nurses will lead to more vacancies as nurses retire and continue to take positions at other health care facilities due to higher wages. As positions take longer to fill and more positions become vacant, the increased workload on existing employees will have a detrimental effect on the quality of care as well as increase the likelihood of more staff turnover and will result in the continued need to freeze admissions and having a reduced capacity.

Respectfully submitted,



Lori A. Shibinette  
Commissioner

**Caraway, Michelle**

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**From:** Rudis, Lorrie  
**Sent:** Thursday, March 11, 2021 4:42 PM  
**To:** Lincoln, Kevin  
**Cc:** Bickford, Louis (Todd); MacKay, Kimberly  
**Subject:** RE: 15% Enhancement - Glenclyff Home Nursing Staff

Greetings Kevin,

Your request is approved for an additional 24 months from July 1, 2021 through June 30, 2023. with the support of G&C.

All the best,

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**From:** Lincoln, Kevin <Kevin.A.Lincoln@dhhs.nh.gov>  
**Sent:** Thursday, March 11, 2021 9:05 AM  
**To:** Rudis, Lorrie <Lorrie.A.Rudis@das.nh.gov>  
**Cc:** Bickford, Louis (Todd) <Louis.T.Bickford@dhhs.nh.gov>; MacKay, Kimberly <Kimberly.M.MacKay@dhhs.nh.gov>  
**Subject:** 15% Enhancement - Glenclyff Home Nursing Staff

Dear Director Rudis,

Glenclyff Home is requesting your support and approval to extend the 15% enhancement to the nursing staff on the N130 scale for an additional 24 months. The original approval was received by G&C for a 24 month period beginning July 1, 2017 and approved again by G&C for a 24 month period beginning July 1, 2019. The enhancement has helped with retaining nursing staff however filling vacant positions continues to be a challenge.

Please contact me should you have any questions.

Kevin A. Lincoln, CPM  
Business Administrator III  
Department of Health & Human Services – Glenclyff Home  
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Glenclyff, NH 03238

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Glenclyff Home - N130 Nursing Staff Position Numbers

14880

14841

14838

18256

14919

14922

14901

14912

14934

19024

42964

14584

14589

15758

30579

40346

42963

18253

14837

14865

16219

40338

TMPPT4601

TMPPT5833

TMPPT5834

TMPPT4602

TMPPT5383

TMPPT5835

TMPPT5836

14882

14899

18254

19652

30580

42966

14888

14905

42965

TMPPT4599

TMPPT4600