



Jeffrey A. Meyers  
Commissioner

Dawn Touzin  
Chief Legal Officer

STATE OF NEW HAMPSHIRE  
DEPARTMENT OF HEALTH AND HUMAN SERVICES  
*OFFICE OF LEGAL AND REGULATORY SERVICES*  
*BUREAU OF LICENSING & CERTIFICATION*

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[www.dhhs.nh.gov/](http://www.dhhs.nh.gov/)

June 12, 2017

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

**REQUESTED ACTION**

1. 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), Bureau of Licensing and Certification to continue an increase in hourly rate by thirty percent (30%) for recruitment and retention purposes for the Licensing & Evaluation Coordinator positions and their immediate supervisors currently assigned to the Health Facility Licensing Unit and Health Facility Certification Unit as initially approved by the Commissioner of DHHS, the Director of the Division of Personnel and the Governor and Executive Council in July 2007, and as re-approved by those parties in 2009, 2011, 2013 and 2015 effective through August 31, 2019 upon approval by Governor and Council.
2. 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, Bureau of Licensing and Certification, Health Facility Certification Unit to continue an increase in hourly rate by fifteen percent (15%) for recruitment and retention purposes for the Unit Chief (Supervisor VII) for an additional two year period as initially approved by the Commissioner of DHHS, the Director of the Division of Personnel and the Governor and Executive Council in 2015 effective through August 31, 2019 upon approval by Governor and Council.

These enhancements are currently funded in the budget approved for Fiscal Years 18 and 19 in the following accounts:

**05-095-095-952010-51460000 HEALTH AND SOCIAL SERVICES, DEPT OF HEALTH AND HUMAN SVCS, HHS: COMMISSIONER, OFFICE OF PROGRAM SUPPORT, HEALTH FACILITIES ADMINISTRATION**

FISCAL YEAR	CLASS	TITLE	ACTIVITY CODE	AMOUNT
2018	010-500100	Personnel Services-Perm	95200024	\$303,428
2018	050-500109	Personnel Services-Temp	95200024	\$16,535
2019	010-500100	Personnel Services-Perm	95200024	\$306,388
2019	050-500109	Personnel Services-Temp	95200024	\$16,535
			<b>Total:</b>	<b>\$642,886</b>

**05-095-095-952010-56820000 HEALTH AND SOCIAL SERVICES, DEPT OF HEALTH AND HUMAN SVCS, HHS: COMMISSIONER, OFFICE OF PROGRAM SUPPORT, COMMUNITY RESIDENCES**

FISCAL YEAR	CLASS	TITLE	ACTIVITY CODE	AMOUNT
2018	010-500100	Personnel Services-Perm	95200017	\$95,910
2019	010-500100	Personnel Services-Perm	95200017	\$95,911
			<b>Total:</b>	<b>\$191,821</b>

**EXPLANATION**

In July 2007 and again in 2009, 2011, 2013 and 2015 the Governor and Executive Council approved a thirty percent (30%) temporary increase for recruitment and retention purposes for Licensing and Evaluation Coordinators and their immediate supervisors assigned to the Bureau of Licensing and Certification Health Facilities Licensing Unit and Health Facilities Certification Unit for a period of two (2) years. In addition, in 2015 the Governor and Executive Council approved a fifteen percent (15%) temporary increase for the Unit Chief of the Health Facility Certification Unit.

Licensing and Evaluation Coordinators, the majority of whom are registered nurses, conduct surveys of facilities caring for some of the State's most vulnerable citizens. These include Nursing Homes, Residential Care Facilities, Hospitals, Home Health Care agencies, Home Hospice agencies, Hospice Homes and Community Residences serving individuals with developmental disabilities or mental illness. In order for a survey of a certified home or provider to be valid at least one Registered Nurse must directly participate in all aspects of the survey. Moreover, a Registered Nurse must go through a federally mandated orientation and training period lasting approximately one year before participating in a certification review as a member of the survey team. Only with the salary enhancement as originally approved by Governor and Executive Council has the Bureau of Licensing and Certification been able to retain and recruit Registered Nurses and other hard to recruit professionals, such as physical therapists in these positions.

The continuation of the 30% salary enhancement is requested in order to retain the services of registered nurses and other hard to recruit professionals in Licensing and Evaluation Coordinator positions and remain competitive with the private sector.

Were the Bureau to be unable to maintain its staffing level of Registered Nurses and other hard to recruit professionals, the ability of the Licensing and Certification Units to survey these facilities in a timely manner would be significantly undermined, placing vulnerable citizens at risk. In addition, the Department has an agreement with the Federal government (Centers for Medicare and Medicaid Services) to conduct certification surveys of facilities such as Nursing Homes, Hospitals, Hospice Houses and Home Health Care agencies. The agreement includes very strict requirements regarding the quantity and timeliness of the work that must be performed by the Health Facilities Certification

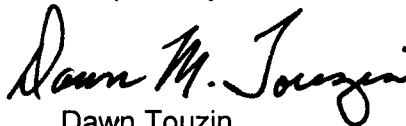
Unit. Failure to perform the mandatory workload will place federal funding at risk. At this time there are two vacant Licensing and Evaluation Coordinator positions in the Health Facility Licensing Unit and two vacant Licensing and Evaluation Coordinator positions in the Health Facility Certification Unit. The Department is currently recruiting to fill these vacant positions. There continues to be a severe shortage of Registered Nurses in the United States generally and in New Hampshire specifically. Nurses in the private sector continue to earn far more than nurses working in State positions. Retention of Registered Nurses in Licensing and Evaluation Coordinators positions in these units is due solely to the 30% salary enhancement.

This request also includes a request to renew a fifteen percent (15%) salary enhancement for the Unit Chief of the Health Facility Certification Unit. This request was initially made for two reasons. First, due to the 30% salary enhancement the Unit Chief was earning less money than some of the employees he supervises. Second, four years ago the Licensing Supervisor in the Health Facility Licensing Unit, who was a nurse, resigned from that position to take a higher paying job in the private sector. Her position was posted for many months. Despite the 30% enhancement no one applied for the position. Not having a Licensing Supervisor created a leadership void in the Health Facility Licensing Unit. In an attempt to help fill that void the Unit Chief for the Health Facility Certification Unit agreed to provide a level of clinical supervision for the Licensing and Evaluation Coordinators in the Health Facility Licensing Unit. The Unit Chief continues to provide clinical supervision to the Licensing and Evaluation Coordinators in the Health Facility Licensing Unit.

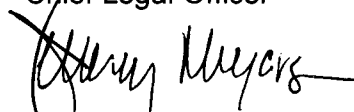
Source of Funds: 010-095-095-952010-51460000 - 90% Federal through the Centers for Medicare and Medicaid Services and 10% General. 010-095-095-952010-56820000 - 49% Federal through the Centers for Medicare and Medicaid Services and 51% General.

In the event that the Federal Funds become no longer available, General Funds will not be requested to support this program.

Respectfully submitted,



Dawn Touzin,  
Chief Legal Officer



Approved by:  
Jeffrey A. Meyers,  
Commissioner

## Spring, Laurie

---

**From:** Willingham, Sara J.  
**Sent:** Friday, May 26, 2017 12:24 PM  
**To:** Spring, Laurie  
**Cc:** Doe, Marilyn; Elberfeld, Jennifer; Jerry, Carol B; Acevedo, Heidi; Lydick, Joanne (Mottola)  
**Subject:** RE: DHHS Request to Extend Enhancement, Licensing & Evaluation Coordinators + Supervisors  
**Attachments:** LEC Request Letter.pdf; LEC Wage Comparison.pdf; LEC Fiscal Impact.pdf

Thank you for submitting your justification letter and supporting wage documentation to continue the 30% enhancement for the Licensing and Evaluation Coordinator positions and their immediate supervisors, and to continue the 15% enhancement for the Chief of the Health Facility Certification Unit (position #14753). These positions are assigned to the Health Facility Licensing Unit and the Health Facility Certification Unit, and are listed by specific position number on the attached letter of justification you provided. Under Personnel Rule 904.01(a), an appointing authority may request a temporary increase in the compensation of a class by submitting a comparison of salaries in the appropriate industry and geographic location, including occupations which are comparable to the state classification for which the increase is sought.

I have reviewed the information in your justification letter, as well as the wage and compensation materials you submitted for similar Registered Nurse positions, and find you have met the documentation requirements of the Personnel Rules. Therefore you may proceed to Governor and Council with your request to extend the 30% enhancement for the Licensing and Evaluation Coordinator positions and their immediate supervisors, and the 15% enhancement for the Chief of the Health Facility Certification Unit (position #14753), for a period not to exceed 24 months.

*Sara J. Willingham, Director of Personnel  
NH Division of Personnel  
28 School Street  
Concord, NH 03301  
(603) 271-3359 FAX (603) 271-1422  
[sara.willingham@nh.gov](mailto:sara.willingham@nh.gov)*

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**From:** Spring, Laurie  
**Sent:** Wednesday, May 17, 2017 8:39 AM  
**To:** Willingham, Sara J.  
**Cc:** Doe, Marilyn  
**Subject:** DHHS Request to Extend Enhancement, Licensing & Evaluation Coordinators + Supervisors

Good morning Sara,

The DHHS Office of Legal and Regulatory Services is seeking an extension of the enhancement of Licensing & Evaluation Coordinators and Supervisors in the Health Facilities Licensing Unit. The current enhancement is set to expire on August 31, 2017.

Attached are documents supporting this request, including a letter of justification, wage comparison and fiscal impact statement. Please let me know if there is any additional material we can provide in order to facilitate your review of this extension request.

Thank you,

Laurie Spring  
Senior Human Resources Technician  
603-271-9019

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**DEPARTMENT OF HEALTH AND HUMAN SERVICES**  
**OFFICE OF THE COMMISSIONER**  
**BUREAU OF HUMAN RESOURCE MANAGEMENT**

Jeffrey A. Meyers  
 Commissioner

Marilyn Doe  
 Bureau Chief

129 PLEASANT STREET, CONCORD, NH 03301-3857  
 603-271-4286 1-800-852-3345 Ext. 4286  
 Fax: 603-271-4810 TDD Access: 1-800-735-2964

May 15, 2017

Sara J. Willingham, Director  
 Division of Personnel  
 State House Annex – 25 Capitol Street  
 Concord, NH 03301

Re. Request for Renewal of Temporary Increase – Department of Health and Human Services

Dear Ms. Willingham:

In accordance with RSA 99:8 and as per Personnel Rule 904.01, The Department of Health and Human Services requests your approval for the renewal of a thirty percent (30%) increase in the compensation of the Licensing & Evaluation Coordinator positions and their immediate supervisors and the renewal of a fifteen percent (15%) increase in compensation of the Chief of the Health Facility Certification Unit (Position 14753). The positions are currently assigned to the Health Facility Licensing Unit and the Health Facility Certification Units. The positions that fall under the enhancement are as follows:

095	<b>14670</b>	Licensing & Evaluation Coordinator	20	010	095	5146	010
095	<b>14809</b>	Licensing & Evaluation Coordinator	20	010	095	5146	010
095	<b>19612</b>	Licensing & Evaluation Coordinator	20	010	095	5146	010
095	<b>15508</b>	Licensing & Evaluation Coordinator	20	010	095	5682	010
095	<b>14639</b>	Licensing & Evaluation Coordinator	20	010	095	5146	010
095	<b>14638</b>	Licensing & Evaluation Coordinator	20	010	095	5146	010
095	<b>15037</b>	Licensing & Evaluation Coordinator	20	010	095	5682	010
095	<b>14597</b>	Licensing & Evaluation Coordinator	20	010	095	5146	010
095	<b>19613</b>	Licensing & Evaluation Coordinator	20	010	095	5146	010
095	<b>14738</b>	Licensing & Evaluation Coordinator	20	010	095	5146	010
095	<b>14957</b>	Licensing & Evaluation Coordinator	20	010	095	5682	010
095	<b>19611</b>	Licensing & Evaluation Coordinator	20	010	095	5146	010
095	<b>14595</b>	Licensing & Evaluation Coordinator	20	010	095	5146	010
095	<b>14701</b>	Licensing & Evaluation Coordinator	20	010	095	5682	010
095	<b>14610</b>	Licensing & Evaluation Coordinator	20	010	095	5146	010
095	<b>14796</b>	Licensing & Evaluation Coordinator	20	010	095	5146	010
095	<b>40623</b>	Licensing & Evaluation Coordinator	20	010	095	5146	010
095	<b>42995</b>	Licensing & Evaluation Coordinator	20	010	095	5146	010
095	<b>40624</b>	Licensing & Evaluation Coordinator	20	010	095	5146	010
095	<b>14609</b>	Licensing & Evaluation Coordinator	20	010	095	5146	010
095	<b>19615</b>	Licensing and Evaluation Coordinator	20	010	095	5146	010
095	<b>TMPPT5286</b>	Licensing and Evaluation Coordinator	20	010	095	5146	050
095	<b>42993</b>	Supervisor IV	25	010	095	5146	010

095	<b>42992</b>	Supervisor IV	25	010	095	5146	010
095	<b>15361</b>	Supervisor IV	25	010	095	5682	010
095	<b>14753</b>	Supervisor VII	28	010	095	5146	010
095	<b>TMPPT5285</b>	Licensing and Evaluation Coordinator	20	010	095	5146	050
095	<b>40410</b>	Licensing and Evaluation Coordinator	20	010	095	5146	010

The initial request for a 30% salary enhancement was filed in 2007. The purpose of the salary increase was to enable recruitment and retention of these positions. DHHS has added two positions to the list since 2015 and they are positions 19615 and TMPPT 5986.

In 2007 the Health Facility Licensing Unit and the Health Facility Certification Units were significantly understaffed and had been so for a considerable period of time. This was particularly true of the positions that require the employee to be a Registered Nurse. The salary for these positions was not competitive with the private sector. Registered Nurses in the private sector earned considerably more than the salary paid to a Registered Nurse in the position of Licensing & Evaluation Coordinator. Despite ongoing efforts to recruit qualified candidates, the Department was unable to do so. Many of these positions had been vacant for more than a year. A couple of qualified individuals expressed interest in the position only to decline to come in for an interview once they learned what they would be earning in the position. One Licensing & Evaluation Coordinator resigned to accept a higher paying job elsewhere. That individual stated that he loved the work, but he could not justify remaining in the position to himself or his family when he could easily get a job elsewhere earning far more. One other Licensing & Evaluation Coordinator had submitted his resignation. Others expressed that they, too, would be forced to leave if their salary did not increase.

Licensing and Evaluation Coordinators conduct required health care surveys of facilities housing some of the State's most vulnerable citizens. These facilities include Nursing Homes, Residential Care Facilities, Home Health Care Agencies and Hospitals. The low staffing levels greatly undermined the ability of the Licensing and Certification Units to survey these facilities in a timely manner. That placed these vulnerable citizens at risk and potentially puts the department at risk for penalties on the grant award. Moreover, the Department has an agreement with the Federal government (Centers for Medicare and Medicaid Services) to conduct certification surveys of facilities such as nursing homes and hospitals. This agreement includes very strict requirements regarding the work that must be performed by the Health Facilities Certification Unit, how that work must be prioritized and the timeframes in which the work must be completed. Failure to perform the mandatory workload within the timeframes set by CMS would have had significant financial ramifications for the Department. As of 2007 the Health Facility Certification Unit did not have the number of staff necessary to complete the minimum amount of work required by CMS.

It is important to note that in order for a certification survey to be valid a Registered Nurse must directly participate in all aspects of the survey. Moreover, a Registered Nurse must go through a federally mandated orientation and training period that typically lasts a year before he or she can participate in a certification review as a member of the survey team. Consequently, even if the Department had been able to recruit qualified applicants, the problem would have persisted for many months to come.

In an effort to address the staffing shortage the Department sought a 30% salary enhancement for the Licensing and Evaluation Coordinators in the Health Facility Licensing Unit and the Health Facility Certification Unit. The request included both RN and non-RN Licensing and Evaluation Coordinators. The decision was made to include both RN and non-RN Licensing and Evaluation Coordinators as they frequently work as teams and they do essentially the same tasks during the course of an inspection. In addition, CMS requires that the Health Facility Certification Unit utilize multi-disciplinary teams that include nurses and other professionals, such as physical therapists.

Fortunately, the request for a 30% salary enhancement was granted effective July 18, 2007. The enhancement very much had the desired effect. Almost immediately the Department began successfully recruiting and hiring Registered Nurses qualified to do the job. Most significantly, the Certification Unit was able to lure back the Licensing and Evaluation Coordinator who had resigned. In addition, the Licensing and Evaluation Coordinator who had submitted his resignation withdrew that resignation and decided to remain with the Certification Unit. This was extremely important, as these individuals had completed the federally mandated orientation and training period and could participate in surveys as the Registered Nurse on the survey team. In addition, both the Licensing and the Certification Units were able to hire other qualified Registered Nurses and other similarly hard to recruit professionals.

It continues to be essential to have the 30% enhancement in place. The only reason the Department is able to retain Licensing and Evaluation Coordinators in these two Units is because the 30% enhancement is in effect. In recent years two Licensing and Evaluation Coordinators, one an RN the other a physical therapist, resigned from their positions to take higher paying positions in the private sector. At exit interviews before they left both cited pay as the reason for their departure. Even with the enhancement they could make significantly more money in the private sector. Were the 30% enhancement to lapse it is certain that several Licensing and Evaluation Coordinators would leave for higher paying jobs elsewhere. Several more would likely retire rather than experience a 30% reduction in pay.

Enclosed with this request is a fiscal impact sheet for all affected positions.

This increase is necessary to maintain a competitive salary for recruiting and retaining our Licensing & Evaluation Coordinator positions. If approved the overall cost of this increase would be \$834,707.17, of which \$168,110.27 would be general funds and we would ensure that the salary for each position in this classification would be increased by the authorized enhancement percentage.

I am available to answer questions you may have related to this reclassification request. I appreciate your attention to this matter.

Sincerely,



Marilyn Doe,  
Director of Human Resources



Approved by:

Jeffrey A. Meyers  
Commissioner

Enclosures

cc: Dawn Touzin, Chief Legal Officer  
Steven Kiander, Financial Manager  
Melissa St, Cyr, Manager



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### Wages for Registered Nurses

Location	Pay Period	2016				
		10%	25%	Median	75%	90%
United States	Hourly	\$22.65	\$27.01	\$32.91	\$40.27	\$49.52
	Yearly	\$47,100	\$56,200	\$68,500	\$83,800	\$103,000
New Hampshire	Hourly	\$24.05	\$27.19	\$32.07	\$38.28	\$45.41
	Yearly	\$50,000	\$56,600	\$66,700	\$79,600	\$94,500
Manchester, NH Metropolitan NECTA	Hourly	\$22.94	\$26.75	\$32.41	\$38.79	\$46.02
	Yearly	\$47,700	\$55,600	\$67,400	\$80,700	\$95,700

National Data Source: Bureau of Labor Statistics, Occupational Employment Statistics Survey

State Data Source: New Hampshire Wage Information

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## Wages by Occupation and Local Area

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Wages for **Registered Nurses**

Location	Pay Period	2016				
		10%	25%	Median	75%	90%
United States	Hourly	\$22.65	\$27.01	\$32.91	\$40.27	\$49.52
	Yearly	\$47,100	\$56,200	\$68,500	\$83,800	\$103,000
New Hampshire	Hourly	\$24.05	\$27.19	\$32.07	\$38.28	\$45.41
	Yearly	\$50,000	\$56,600	\$66,700	\$79,600	\$94,500
Nashua, NH-MA NECTA Division	Hourly	\$24.28	\$27.02	\$31.67	\$38.74	\$46.34
	Yearly	\$50,500	\$56,200	\$65,900	\$80,600	\$96,400

National Data Source: [Bureau of Labor Statistics, Occupational Employment Statistics Survey](#)  
 State Data Source: [New Hampshire Wage Information](#)

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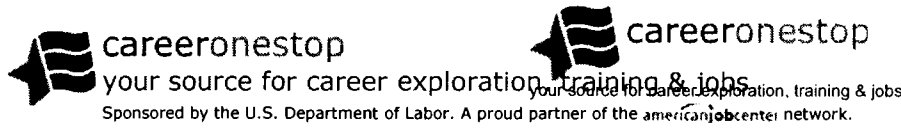
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## Wages by Occupation and Local Area

**Wages for Registered Nurses**

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		10%	25%	Median	75%	90%
United States	Hourly	\$22.65	\$27.01	\$32.91	\$40.27	\$49.52
	Yearly	\$47,100	\$56,200	\$68,500	\$83,800	\$103,000
New Hampshire	Hourly	\$24.05	\$27.19	\$32.07	\$38.28	\$45.41
	Yearly	\$50,000	\$56,600	\$66,700	\$79,600	\$94,500
Portsmouth, NH-ME Metropolitan NECTA	Hourly	\$25.26	\$28.07	\$33.02	\$38.86	\$45.68
	Yearly	\$52,500	\$58,400	\$68,700	\$80,800	\$95,000

**National Data Source:** Bureau of Labor Statistics, Occupational Employment Statistics Survey  
**State Data Source:** New Hampshire Wage Information

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LABOR GRADE 20 AT STEP 4 = \$45,376.50 x 30% = \$58,989.45

## APPENDIX A

### WAGE SCHEDULE - A000 37.5 HOUR WAGE SCHEDULE

Effective: January 06, 2017

GRADE	STEP 01	STEP 02	STEP 03	STEP 04	STEP 05	STEP 06	STEP 07	STEP 08
<b>15</b>								
ANNUALLY	32,857.50	34,242.00	35,626.50	37,069.50	38,512.50	40,092.00	41,827.50	43,504.50
BI-WEEKLY	1,263.75	1,317.00	1,370.25	1,425.75	1,481.25	1,542.00	1,608.75	1,673.25
HOURLY	16.85	17.56	18.27	19.01	19.75	20.56	21.45	22.31
<b>16</b>								
ANNUALLY	34,242.00	35,626.50	37,069.50	38,512.50	40,092.00	41,827.50	43,504.50	45,376.50
BI-WEEKLY	1,317.00	1,370.25	1,425.75	1,481.25	1,542.00	1,608.75	1,673.25	1,745.25
HOURLY	17.56	18.27	19.01	19.75	20.56	21.45	22.31	23.27
<b>17</b>								
ANNUALLY	35,626.50	37,069.50	38,512.50	40,092.00	41,827.50	43,504.50	45,376.50	47,229.00
BI-WEEKLY	1,370.25	1,425.75	1,481.25	1,542.00	1,608.75	1,673.25	1,745.25	1,816.50
HOURLY	18.27	19.01	19.75	20.56	21.45	22.31	23.27	24.22
<b>18</b>								
ANNUALLY	37,069.50	38,512.50	40,092.00	41,827.50	43,504.50	45,376.50	47,229.00	49,198.50
BI-WEEKLY	1,425.75	1,481.25	1,542.00	1,608.75	1,673.25	1,745.25	1,816.50	1,892.25
HOURLY	19.01	19.75	20.56	21.45	22.31	23.27	24.22	25.23
<b>19</b>								
ANNUALLY	38,512.50	40,092.00	41,827.50	43,504.50	45,376.50	47,229.00	49,198.50	51,265.50
BI-WEEKLY	1,481.25	1,542.00	1,608.75	1,673.25	1,745.25	1,816.50	1,892.25	1,971.75
HOURLY	19.75	20.56	21.45	22.31	23.27	24.22	25.23	26.29
<b>20</b>								
ANNUALLY	40,092.00	41,827.50	43,504.50	45,376.50	47,229.00	49,198.50	51,265.50	53,898.00
BI-WEEKLY	1,542.00	1,608.75	1,673.25	1,745.25	1,816.50	1,892.25	1,971.75	2,073.00
HOURLY	20.56	21.45	22.31	23.27	24.22	25.23	26.29	27.64
<b>21</b>								
ANNUALLY	41,827.50	43,504.50	45,376.50	47,229.00	49,198.50	51,265.50	53,898.00	56,238.00
BI-WEEKLY	1,608.75	1,673.25	1,745.25	1,816.50	1,892.25	1,971.75	2,073.00	2,163.00
HOURLY	21.45	22.31	23.27	24.22	25.23	26.29	27.64	28.84
<b>22</b>								
ANNUALLY	43,504.50	45,376.50	47,229.00	49,198.50	51,265.50	53,898.00	56,238.00	58,675.50
BI-WEEKLY	1,673.25	1,745.25	1,816.50	1,892.25	1,971.75	2,073.00	2,163.00	2,256.75
HOURLY	22.31	23.27	24.22	25.23	26.29	27.64	28.84	30.09
<b>23</b>								
ANNUALLY	45,376.50	47,326.50	49,432.50	51,597.00	53,898.00	56,238.00	58,675.50	61,308.00
BI-WEEKLY	1,745.25	1,820.25	1,901.25	1,984.50	2,073.00	2,163.00	2,256.75	2,358.00
HOURLY	23.27	24.27	25.35	26.46	27.64	28.84	30.09	31.44
<b>24</b>								
ANNUALLY	47,326.50	49,432.50	51,597.00	53,898.00	56,238.00	58,675.50	61,308.00	63,999.00
BI-WEEKLY	1,820.25	1,901.25	1,984.50	2,073.00	2,163.00	2,256.75	2,358.00	2,461.50
HOURLY	24.27	25.35	26.46	27.64	28.84	30.09	31.44	32.82
<b>25</b>								
ANNUALLY	49,432.50	51,597.00	53,898.00	56,238.00	58,675.50	61,308.00	63,999.00	66,904.50
BI-WEEKLY	1,901.25	1,984.50	2,073.00	2,163.00	2,256.75	2,358.00	2,461.50	2,573.25
HOURLY	25.35	26.46	27.64	28.84	30.09	31.44	32.82	34.31
<b>26</b>								
ANNUALLY	51,597.00	53,898.00	56,238.00	58,675.50	61,308.00	63,999.00	66,904.50	69,790.50
BI-WEEKLY	1,984.50	2,073.00	2,163.00	2,256.75	2,358.00	2,461.50	2,573.25	2,684.25
HOURLY	26.46	27.64	28.84	30.09	31.44	32.82	34.31	35.79
<b>27</b>								
ANNUALLY	53,898.00	56,238.00	58,675.50	61,308.00	63,999.00	66,904.50	69,790.50	72,910.50
BI-WEEKLY	2,073.00	2,163.00	2,256.75	2,358.00	2,461.50	2,573.25	2,684.25	2,804.25
HOURLY	27.64	28.84	30.09	31.44	32.82	34.31	35.79	37.39
<b>28</b>								
ANNUALLY	56,238.00	58,675.50	61,308.00	63,999.00	66,904.50	69,790.50	72,910.50	76,830.00
BI-WEEKLY	2,163.00	2,256.75	2,358.00	2,461.50	2,573.25	2,684.25	2,804.25	2,955.00
HOURLY	28.84	30.09	31.44	32.82	34.31	35.79	37.39	39.40

Health Facility Licensing & Evaluation Coordinators and Supervisors  
30% Salary Enhancement

Fiscal Impact of Authorized Positions (regardless of whether position is funded)

Position	Title	Salary 18	Enhanced Salary	Total Salary 18	Salary 19	Enhanced Salary	Total Salary 19	FF	GF	OF	FF	GF	OF
14753	Supervisor VII	\$ 76,830.00	\$ 11,524.50	\$ 88,354.50	\$ 76,830.00	\$ 11,524.50	\$ 88,354.50	\$ 7,375.68	\$ 4,148.82	\$ -	\$ 7,375.68	\$ 4,148.82	\$ -
14595	Licensing & Evaluation Coordinator	\$ 53,898.00	\$ 16,169.40	\$ 70,067.40	\$ 53,898.00	\$ 16,169.40	\$ 70,067.40	\$ 13,339.76	\$ 1,616.94	\$ 1,212.71	\$ 13,339.76	\$ 1,616.94	\$ 1,212.71
14597	Licensing & Evaluation Coordinator	\$ 51,265.50	\$ 15,379.65	\$ 66,645.15	\$ 51,265.50	\$ 15,379.65	\$ 66,645.15	\$ 12,688.21	\$ 1,537.97	\$ 1,153.47	\$ 12,688.21	\$ 1,537.97	\$ 1,153.47
14609	Licensing & Evaluation Coordinator	\$ 53,898.00	\$ 16,169.40	\$ 70,067.40	\$ 53,898.00	\$ 16,169.40	\$ 70,067.40	\$ 13,339.76	\$ 1,616.94	\$ 1,212.71	\$ 13,339.76	\$ 1,616.94	\$ 1,212.71
14610	Licensing & Evaluation Coordinator	\$ 53,898.00	\$ 16,169.40	\$ 70,067.40	\$ 53,898.00	\$ 16,169.40	\$ 70,067.40	\$ 13,339.76	\$ 1,616.94	\$ 1,212.71	\$ 13,339.76	\$ 1,616.94	\$ 1,212.71
14639	Licensing & Evaluation Coordinator	\$ 49,129.00	\$ 14,759.55	\$ 63,928.05	\$ 49,129.00	\$ 14,759.55	\$ 63,928.05	\$ 11,689.18	\$ 1,416.87	\$ 1,062.65	\$ 11,689.18	\$ 1,416.87	\$ 1,062.65
14670	Licensing & Evaluation Coordinator	\$ 49,129.00	\$ 14,759.55	\$ 63,928.05	\$ 49,129.00	\$ 14,759.55	\$ 63,928.05	\$ 12,176.63	\$ 1,475.96	\$ 1,106.97	\$ 12,176.63	\$ 1,475.96	\$ 1,106.97
14738	Licensing & Evaluation Coordinator	\$ 45,376.50	\$ 13,612.95	\$ 58,989.45	\$ 47,229.00	\$ 14,168.70	\$ 61,397.70	\$ 11,230.68	\$ 1,361.30	\$ 1,020.97	\$ 11,689.18	\$ 1,416.87	\$ 1,062.65
14796	Licensing & Evaluation Coordinator	\$ 47,229.00	\$ 14,168.70	\$ 61,397.70	\$ 49,198.50	\$ 14,759.55	\$ 63,958.05	\$ 11,689.18	\$ 1,416.87	\$ 1,062.65	\$ 12,176.63	\$ 1,475.96	\$ 1,106.97
14809	Licensing & Evaluation Coordinator	\$ 53,898.00	\$ 16,169.40	\$ 70,067.40	\$ 53,898.00	\$ 16,169.40	\$ 70,067.40	\$ 13,339.76	\$ 1,616.94	\$ 1,212.71	\$ 13,339.76	\$ 1,616.94	\$ 1,212.71
19611	Licensing & Evaluation Coordinator	\$ 45,376.50	\$ 13,612.95	\$ 58,989.45	\$ 47,229.00	\$ 14,168.70	\$ 61,397.70	\$ 11,230.68	\$ 1,361.30	\$ 1,020.97	\$ 11,689.18	\$ 1,416.87	\$ 1,062.65
19612	Licensing & Evaluation Coordinator	\$ 53,898.00	\$ 16,169.40	\$ 70,067.40	\$ 53,898.00	\$ 16,169.40	\$ 70,067.40	\$ 13,339.76	\$ 1,616.94	\$ 1,212.71	\$ 13,339.76	\$ 1,616.94	\$ 1,212.71
19613	Licensing & Evaluation Coordinator	\$ 53,898.00	\$ 16,169.40	\$ 70,067.40	\$ 53,898.00	\$ 16,169.40	\$ 70,067.40	\$ 13,339.76	\$ 1,616.94	\$ 1,212.71	\$ 13,339.76	\$ 1,616.94	\$ 1,212.71
19615	Licensing & Evaluation Coordinator	\$ 45,376.50	\$ 13,612.95	\$ 58,989.45	\$ 47,229.00	\$ 14,168.70	\$ 61,397.70	\$ 11,230.68	\$ 1,361.30	\$ 1,020.97	\$ 11,689.18	\$ 1,416.87	\$ 1,062.65
40410	Licensing & Evaluation Coordinator	\$ 45,376.50	\$ 13,612.95	\$ 58,989.45	\$ 45,376.50	\$ 13,612.95	\$ 58,989.45	\$ 11,230.68	\$ 1,361.30	\$ 1,020.97	\$ 11,230.68	\$ 1,361.30	\$ 1,020.97
40621	Licensing & Evaluation Coordinator	\$ 53,898.00	\$ 16,169.40	\$ 70,067.40	\$ 53,898.00	\$ 16,169.40	\$ 70,067.40	\$ 13,339.76	\$ 1,616.94	\$ 1,212.71	\$ 13,339.76	\$ 1,616.94	\$ 1,212.71
40624	Licensing & Evaluation Coordinator	\$ 51,265.50	\$ 15,379.65	\$ 66,645.15	\$ 51,265.50	\$ 15,379.65	\$ 66,645.15	\$ 12,688.21	\$ 1,537.97	\$ 1,153.47	\$ 12,688.21	\$ 1,537.97	\$ 1,153.47
42992	Supervisor IV	\$ 66,904.50	\$ 20,071.35	\$ 86,975.85	\$ 66,904.50	\$ 20,071.35	\$ 86,975.85	\$ 16,558.86	\$ 2,007.14	\$ 1,505.35	\$ 16,558.86	\$ 2,007.14	\$ 1,505.35
42993	Supervisor IV	\$ 53,898.00	\$ 16,169.40	\$ 70,067.40	\$ 56,238.00	\$ 16,871.40	\$ 73,109.40	\$ 13,339.76	\$ 1,616.94	\$ 1,212.71	\$ 13,918.91	\$ 1,687.14	\$ 1,265.36
42995	Licensing & Evaluation Coordinator	\$ 47,229.00	\$ 14,168.70	\$ 61,397.70	\$ 47,229.00	\$ 14,168.70	\$ 61,397.70	\$ 11,689.18	\$ 1,416.87	\$ 1,062.65	\$ 11,689.18	\$ 1,416.87	\$ 1,062.65
TNPPT5285	Licensing & Evaluation Coordinator	\$ 27,558.31	\$ 8,267.49	\$ 35,825.80	\$ 27,558.31	\$ 8,267.49	\$ 35,825.80	\$ 6,820.68	\$ 826.75	\$ 620.06	\$ 6,820.68	\$ 826.75	\$ 620.06
TNPPT5286	Licensing & Evaluation Coordinator	\$ 27,558.31	\$ 8,267.49	\$ 35,825.80	\$ 27,558.31	\$ 8,267.49	\$ 35,825.80	\$ 6,820.68	\$ 826.75	\$ 620.06	\$ 6,820.68	\$ 826.75	\$ 620.06
14638	Licensing & Evaluation Coordinator	\$ 51,265.50	\$ 15,379.65	\$ 66,645.15	\$ 51,265.50	\$ 15,379.65	\$ 66,645.15	\$ 7,536.03	\$ 7,843.62	\$ -	\$ 7,536.03	\$ 7,843.62	\$ -
14701	Licensing & Evaluation Coordinator	\$ 51,265.50	\$ 15,379.65	\$ 66,645.15	\$ 51,265.50	\$ 15,379.65	\$ 66,645.15	\$ 7,536.03	\$ 7,843.62	\$ -	\$ 7,536.03	\$ 7,843.62	\$ -
14957	Licensing & Evaluation Coordinator	\$ 53,898.00	\$ 16,169.40	\$ 70,067.40	\$ 53,898.00	\$ 16,169.40	\$ 70,067.40	\$ 7,923.01	\$ 8,246.39	\$ -	\$ 7,923.01	\$ 8,246.39	\$ -
15037	Licensing & Evaluation Coordinator	\$ 53,898.00	\$ 16,169.40	\$ 70,067.40	\$ 53,898.00	\$ 16,169.40	\$ 70,067.40	\$ 7,923.01	\$ 8,246.39	\$ -	\$ 7,923.01	\$ 8,246.39	\$ -
15508	Licensing & Evaluation Coordinator	\$ 45,376.50	\$ 13,612.95	\$ 58,989.45	\$ 45,376.50	\$ 13,612.95	\$ 58,989.45	\$ 6,670.35	\$ 6,942.60	\$ -	\$ 6,670.35	\$ 6,942.60	\$ -
15561	Supervisor IV	\$ 63,999.00	\$ 19,199.70	\$ 83,198.70	\$ 63,999.00	\$ 19,199.70	\$ 83,198.70	\$ 9,407.85	\$ 9,791.85	\$ -	\$ 9,407.85	\$ 9,791.85	\$ -
	<b>Totals</b>	\$ 1,424,660.12	\$ 415,873.54	\$ 1,840,533.66	\$ 1,434,527.12	\$ 418,833.64	\$ 1,853,360.76	\$ 308,833.53	\$ 83,907.13	\$ 23,132.87	\$ 311,275.62	\$ 84,203.14	\$ 23,354.88

SFY 2018		SFY 2019		Bicentium Total	
Federal	Other	Federal	Other	Federal	Other
308,833.53	83,907.13	311,275.62	84,203.14	620,109.15	168,110.27
415,873.54	23,132.87	418,833.64	23,354.88	834,707.17	46,487.75

**THE STATE OF NEW HAMPSHIRE**  
**DEPARTMENT OF HEALTH AND HUMAN SERVICES**  
**Office of Legal and Regulatory Services**  
**Intra-agency Communication**

**TO:** Jeffrey A. Meyers, Commissioner

**FROM:** Dawn Touzin,  
Chief Legal Officer

**RE:** Request for Approval of Extension of 30% Salary Enhancement

**DATE:** May 12, 2017

**Division:** Office of Legal and Regulatory Services – Health Facility Certification Unit  
Office of Legal and Regulatory Services – Health Facility Licensing Unit

**Position Numbers:**

Division	Position #	Title	Labor Grade	Funding Code
095	14670	Licensing & Evaluation Coordinator	20	010 095 5146 010
095	14809	Licensing & Evaluation Coordinator	20	010 095 5146 010
095	19612	Licensing & Evaluation Coordinator	20	010 095 5146 010
095	15508	Licensing & Evaluation Coordinator	20	010 095 5682 010
095	14639	Licensing & Evaluation Coordinator	20	010 095 5146 010
095	14638	Licensing & Evaluation Coordinator	20	010 095 5146 010
095	15037	Licensing & Evaluation Coordinator	20	010 095 5682 010
095	14597	Licensing & Evaluation Coordinator	20	010 095 5146 010
095	19613	Licensing & Evaluation Coordinator	20	010 095 5146 010
095	14738	Licensing & Evaluation Coordinator	20	010 095 5146 010
095	14957	Licensing & Evaluation Coordinator	20	010 095 5682 010
095	19611	Licensing & Evaluation Coordinator	20	010 095 5146 010
095	14595	Licensing & Evaluation Coordinator	20	010 095 5146 010
095	14701	Licensing & Evaluation Coordinator	20	010 095 5682 010
095	14610	Licensing & Evaluation Coordinator	20	010 095 5146 010
095	14796	Licensing & Evaluation Coordinator	20	010 095 5146 010
095	19615	Licensing & Evaluation Coordinator	20	010 095 5146 010
095	40623	Licensing & Evaluation Coordinator	20	010 095 5146 010
095	42995	Licensing & Evaluation Coordinator	20	010 095 5146 010
095	40624	Licensing & Evaluation Coordinator	20	010 095 5146 010
095	14609	Licensing & Evaluation Coordinator	20	010 095 5146 010
095	TMPPT5286	Licensing & Evaluation Coordinator	20	010 095 5146 050
095	42993	Supervisor IV	25	010 095 5146 010
095	42992	Supervisor IV	25	010 095 5146 010
095	15361	Supervisor IV	25	010 095 5682 010
095	14753	Supervisor VII	28	010 095 5146 010
095	TMPPT5285	Licensing & Evaluation Coordinator	20	010 095 5146 050
095	40410	Licensing & Evaluation Coordinator	20	010 095 5146 010

In accordance with RSA 99:8 and as per Personnel Rule 904.01, the Department of Health and Human Services Office of Operations Support requests approval for the renewal of a thirty percent (30%) increase in the compensation of the Licensing & Evaluation Coordinator positions and their immediate supervisors currently assigned to the Health Facility Licensing Unit and the Health Facility Certification Unit in the positions set forth above, as well as the renewal of a fifteen percent (15 %) increase in compensation Chief of the Health Facility Certification Unit (position 14753).

**Description as to why an extension of the salary enhancement is necessary at this time:**

The initial request for a 30% salary enhancement was filed in 2007. The purpose of the salary increase was to enable recruitment and retention of these positions. At that time the Health Facility Licensing Unit and the Health Facility Certification Unit were significantly understaffed and had been so for a considerable period of time. This was particularly true of the positions that require the employee to be a Registered Nurse. The salary for these positions was not anywhere near competitive with the private sector. Registered Nurses in the private sector earned far more than the salary paid to a Registered Nurse in the position of Licensing & Evaluation Coordinator. Despite ongoing efforts to recruit qualified candidates, the Department was unable to do so. Many of these positions had been vacant for more than a year. A couple of qualified individuals expressed interest in the position only to decline to come in for an interview once they learned what they would be earning in the position. One Licensing & Evaluation Coordinator resigned to accept a higher paying job elsewhere. That individual stated that he loved the work, but he could not justify remaining in the position to himself or his family when he could easily get a job elsewhere earning far more. One other Licensing & Evaluation Coordinator had submitted his resignation. Others expressed that they, too, would be forced to leave if their salary did not increase.

Licensing and Evaluation Coordinators conduct surveys of facilities housing some of the State's most vulnerable citizens. These include Nursing Homes, Residential Care Facilities, Home Health Agencies and Hospitals. The low staffing levels greatly undermined the ability of the Licensing and Certification Units to survey these facilities in a timely manner. That placed these vulnerable citizens at risk. Moreover, the Department has an agreement with the Federal government (Centers for Medicare and Medicaid Services) to conduct certification surveys of facilities such as nursing homes and hospitals. This agreement includes very strict requirements regarding the work that must be performed by the Health Facility Certification Unit, how that work must be prioritized and the timeframes in which the work must be completed. Failure to perform the mandatory workload within the timeframes set by CMS would have had significant financial ramifications for the Department. As of 2007 the Health Facility Certification Unit did not have the number of staff necessary to complete the minimum amount of work required by CMS. That could have resulted in the determination by CMS that the Department had decided to withdraw from the program. This again would have had significant financial ramifications for the Department and the State of New Hampshire as a whole.

It is important to note that in order for a certification survey to be valid a Registered Nurse must directly participate in all aspects of the survey. Moreover, a Registered Nurse must go through a federally mandated orientation and training period that typically lasts a year before he or she can participate in a certification review as a member of the survey team. Consequently, even if the Department had been able to recruit qualified applicants, the problem would have persisted for many months to come.



In an effort to address the staffing shortage the Office of Operations Support sought a 30% salary enhancement for the Licensing and Evaluation Coordinators in the Health Facility Licensing Unit and the Health Facility Certification Unit. The request included both RN and non-RN Licensing and Evaluation Coordinators. The decision was made to include both RN and non-RN Licensing and Evaluation Coordinators as they frequently work as teams and they do essentially the same tasks during the course of an inspection. In addition, CMS requires that the Health Facility Certification Unit utilize multi-disciplinary teams that include nurses and other professionals, such as physical therapists.

Fortunately, the request for a 30% salary enhancement was granted effective July 18, 2007. The enhancement very much had the desired effect. Almost immediately the Department began successfully recruiting and hiring Registered Nurses qualified to do the job. Most significantly the Certification Unit was able to lure back the Licensing and Evaluation Coordinator who had resigned. In addition, the other Licensing and Evaluation Coordinator who had submitted his resignation withdrew that resignation and decided to remain with the Certification Unit. This was extremely important, as these individuals had completed the federally mandated orientation and training period and could participate in surveys as the Registered Nurse on the survey team. In addition, both the Licensing and the Certification Units were able to hire other qualified Registered Nurses.

It continues to be essential to have the 30% enhancement in place. The only reason we are able to retain Licensing and Evaluation Coordinators in these units is because the 30% enhancement is in effect. In recent years two Licensing and Evaluation Coordinators, one an RN the other a physical therapist resigned from their positions to take higher paying positions in the private sector. At exit interviews before they left each cited pay as the reason for their departure. In addition, a Field Supervisor (Supervisor IV) resigned to take a higher paying position with the federal government. Even with the enhancement these employees could make significantly more money in the private sector or with the federal government. Were the 30% enhancement to lapse it is certain that several Licensing and Evaluation Coordinators would leave for higher paying jobs elsewhere. Several more would likely retire rather than experience a 30% reduction in pay.

This request also includes a request to renew a fifteen percent (15%) salary enhancement for the Unit Chief of the Health Facility Certification Unit Position 14753

**The estimated salary cost difference of this enhancement is:**

**SFY 2018-2019 Annual Pay July 1, 2017 – June 30, 2019**

**Federal: \$620,109.15**

**General: \$168,110.27**

**Other: \$46,487.75**

**Total: \$834,707.17**

**Enclosed, please find the following information:**

- **Fiscal impact sheet for all affected positions**

**This increase is necessary to maintain a competitive salary for recruiting and retaining our Licensing & Evaluation Coordinator positions. If approved the overall general fund impact of this increase would be \$168,110.27 and we would ensure that the salary for each position in this classification would be increased by the authorized enhancement percentage.**

I am available to answer questions you may have related to this reclassification request. I appreciate your attention to this matter.

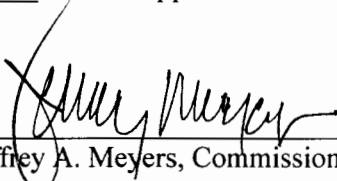
Requested By:

  
\_\_\_\_\_  
Dawn Touzin

5/12/19  
\_\_\_\_\_  
Date

Approved

Not Approved

  
\_\_\_\_\_  
Jeffrey A. Meyers, Commissioner

8/13/17  
\_\_\_\_\_  
Date