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STATE OF NEW HAMPSHIRE
DEPARTMENT OF HEALTH AND HUMAN SERVICES
NEW HAMPSHIRE HOSPITAL

Jeffrey A. Meyers
Commissioner

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Lori A. Shibinette
Chief Executive Officer

November 25, 2019

His Excellency, Governor Christopher T. Sununu
and the Honorable Council
State House
Concord, NH 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), New Hampshire Hospital (NHH) to continue a fifteen percent (15%) in the base hourly rate for recruitment and retention purposes for nursing staff currently paid under the Institutional Nurse (N130) pay scale effective upon Governor and Council approval or January 13, 2020, whichever is later, through January 12, 2022 or period of 24 months from date of such approval, whichever is later. 34% General Funds and 66% Other Funds.

EXPLANATION

The demand for acute psychiatric services provided by New Hampshire Hospital (NHH) continues to exceed available staff resources. The acuity level of patients admitted to NHH has continued to rise due to a number of factors, which include long waiting periods in community hospital emergency departments, increasing medical co-morbidities related to an aging general population and increasing level of dangerousness related to co-morbid use of illegal substances. NHH has continued to have extreme difficulty recruiting Nurses and Nurse Practitioners - see Table 1. New Hampshire Hospital (NHH) 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 enacted in January of 2016 for New Hampshire Hospital nurses. It has proven to be an effective tool for addressing the nursing shortage, with the vacancy rates remaining high for entry level RNs but insignificant for the more advanced positions as Table 1 shows.

NHH Registered Nurse Positions

		TOTAL FTE	<u>Table 1</u>		
	LG	POSITIONS	Vacant Sep 2017	Vacant Sep 2018	Vacant Aug 2019
<u>Lic. Practical Nurse</u>	18	2	0	0	1
Registered Nurse I	19	36	30.5	26.5	30.5
Registered Nurse II	21	41.5	0	0	0
Registered Nurse III	23	36.5	0	0	0
Nurse Specialist	25	15	3	1	0
Nursing Coordinator	27	21.5	1.5	3	1.5
Nurse Practitioner APRN	28	4.5	0	0.5	0
Asst. Nurse Director	29	2	0	0	1
Nursing Director	34	1	0	0	0
Total		160	35	31	34
		Vacancy Rate	22%	19%	21%

There are currently thirty-four (34) FTE Nurse vacancies at New Hampshire Hospital. Thirty-one of the FTEs are for RN Is of which nine of the thirty-one vacancies are for second shift and three are for night shift positions, which are traditionally the most difficult to fill. The vacancies have created increased stress for Registered Nurses who must regularly work mandatory overtime – in addition to their regular hours. This is expensive, and more troubling, it negatively impacts the quality of care provided by a group of dedicated nurses who already work in a stressful, demanding and dangerous environment. The added stress related to working additional hours over a long period of time is taking its toll on the current workforce, whose average age is close to the national average of 50. Despite intensive efforts to recruit new nurses, NHH has been unable to fill all vacant nurse positions.

Nursing Shortage:

Growing demand for healthcare services from an aging population, coupled with an aging nursing workforce, has created a significant nursing shortage in New Hampshire and across the United States. The American Association of Colleges of Nursing (AACN) notes that the combination of more people from the baby boomer generation living longer, the advancing age of registered nurses heading for retirement and fewer seats available in nursing school classrooms underlies the nursing shortage in the U.S. and that “employers must engage creative recruitment strategies to attract and retain qualified nurses, particularly registered nurses, where job growth is expected to rise by 12 percent from 2018 to 2028, according to the U.S. Bureau of Labor Statistics.” Older nurses who put off early retirement during the recent economic recession are now nearing their seventies and are more than ready to retire from their demanding job environments. Schools of nursing have been unable to train enough new nurses to keep pace with the growing shortage due to a lack of adequate faculty, facilities, and clinical placement sites. Psychiatric Nursing will not fare well during this continuing crisis, because it is a specialty that is generally not preferred and one that is often feared, because of the stigma associated with mental illness. Psychiatric Nursing attracts less than 7% of nurses because it requires specialized knowledge, sophisticated communication ability, complex problem solving skills and tremendous self-confidence to work with people who are in crisis under stressful and hazardous conditions.

Competitive Market:

Registered nurses searching for jobs in southern New Hampshire today will find numerous opportunities. Other hospitals in the Concord area are offering basic compensation that is 11%-22% higher for experienced nurses than pay scales afforded by the State classification system and some have hired nurse recruiters into full time

positions. Hospitals are also offering sign-on bonuses and/or tuition assistance in an effort to fill and retain staffing. Such creative recruitment strategies are not available as enticements to work at NHH. As shown in Table 2, below, the state's salary schedule is not competitive with Concord and statewide hospitals. Recruitment is particularly difficult for evening and night shifts, due to the higher shift differentials paid in other hospitals, as well.

Table 2

New Hampshire Employment Security: New Hampshire Occupational Employment & Wages - 2019
 Greater Concord Area, June 2019. <https://www.nhes.nh.gov/elmi/products/documents/wages-conc.pdf>

Registered Nurses SIC 29-1141				
Concord Area		\$27.50	\$34.75	\$38.59
Statewide		\$27.12	\$35.25	\$40.15
State Wage	RN I Step I	\$24.44		
	RN II Step 4		\$29.94	
	RN III Step 4			\$32.74
State Wage vs Concord Market		89%	86%	85%
Registered Nurses SIC 29-1171				
Concord Area		\$42.81	\$53.85	\$65.12
Statewide		\$42.24	\$53.51	\$59.67
State Wage	RN I Step I	\$35.66		
	RN II Step 4		\$40.29	
	RN III Step 9			\$51.04
State Wage vs Concord Market		83%	75%	78%

If approved, the overall additional cost of this increase would be \$2,946,594 which would ensure the salary for each position would be increased by the authorized enhancement percentage. Funds are available in the following account in SFY20 and SFY21 as the 15% increase was included in the Hospital's budget and are anticipated to be available in SFY 2022.

05-95-94-940010-8750 HEALTH AND SOCIAL SERVICES, DEPT OF HEALTH AND HUMAN SVCS, HHS: NEW HAMPSHIRE HOSPITAL, NEW HAMPSHIRE HOSPITAL, ACUTE PSYCHIATRIC SVCS

Fiscal Year	Class/Object	Class Title	Job Number	Amount Requested
SFY 2020	010-500100	Personal Services - Perm Class	94057200	662,882
SFY 2021	010-500100	Personal Services - Perm Class	94057200	1,476,593
SFY 2022	010-500100	Personal Services - Perm Class	94057200	807,119
			TOTAL	2,946,594

Should Governor and Council determine to deny this request, New Hampshire Hospital would be unable to adequately recruit and retain staff negatively impacting patient care.

Area served: NHH Acute Psychiatric Facility.
 Source of funds: 34% general funds and 66% Other Funds (provider fees).

His Excellency, Governor Christopher T. Sununu
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Page 4 of 4

In the event that other funds become no longer available, additional general funds will not be requested to support this request.

Respectfully submitted

A handwritten signature in black ink, appearing to read "Jeffrey Meyers". The signature is fluid and cursive, with a large initial "J" and "M".

Jeffrey A. Meyers
Commissioner

New Hampshire Hospital Proposal to Address Nursing Shortage Fiscal Impact of Base Rate Enhancement Nurse Pay Scale (N130) Effective January 13, 2020																				
FY 2020 12 Pay Periods 1/13/20-6/30/2020																				
# Posns	Title	LG	Step	Hourly Rate	A130			N130		Enhanced Pay		Total Enhanced		Enhanced \$ for		Fund	Agy	Orgn	Cts	Hours/Wk
					Annual Salary	Annual Hazard Pay	Total Present Annual Salary	Annual for # of Posns	Hourly Rate	Annual Salary	Hazard Pay	Annual Salary	# of Posns							
1	Nurse Director	34	5	46.55	96,824	1,040	97,864	97,864	53.53	111,348	1,040	112,388	112,388	010	094	8750	010	40		
2	Asst. Nurse Director	29	8	42.56	88,525	1,040	89,565	179,130	48.94	101,804	1,040	102,844	205,687	010	094	8750	010	40		
4.5	Nurse Practitioner APRN	28	8	40.60	84,448	1,040	85,488	384,696	46.69	97,115	1,040	98,155	441,698	010	094	8750	010	40		
2	Lic. Practical Nurse II	18	7	24.96	51,917	1,040	52,957	105,914	28.70	59,704	1,040	60,744	121,489	010	094	8750	010	40		
36	RN I	19	4	22.99	47,819	1,040	48,859	1,758,931	26.44	54,992	1,040	56,032	2,017,155	010	094	8750	010	40		
41.5	RN II	21	5	26.00	54,080	1,040	55,120	2,287,480	29.90	62,192	1,040	63,232	2,624,128	010	094	8750	010	40		
36.5	RN III	23	5	28.49	59,259	1,040	60,299	2,200,921	32.76	68,148	1,040	69,188	2,525,365	010	094	8750	010	40		
1	Nurse Specialist	24	2	26.13	54,350	1,040	55,390	55,390	30.05	62,503	1,040	63,543	63,543	010	094	8750	010	40		
14	Nurse Specialist	25	7	33.82	70,346	1,040	71,386	999,398	38.89	80,897	1,040	81,937	1,147,124	010	094	8750	010	40		
21.5	Nursing Coordinator	27	7	36.88	76,710	1,040	77,750	1,671,634	42.41	88,217	1,040	89,257	1,919,025	010	094	8750	010	40		
160								9,741,357.60					11,177,601.24							
													Difference	1,436,243.64					\$662,881.68 (Bal FY20)	
FY 2021 26 Pay Periods 7/1/20-6/30/2021																				
# Posn	Title	LG	Step	Hourly Rate	Annual			Annual for #		Enhanced Pay		Total Enhanced		Enhanced \$ for		Fund	Agy	Orgn	Cts	Hours/Wk
					Salary	Hazard Pay	Total Present Annual Salary	Annual for # of Posns	Hourly Rate	Annual Salary	Hazard Pay	Annual Salary	# of Posns							
1	Nurse Director	34	6	48.65	101,192	1,040	102,232	102,232	55.95	116,371	1,040	117,411	117,411	010	094	8750	010	40		
2	Asst. Nurse Director	29	8	42.51	88,421	1,040	89,461	178,922	48.89	101,684	1,040	102,724	205,448	010	094	8750	010	40		
4.5	Nurse Practitioner APRN	28	8	40.60	84,448	1,040	85,488	384,696	46.69	97,115	1,040	98,155	441,698	010	094	8750	010	40		
2	Lic. Practical Nurse II	18	7	24.96	51,917	1,040	52,957	105,914	28.70	59,704	1,040	60,744	121,489	010	094	8750	010	40		
36	RN I	19	5	23.98	49,878	1,040	50,918	1,833,062	27.58	57,360	1,040	58,400	2,102,406	010	094	8750	010	40		
41.5	RN II	21	6	27.10	56,368	1,040	57,408	2,382,432	31.17	64,823	1,040	65,863	2,733,323	010	094	8750	010	40		
36.5	RN III	23	6	29.72	61,818	1,040	62,858	2,294,302	34.18	71,090	1,040	72,130	2,632,754	010	094	8750	010	40		
1	Nurse Specialist	24	3	27.27	56,722	1,040	57,762	57,762	31.36	65,230	1,040	66,270	66,270	010	094	8750	010	40		
14	Nurse Specialist	25	7	33.82	70,346	1,040	71,386	999,398	38.89	80,897	1,040	81,937	1,147,124	010	094	8750	010	40		
21.5	Nursing Coordinator	27	7	36.88	76,710	1,040	77,750	1,671,634	42.41	88,217	1,040	89,257	1,919,025	010	094	8750	010	40		
160								10,010,353.60					11,486,946.64							
													Difference	1,476,593.04					FY21	
FY 2022 14 Pay Periods 7/1/21-1/12/2022																				
# Posn	Title	LG	Step	Hourly Rate	Annual			Annual for #		Enhanced Pay		Total Enhanced		Enhanced \$ for		Fund	Agy	Orgn	Cts	Hours/Wk
					Salary	Hazard Pay	Total Present Annual Salary	Annual for # of Posns	Hourly Rate	Annual Salary	Hazard Pay	Annual Salary	# of Posns							
1	Nurse Director	34	6	48.65	101,192	1,040	102,232	102,232	55.95	116,371	1,040	117,411	117,411	010	094	8750	010	40		
2	Asst. Nurse Director	29	9	44.46	92,477	1,040	93,517	187,034	51.13	106,348	1,040	107,388	214,777	010	094	8750	010	40		
4.5	Nurse Practitioner APRN	28	9	42.51	88,421	1,040	89,461	402,574	48.89	101,684	1,040	102,724	462,258	010	094	8750	010	40		
2	Lic. Practical Nurse II	18	8	26.00	54,080	1,040	55,120	110,240	29.90	62,192	1,040	63,232	126,464	010	094	8750	010	40		
36	RN I	19	5	23.98	49,878	1,040	50,918	1,833,062	27.58	57,360	1,040	58,400	2,102,406	010	094	8750	010	40		
41.5	RN II	21	6	27.10	56,368	1,040	57,408	2,382,432	31.17	64,823	1,040	65,863	2,733,323	010	094	8750	010	40		
36.5	RN III	23	6	29.72	61,818	1,040	62,858	2,294,302	34.18	71,090	1,040	72,130	2,632,754	010	094	8750	010	40		
1	Nurse Specialist	24	3	27.27	56,722	1,040	57,762	57,762	31.36	65,230	1,040	66,270	66,270	010	094	8750	010	40		
14	Nurse Specialist	25	8	35.36	73,549	1,040	74,589	1,044,243	40.66	84,581	1,040	85,621	1,198,696	010	094	8750	010	40		
21.5	Nursing Coordinator	27	8	38.53	80,142	1,040	81,182	1,745,422	44.31	92,164	1,040	93,204	2,003,881	010	094	8750	010	40		
160								10,159,302.40					11,658,237.76							
													Difference	1,498,935.36					\$807,119.04 (Bal FY22)	
													TOTAL Increased Costs						2,946,593.76	

From: Spring, Laurie
Sent: Friday, November 22, 2019 1:03 PM
To: Rinden, Daniel
Subject: FW: Request to Extend Salary Enhancement- NHH Nurses

See approval from the DOP Director below.

Thank you,

Laurie Spring
Workforce Development Administrator
603-271-9019

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From: Rudis, Lorrie <Lorrie.Rudis@das.nh.gov>
Sent: Friday, November 22, 2019 12:31 PM
To: Spring, Laurie <Laurie.Spring@dhhs.nh.gov>
Subject: RE: Request to Extend Salary Enhancement- NHH Nurses

Hi Laurie,
You have met the requirements for 904.01 and I am recommending that this enhancement to put on the G&C agenda.

Happy Friday!

From: Spring, Laurie <Laurie.Spring@dhhs.nh.gov>
Sent: Friday, November 22, 2019 12:14 PM
To: Rudis, Lorrie <Lorrie.Rudis@das.nh.gov>
Cc: Moranti, Michael <Michael.Moranti@das.nh.gov>
Subject: Request to Extend Salary Enhancement- NHH Nurses

Good afternoon Lorrie,

Attached is a request to extend a 15% salary enhancement for nursing staff at New Hampshire Hospital in accordance with Per 904.01. The request includes wage comparisons to support the continued enhancement and a fiscal impact statement.

Please let me know if there is any additional information we can provide to facilitate your review of this request.

Thank you,

Laurie Spring
Workforce Development Administrator
603-271-9019

POSITION #	EMPLOYEE TITLE
15725	ASSISTANT NURSING DIRECTOR
15964	ASSISTANT NURSING DIRECTOR
15825	DIR OF NURSING
18633	LICENSED PRACTICAL NURSE II
15762	NURSE SPECIALIST
15788	NURSE SPECIALIST
15848	NURSE SPECIALIST
15850	NURSE SPECIALIST
15855	NURSE SPECIALIST
16019	NURSE SPECIALIST
16069	NURSE SPECIALIST
16124	NURSE SPECIALIST
16208	NURSE SPECIALIST
18620	NURSE SPECIALIST
30844	NURSE SPECIALIST
40435	NURSE SPECIALIST
40436	NURSE SPECIALIST
44072	NURSE SPECIALIST
44073	NURSE SPECIALIST
15740	NURSING COORDINATOR
15847	NURSING COORDINATOR
15859	NURSING COORDINATOR
15884	NURSING COORDINATOR
15941	NURSING COORDINATOR
15982	NURSING COORDINATOR
16005	NURSING COORDINATOR
16070	NURSING COORDINATOR
16096	NURSING COORDINATOR
16104	NURSING COORDINATOR
16561	NURSING COORDINATOR
16567	NURSING COORDINATOR
15806	NURSING COORDINATOR
15889	RN I
16007	RN I
16010	RN I
30937	RN I
15784	RN II
15814	RN II
15838	RN II
15840	RN II
15852	RN II
15911	RN II
15926	RN II
15962	RN II
15968	RN II
15985	RN II
15997	RN II
16041	RN II

POSITION #	EMPLOYEE TITLE
16059	RN II
16074	RN II
16139	RN II
16198	RN II
16209	RN II
16215	RN II
16218	RN II
16558	RN II
18632	RN II
30817	RN II
30820	RN II
30847	RN II
30858	RN II
30893	RN II
40438	RN II
40582	RN II
44076	RN II
44077	RN II
44078	RN II
44080	RN II
44081	RN II
44497	RN II
44500	RN II
30813	RN II BAYLOR WEEKDAY
30845	RN II BAYLOR WEEKDAY
44082	RN II BAYLOR WEEKDAY
15708	RN III
15747	RN III
15811	RN III
15833	RN III
15860	RN III
15870	RN III
15888	RN III
15910	RN III
15923	RN III
15925	RN III
15932	RN III
15989	RN III
16016	RN III
16061	RN III
16068	RN III
16075	RN III
16077	RN III
16119	RN III
16183	RN III
16185	RN III
16186	RN III
16195	RN III

POSITION #	EMPLOYEE TITLE
16199	RN III
16200	RN III
16206	RN III
16241	RN III
18634	RN III
19455	RN III
30809	RN III
30827	RN III
30834	RN III
30904	RN III
40439	RN III
40441	RN III
44075	RN III
44079	RN III
44498	RN III
44499	RN III
16004	RN III BAYLOR WEEKDAY
16027	RN III BAYLOR WEEKDAY
44074	RN III BAYLOR WEEKDAY
16539	RN III BAYLOR WEEKEND
15720	RN I-III
16137	RN I-III
16237	RN I-III
16252	RN I-III
16317	RN I-III
30828	RN I-III
30907	RN I-III
44518	RN I-III
40407	RN I--NURSE RESIDENCY PROGRAM
40437	RN I--NURSE RESIDENCY PROGRAM