



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

Lori A. Shibinette
Commissioner

L. Todd Bickford
Administrator

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September 23, 2022

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, Glencliff Home, to add a thirty percent (30%) base hourly wage enhancement to Licensed Nursing Assistant (LNA) staff currently paid under the 40 hour per week wage schedule (A130) for recruitment and retention purposes, effective the pay period following Governor and Council approval through June 30, 2023. Source of Funds: 19.21% General Funds, 80.79% Other Funds.

Funds to support this enhancement are available in State Fiscal Year 2023.

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

Fiscal Year	Class/Object	Class Title	Job Number	Amount Requested
SFY 2023	010-500100	Personal Services - Perm Class	91571130	\$586,926
SFY 2023	050-500109	Personal Services – Temp Appoint	91571130	\$84,652
SFY 2023	060-500611	Benefits	91571130	\$148,956
			TOTAL	\$820,534

EXPLANATION

The purpose of this request is to ensure the Glencliff Home can attract and retain qualified Licensed Nursing Assistant (LNA) staff. Glencliff Home continues to experience an increasing amount of difficulty in filling and retaining LNA positions in the current labor market. For example, the current LNA vacancy rate is 46.5% (See Table 1 on the following page). The statewide labor market continues to present challenges as the State's seasonally adjusted unemployment rate for August 2022 was 2.0 percent according to the most recent New Hampshire Employment Security press release.

There are currently 40 LNA vacancies at Glencliff Home (see Table 1 below). These vacancies have forced Glencliff Home to rely more heavily on the use of Overtime shifts for LNA staff. This has also required Glencliff Home to use Overtime more for other departments by encouraging staff from areas

such as Housekeeping, Laundry, Maintenance, and Administration to work on the units on 2nd and 3rd shifts to assist the limited number of LNAs on the resident units. These staff, acting as Resident Assistants (RAs), can perform LNA duties that do not require a license such as transporting residents, stocking supplies, passing meal trays, or redirecting resident behaviors. This assistance allows the LNAs to focus on the tasks that do require a license such as toileting residents, helping feed residents, or taking vital signs.

TABLE 1			
Licensed Nurses Assistants	Positions (LGs 9,11,14)	Vacant positions	Percentage Vacant
1st Shift	34	11	32.4%
2nd Shift	34	19	55.9%
3rd Shift	18	10	55.6%
Totals	86	40	46.5%

Glencliff Home has a New Hampshire approved LNA class and has successfully trained 39 new LNAs since the program started in 2019. Unfortunately, only 8 or 21% are current employees as the others have left for better compensation at other facilities. While Glencliff Home continues to offer the class, enrollment in the classes remains low.

Glencliff Home has needed to mandate overtime shifts, which is expensive and has the potential to negatively affect the quality of care provided by a group of dedicated staff who already work in a stressful, demanding, and challenging environment. Additionally, there is the concern of “burning out” staff who can find better compensated employment.

Market Analysis

The Department has extensively reviewed LNA wages in other long-term care facilities, and have found that nearly all of them have implemented additional compensation measures to recruit and retain LNAs. The following table represents two examples of enhanced compensation programs, one of which, given its geography, directly competes with Glencliff Home. It should also be noted that in addition to these stipend programs, nursing home facilities have significantly increased the base-pay for LNAs as well.

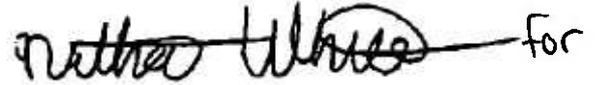
Facility Name	Grafton County Home
Stipend Amount	\$300 (equivalent to \$7.50 per hour)
Stipend Frequency	Weekly
Roles Receiving Stipend	Nursing, Dietary, Environmental Services (includes Laundry), Activities

Facility Name	Hillsboro County Nursing Home
Stipend Amount	\$300 (equivalent to \$7.50 per hour)
Stipend Frequency	Weekly
Roles Receiving Stipend	Nursing, Dietary and Environmental Services

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Should Governor and Council not approve this request, Glencliff Home will be unable to adequately recruit and retain staff, negatively affecting resident care and the continued freeze on admissions and loss of revenue.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Lori A. Shibinette", followed by a horizontal line and the word "for".

Lori A. Shibinette
Commissioner

[REDACTED]

From: Rudis, Lorrie
Sent: Thursday, September 22, 2022 1:50 PM
To: Caristi, Joseph
Cc: White, Nathan; Calise, Mary; Lapointe, Ellen; Lydick, Joanne; Mavrogeorge, Matthew
Subject: RE: urgent enhancement approvals

Greetings Joe,

As you know, in accordance with the rules, there is a specific criteria that needs to be purposed so that the Division of Personnel can make an approval, however seeing there is eminent need for these positions and for the LNA's it only for this fiscal year, I don't want to hold anything up. I will give you this one time exception; so that you can meet your timeline. I would like us to work together to ensure we meet the rules requirement in the future. Both the LNA request for an enhancement and extended MHW proposals are approved.

Thanks for all you do!

From: Caristi, Joseph <Joseph.T.Caristi@dhhs.nh.gov>
Sent: Thursday, September 22, 2022 8:55 AM
To: Rudis, Lorrie <Lorrie.A.Rudis@das.nh.gov>
Cc: White, Nathan <Nathan.White@dhhs.nh.gov>; Calise, Mary <Mary.E.Calise@dhhs.nh.gov>; Lapointe, Ellen <Ellen.M.Lapointe@dhhs.nh.gov>
Subject: urgent enhancement approvals

Hi Lorrie,

My team is in the process of finalizing the attached two enhancement items for G&C, which are a part of the state's new recruitment and retention program.

While I normally like to send you a complete/finalized item, given that the deadline for G&C is today, I was hoping we could parallel process, especially considering that this is part of the state-wide recruitment and retention plan.

Would you be able to provide DOP approval for these enhancements? The Mental Health Worker enhancement already exists, it's just an extension.

Best,

Joe Caristi B.S, LSSBB, M-ACHE
Chief Financial Officer
New Hampshire Hospital, Glencliff Home, and the PATH Center
36 Clinton Street Concord, NH 03301
Phone: 603-271-5398
Joseph.T.Caristi@dhhs.nh.gov



POSITION_NBR	FIRST_NM	MIDDLE_NM	LAST_NM	EMPLOYEE_CLASS_CD	POSITION_CLASS_CD	POSITION_LABOR_GRADE_CD	JOB_STEP_CD	POSITION_ORGANIZATION_CD	POSITION_JOB_NUMBER_CD	POSITION_TITLE_DESC	EMPLOYMENT_FUNDING_AGENCY_CD	POSITION_HOME_AGENCY_CD
12379	STACEY	A	LABONTE	010	010	15	9	57100000	91571130	LICENSED NURSING ASSISTANT III	091	091
14840			VACANT		010	09		57100000	91571130	LICENSED NURSING ASSISTANT I		
14842	SHEILA	L	PICKERING	010	010	11	9	57100000	91571130	LICENSED NURSING ASSISTANT II	091	091
14848	AMY	J	DOWNING	010	010	11	4	57100000	91571130	LICENSED NURSING ASSISTANT II	091	091
14853			VACANT		010	09		57100000	91571130	LICENSED NURSING ASSISTANT I		
14858			VACANT		010	14		57100000	91571130	LICENSED NURSING ASSISTANT III		
14866			VACANT		010	09		57100000	91571130	LICENSED NURSING ASSISTANT I		
14870	RAFFAELA	A	MONAGLE	010	010	14	7	57100000	91571130	LICENSED NURSING ASSISTANT III	091	091
14875	DEBORAH	M	CHASE	010	010	15	8	57100000	91571130	LICENSED NURSING ASSISTANT III	091	091
14877			VACANT		010	14		57100000	91571130	LICENSED NURSING ASSISTANT III		
14879	DAWN	E	KOZUCH	010	010	09	3	57100000	91571130	LICENSED NURSING ASSISTANT I	091	091
14881	KRISTAL	J	BARKER	010	010	15	2	57100000	91571130	LICENSED NURSING ASSISTANT III	091	091
14883			VACANT		010	11		57100000	91571130	LICENSED NURSING ASSISTANT II		
14892			VACANT		010	14		57100000	91571130	LICENSED NURSING ASSISTANT III		
14896	LORIE	A	SACKETT	010	010	14	8	57100000	91571130	LICENSED NURSING ASSISTANT III	091	091
14897	HOLLY	E	ILSLEY	010	010	11	2	57100000	91571130	LICENSED NURSING ASSISTANT II	091	091
14900			VACANT		010	15		57100000	91571130	LICENSED NURSING ASSISTANT III		
14902	DEBORA	L	GREEN	010	010	11	9	57100000	91571130	LICENSED NURSING ASSISTANT II	091	091
14903	LISA	A	AMES	010	010	15	5	57100000	91571130	LICENSED NURSING ASSISTANT III	091	091
14915			VACANT		010	14		57100000	91571130	LICENSED NURSING ASSISTANT III		
14918			VACANT		010	11		57100000	91571130	LICENSED NURSING ASSISTANT II		
14924	VORANUT	K	SWARTZ	010	010	11	2	57100000	91571130	LICENSED NURSING ASSISTANT II	091	091
14925	LYNN	A	YOUNG	010	010	11	6	57100000	91571130	LICENSED NURSING ASSISTANT II	091	091
14929	DAWN	M	ROULX	010	010	14	9	57100000	91571130	LICENSED NURSING ASSISTANT III	091	091
14931			VACANT		010	09		57100000	91571130	LICENSED NURSING ASSISTANT I		
14933			VACANT		010	11		57100000	91571130	LICENSED NURSING ASSISTANT II		
14936	CHLOE	S	TATHAM	010	010	15	9	57100000	91571130	LICENSED NURSING ASSISTANT III	091	091
15062			VACANT		010	12		57100000	91571130	LICENSED NURSING ASSISTANT II		
15085			VACANT		010	09		57100000	91571130	LICENSED NURSING ASSISTANT I		
15165			VACANT		010	12		57100000	91571130	LICENSED NURSING ASSISTANT II		
15197			VACANT		010	09		57100000	91571130	LICENSED NURSING ASSISTANT I		
15202			VACANT		010	11		57100000	91571130	LICENSED NURSING ASSISTANT II		
15223	IDA	L	STYGLES-SPRUILL	010	010	12	5	57100000	91571130	LICENSED NURSING ASSISTANT II	091	091
15252			VACANT		010	09		57100000	91571130	LICENSED NURSING ASSISTANT I		
15270	CHRISTINA	A	WEEKS	010	010	11	6	57100000	91571130	LICENSED NURSING ASSISTANT II	091	091
15333			VACANT		010	11		57100000	91571130	LICENSED NURSING ASSISTANT II		
15339	LAUREL	A	MACDONALD	010	010	12	6	57100000	91571130	LICENSED NURSING ASSISTANT II	091	091
15348			VACANT		010	09		57100000	91571130	LICENSED NURSING ASSISTANT I		
15357			VACANT		010	11		57100000	91571130	LICENSED NURSING ASSISTANT II		

15392			VACANT		010	09		57100000	91571130	LICENSED NURSING ASSISTANT I		
15437	SARAH	L	ANDERSON	010	010	09	1	57100000	91571130	LICENSED NURSING ASSISTANT I	091	091
15558	JAIME	R	PAQUETTE	010	010	14	8	57100000	91571130	LICENSED NURSING ASSISTANT III	091	091
16105			VACANT		010	11		57100000	91571130	LICENSED NURSING ASSISTANT II		
16138			VACANT		010	11		57100000	91571130	LICENSED NURSING ASSISTANT II		
16174			VACANT		010	11		57100000	91571130	LICENSED NURSING ASSISTANT II		
16181	SARAH	N	ABBEY	010	010	09	1	57100000	91571130	LICENSED NURSING ASSISTANT I	091	091
16234	HOLLIS	M	HURD	010	010	11	9	57100000	91571130	LICENSED NURSING ASSISTANT II	091	091
16255			VACANT		010	09		57100000	91571130	LICENSED NURSING ASSISTANT I		
16257			VACANT		010	11		57100000	91571130	LICENSED NURSING ASSISTANT II		
18255			VACANT		010	11		57100000	91571130	LICENSED NURSING ASSISTANT II		
19645	ANDREA	V	CANTERBURY	010	010	15	8	57100000	91571130	LICENSED NURSING ASSISTANT III	091	091
19646			VACANT		010	14		57100000	91571130	LICENSED NURSING ASSISTANT III		
19650	ANGELA	M	ROBERTSON	010	010	14	2	57100000	91571130	LICENSED NURSING ASSISTANT III	091	091
19651			VACANT		010	14		57100000	91571130	LICENSED NURSING ASSISTANT III		
30578	HANNAH	E	MINER	010	010	12	4	57100000	91571130	LICENSED NURSING ASSISTANT II	091	091
30591	PATRICIA	L	DRAINVILLE	010	010	11	5	57100000	91571130	LICENSED NURSING ASSISTANT II	091	091
30599	ROSEANN	M	BROOKS	010	010	11	8	57100000	91571130	LICENSED NURSING ASSISTANT II	091	091
30945	KELLY	A	HEALEY	010	010	11	3	57100000	91571130	LICENSED NURSING ASSISTANT II	091	091
41023	SHERRY	A	DROWN	010	010	14	8	57100000	91571130	LICENSED NURSING ASSISTANT III	091	091
42968	SARAH	L	GAYLORD	010	010	15	6	57100000	91571130	LICENSED NURSING ASSISTANT III	091	091
42969	PETER	C	BAKER	010	010	14	6	57100000	91571130	LICENSED NURSING ASSISTANT III	091	091
42970	STACY	L	SMITH	010	010	14	8	57100000	91571130	LICENSED NURSING ASSISTANT III	091	091
42971	SHARI	A	PEREIRA	010	010	14	8	57100000	91571130	LICENSED NURSING ASSISTANT III	091	091
42972			VACANT		010	11		57100000	91571130	LICENSED NURSING ASSISTANT II		
42974			VACANT		010	11		57100000	91571130	LICENSED NURSING ASSISTANT II		
42975	BEVERLY	A	SEBASTIAO	010	010	11	9	57100000	91571130	LICENSED NURSING ASSISTANT II	091	091
42977			VACANT		010	09		57100000	91571130	LICENSED NURSING ASSISTANT I		
TMPPT3255	SAMANTHA	J	MOILANEN	010	050	11	9	57100000	91571130	LICENSED NURSING ASSISTANT II	091	091
TMPPT3256			VACANT		050	11		57100000	91571130	LICENSED NURSING ASSISTANT II		
TMPPT4603	JOSE	E	GIRONA	050	050	11	8	57100000	91571130	LICENSED NURSING ASSISTANT II	091	091
TMPPT5754	WANDA	L	ADAMS	050	050	12	9	57100000	91571130	LICENSED NURSING ASSISTANT II	091	091
TMPPT5755			VACANT		050	11		57100000	91571130	LICENSED NURSING ASSISTANT II		
TMPPT5756	LARI	L	GAMEL	050	050	12	7	57100000	91571130	LICENSED NURSING ASSISTANT II	091	091
TMPPT5757			VACANT		010	09		57100000	91571130	LICENSED NURSING ASSISTANT I		
TMPPT5758			VACANT		050	09		57100000	91571130	LICENSED NURSING ASSISTANT I		
TMPPT5759			VACANT		050	11		57100000	91571130	LICENSED NURSING ASSISTANT II		
TMPPT5947			VACANT		050	11		57100000	91571130	LICENSED NURSING ASSISTANT II		
TMPPT5948	LORI	L	BROWN	050	050	11	9	57100000	91571130	LICENSED NURSING ASSISTANT II	091	091
TMPPT5949			VACANT		050	11		57100000	91571130	LICENSED NURSING ASSISTANT II		
TMPPT5950	MARGARET	M	BRAGDON	050	050	11	9	57100000	91571130	LICENSED NURSING ASSISTANT II	091	091
TMPPT5951			VACANT		050	11		57100000	91571130	LICENSED NURSING ASSISTANT II		
TMPPT5952			VACANT		050	11		57100000	91571130	LICENSED NURSING ASSISTANT II		