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

Lori A. Shabinette
Commissioner

36 CLINTON STREET, CONCORD, NH 03301
603-271-5300 1-800-852-3345 Ext. 5300
Fax: 603-271-5395 TDD Access: 1-800-735-2964
www.dhhs.nh.gov

Heather M. Moquin
Chief Executive Officer

November 2, 2020

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 add a twenty percent (20%) base hourly wage enhancement to Mental Health Worker staff currently paid under the 40 hour wage week (A130) pay scale for recruitment and retention purposes effective December 4, 2020 upon Governor and Council approval through December 3, 2022. Source of Funds: 34% General Funds and 66% Other Funds.

Funds to support this enhancement are available in FY 2021 and are anticipated to be available in SFY 2022-2023.

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 2021	010-500100	Personal Services - Perm Class	94057200	\$1,291,118
SFY 2022	010-500100	Personal Services - Perm Class	94057200	\$2,237,939
SFY 2023	010-500100	Personal Services - Perm Class	94057200	\$949,531
			TOTAL	\$4,478,588

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 Mental Health Workers - see Table 1. New Hampshire Hospital (NHH) has the following positions being paid from the 40 Hour Wage Week

Pay Scale (A130). New Hampshire Hospital would like to augment the current MHW pay rates with a 20% enhancement to the 40 Hour Wage Week (A130) pay scale. An enhancement has proven to be an effective tool for addressing personnel shortages and retention rates in other departments.

Table 1 **NHH Mental Health Worker Positions**

Position and Vacancy Counts as of:

	6/30/2019	6/30/2020	10/31/2020
FULL-TIME			
# MHW Positions	191	188	200
# Vacancies	24	29	36
% of Vacancies	13%	15%	18%
PART-TIME			
# MHW Positions	111	110	111
# Vacancies	59	69	77
% of Vacancies	53%	63%	69%

There are currently thirty-six (36) FTE Mental Health Worker vacancies and seventy-seven (77) Part-Time position vacancies at New Hampshire Hospital. The vacancies have created increased stress for the current Mental Health Workers who must regularly work mandatory overtime – in addition to their regular hours. This is expensive, and more troubling, it negatively affects the quality of care provided by staff 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. Despite intensive efforts to recruit new Mental Health Workers, NHH has been unable to fill the vacant positions.

Mental Health Worker Shortage:

Mental Health Workers are essential to the care of patients at New Hampshire Hospital. They monitor and assist patients with their daily needs while providing a clean and orderly living area. Transportation, exercise, meals activities are but a few of the duties of a mental health worker. Due to the lack of other facilities with this specialty in New Hampshire, the wage comparison is with the national average and the surrounding states and entry-level positions out of high school. The national wage estimate for mental health workers at psychiatric hospitals is \$54,560 a year, which is 45.8% higher than the mean wage of all mental health workers at NHH. Massachusetts, Vermont and Maine offer a basic mean wage that is 21%-58.6% higher than the mean wage paid to mental health workers at NHH. A newly hired mental health worker with no experience starts at a labor grade 7, step 1 making 12.87 an hour. If that employee stays in the position and is given step increases each year, then when they have reached a step 4 ~ 4 years they will be making the same amount, \$15.00, as a starting front-line fast food worker in Concord, NH according to ZipRecruitor.com. The cost of recruiting, background checks, medical exam, orientation, and training will be more efficiently spent if we can hire individuals who will stay within the position instead of the high turnover New Hampshire Hospital is currently experiencing.

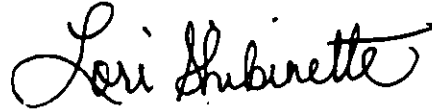
Should Governor and Council determine to deny this request, New Hampshire Hospital will be unable to adequately recruit and retain staff negatively affecting patient care.

Area served: NHH Acute Psychiatric Facility.

Source of funds: 34% General Funds and 66% Other Funds (provider fees).

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 that reads "Lori A. Shibinette". The signature is written in a cursive style with a large initial "L" and a long horizontal stroke at the end.

Lori A. Shibinette
Commissioner

Caraway, Michelle

From: Spring, Laurie
Sent: Monday, October 26, 2020 8:31 AM
To: Moquin, Heather; Caristi, Joseph
Cc: Rinden, Daniel; Doe, Marilyn
Subject: FW: Per 904.01 Request for Temporary Increase, Mental Health Worker series
Attachments: NHH MHW Enhancement FY21-23 GC.doc; NHH MHW Enhancement Fiscal Impact FY21-23.xlsx; Compative MHW Analysis.docx

Importance: High

Good morning all,

See the approval below from the DOP Director for this request.

Please let me know the G&C item number and agenda date once submitted. If the enhancement request is approved by G&C, I will have to work with DOP to have the enhancement applied to individual position numbers.

Thank you,

Laurie Spring
Workforce Development Administrator
603-271-9019

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From: Rudis, Lorrie <Lorrie.A.Rudis@das.nh.gov>
Sent: Friday, October 23, 2020 2:51 PM
To: Spring, Laurie <Laurie.J.Spring@dhhs.nh.gov>
Cc: Rechy, Marianne R <Marianne.R.Rechy@das.nh.gov>; Moranti, Michael <Michael.J.Moranti@das.nh.gov>; Lydick, Joanne (Mottola) <Joanne.L.Lydick@das.nh.gov>
Subject: FW: Per 904.01 Request for Temporary Increase, Mental Health Worker series
Importance: High

Greetings Laurie,

I know this has taken a significant time and I apologize, I have been working with the Governor's office due to budget constraints. The good news is I approve this request and find your submission in order and valid. I would like to see us work on reclassifying these position; so that we do not need to get approved again in 12 months.

Thanks you

From: Spring, Laurie <Laurie.Spring@dhhs.nh.gov>
Sent: Friday, July 17, 2020 8:54 AM
To: Rudis, Lorrie <Lorrie.A.Rudis@das.nh.gov>
Cc: Moranti, Michael <Michael.J.Moranti@das.nh.gov>
Subject: Per 904.01 Request for Temporary Increase, Mental Health Worker series
Importance: High

Good morning,

Attached are documents to initiate an enhancement for Mental Health Worker positions at New Hampshire Hospital in accordance with Per 904.01, Request for Temporary Increase.

Thank you for your consideration,

Laurie Spring
Workforce Development Administrator
603-271-9019

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Mental Health Work Equivalency

Salary Information, June 5, 2020

State of New Hampshire MHW (I –III) range:	USD 28,828.80 – 45,988.80	@ USD 13.86 – 22.11
State of New Hampshire MHW (I –III) mean wage:	USD 37,408.80	@ USD 17.99
Massachusetts MHW mean wage	USD 46,900	@ USD 22.55
Vermont MHW mean wage	USD 45,260	@ USD 21.76
Maine MHW mean wage	USD 59,340	@ USD 28.53
National Estimates for MHW at Psychiatric Hospitals U.S. Bureau of Labor Statistics/mean wage estimates	USD 54,560	@ USD 26.23

State of New Hampshire MHW, 2019

- MHWI: To perform work associated with the care of patients/residents/clients, including maintaining house/ward areas, assisting individuals and groups of patients/residents/clients in meeting basic daily needs, and providing for a safe, clean and orderly living.
- MHWII: To supervise and provide specialized services in the care of patients/residents, including monitoring living areas and acting as a group leader for patients/residents with moderately difficult problems.
- MHWIII: To supervise and provide specialized services in the care of patients/residents, including monitoring living areas and acting as a group leader for patients/residents with the most difficult problems.

Source: <https://apps.das.nh.gov/HRJobClassifications/ClassSpecifications.aspx/ClassSpecifications.aspx>

U.S. Bureau of Labor Statistics MHW, 2019

- Assess and treat individuals with mental, emotional, or substance abuse problems, including abuse of alcohol, tobacco, and/or other drugs. Activities may include individual and group therapy, crisis intervention, case management, client advocacy, prevention, and education.

Source: <https://www.bls.gov/oes/current/oes211023.htm#st> – just scroll down to the categories showing the specific state data.

Overview

The BLS job description is fairly generic in nature and often includes a wide range of associated occupations. The BLS points out, "... the Bureau's job descriptions may differ significantly from those in use in individual establishments" (para 1,

<https://www.bls.gov/ncs/ocs/ocs95apb.htm>). For example, using the BLS occupation “Attorney” offers a clear illustration of the wide range of differences and variances within a given occupation category. Furthermore, the BLS suggests in comparing with other sources, factors such as differences in occupational definitions and survey scope should be taken into consideration (para 4, <https://www.bls.gov/ncs/ocs/ocs95apb.htm>). Accordingly, below is a breakdown of the BLS usage of the occupation and the consistency with the NH MHW position.

Job element comparisons

BLS job description elements: Assess and treat individuals with mental, emotional, or substance abuse problems. Activities may include individual and group therapy, crisis intervention, case management, client advocacy, prevention, and education.

MHWII/III parallel: supervise[s] and provide[s] specialized services in the care of patients/residents; participate[s] as a member of a treatment team by sharing observations of patients/residents behaviors and by supporting and implementing treatment team recommendations; documents observations and interactions in formal records that are used for treatment and work management purposes; orders supplies needed for team and house/unit operations; acts as group leader for patients/residents with the most difficult problems to solve; assists in planning and providing for the daily needs of individuals and groups of patients/residents;

Comments: the operative terms in the BLS description are: assess and treat. Supervision of patents/residents requires NH MHWs to routinely assess and treat in response to the patient behavior and in accordance with the treatment plan. Assessing patients requires one to judge, consider, review, appraise and gauge patent behavior while treat requires care, deal with, handle, and manage patients in a caring, quality manner. These are daily, routine actions conducted by NH MHWs. Moreover, mental health workers at all levels routinely serve as vital members of the unit treatment team because of their familiarity with patients and ability to contribute to the clinical assessment and treatment. Lastly, MHW regularly engage in elements of individual and group therapy, crisis intervention (often as the first responders), case management contributors, and education.

POS #	EMPLOYEE TITLE	FT / PT
15701	MHW I	FT
15712	MHW I	FT
15866	MHW I	FT
15867	MHW I	FT
15890	MHW I	FT
15904	MHW I	FT
15918	MHW I	FT
15938	MHW I	FT
16085	MHW I	FT
16534	MHW I	FT
16538	MHW I	FT
30862	MHW I	FT
30919	MHW I	FT
40391	MHW I	FT
40416	MHW I	FT
40417	MHW I	FT
40425	MHW I	FT
44055	MHW I	FT
44060	MHW I	FT
44069	MHW I	FT
15721	MHW II	FT
15751	MHW II	FT
15755	MHW II	FT
15781	MHW II	FT
15829	MHW II	FT
15853	MHW II	FT
15863	MHW II	FT
15864	MHW II	FT
15868	MHW II	FT
15872	MHW II	FT
15875	MHW II	FT
15876	MHW II	FT
15877	MHW II	FT
15879	MHW II	FT
15882	MHW II	FT
15902	MHW II	FT
15905	MHW II	FT
15907	MHW II	FT
15908	MHW II	FT
15913	MHW II	FT
15914	MHW II	FT
15919	MHW II	FT
15922	MHW II	FT
15927	MHW II	FT
15934	MHW II	FT

15940	MHW II	FT
15942	MHW II	FT
15944	MHW II	FT
15945	MHW II	FT
15950	MHW II	FT
15954	MHW II	FT
15955	MHW II	FT
15957	MHW II	FT
15959	MHW II	FT
15961	MHW II	FT
15973	MHW II	FT
15977	MHW II	FT
15988	MHW II	FT
15991	MHW II	FT
15992	MHW II	FT
15993	MHW II	FT
16001	MHW II	FT
16014	MHW II	FT
16023	MHW II	FT
16024	MHW II	FT
16033	MHW II	FT
16036	MHW II	FT
16040	MHW II	FT
16060	MHW II	FT
16066	MHW II	FT
16072	MHW II	FT
16087	MHW II	FT
16088	MHW II	FT
16089	MHW II	FT
16112	MHW II	FT
16118	MHW II	FT
16126	MHW II	FT
16133	MHW II	FT
16140	MHW II	FT
16150	MHW II	FT
16191	MHW II	FT
16213	MHW II	FT
16214	MHW II	FT
16220	MHW II	FT
16239	MHW II	FT
16251	MHW II	FT
16369	MHW II	FT
16372	MHW II	FT
16378	MHW II	FT
16381	MHW II	FT
16417	MHW II	FT
16471	MHW II	FT

16542	MHW II	FT
16549	MHW II	FT
16551	MHW II	FT
18613	MHW II	FT
18614	MHW II	FT
18621	MHW II	FT
18622	MHW II	FT
18623	MHW II	FT
30810	MHW II	FT
30821	MHW II	FT
30829	MHW II	FT
30837	MHW II	FT
30839	MHW II	FT
30865	MHW II	FT
30906	MHW II	FT
30946	MHW II	FT
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40429	MHW II	FT
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44066	MHW II	FT
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15939	MHW III	FT
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15995	MHW III	FT
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16092	MHW III	FT
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8T2986	MHW IV	FT
8T2987	MHW IV	FT
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8T3014	MHW IV	FT
8T3015	MHW IV	FT
8T3016	MHW IV	FT
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8T3018	MHW IV	FT
8T3019	MHW IV	FT
8T3020	MHW IV	FT
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15851	MHW TR	FT
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40420	MHW TR	FT
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16204	MHW TR-II	FT
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TMPPT4169	MHW TR-II	PT
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TMPPT4182	MHW TR-II	PT
TMPPT4782	MHW TR-II PT TRANSPORTATION	PT
TMPPT4784	MHW TR-II PT TRANSPORTATION	PT