

Healthcare Staffing at North Carolina State Prisons

How we are combatting healthcare vacancies

Presentation prepared 9/11/19 for Presentation to the Prison Reform Board on 9/18/19

Healthcare Positions

For the purpose of this presentation, Healthcare positions referenced are listed below:

- Charge/Lead RN
- Clinical Social Worker (LCSW)
- CNAI & CNAII
- Correctional Behavioral Specialist I & II
- Dentist
- Licensed Practical Nurse
- Nurse Consultant
- Nurse Directors
- Nurse Supervisor
- Pharmacist
- Psychological Program Director
- Psychological Services Coordinator
- Psychiatrist
- Psychologist
- Physician
- Physician Extender (Physician Assistants & Nurse Practitioners)
- Registered Nurse
- Social Work Supervisor (Clinical)
- Sr. Psychologist

Health Services Filled/Vacant by Classification

Job	Total Positions	Filled	Pending	Vacant	Vacancy %	
Nurse Directors	11	11	0	0	0.0%	
Psych Program Director	6	6	0	0	0.0%	
Social Work Supervisor	3	3	0	0	0.0%	
Nurse Supervisors	83	80	3	3	3.6%	
Pharmacists	49	47	1	2	4.1%	
Psych Services Coordinator	31	28	1	3	9.7%	
Dentist	28	24	0	4	14.3%	
CNAII	190	161	9	29	15.3%	
LPN	255	209	18	46	18.0%	
Clinical Social Worker	30	24	3	6	20.0%	
Correctional Behavioral Specialist II	35	28	1	7	20.0%	
Nurse Consultants	35	28	2	7	20.0%	
Psychiatrist	10	8	0	2	20.0%	
Charge RN	200	157	15	43	21.5%	
Physician Extenders	33	25	4	8	24.2%	
CNAI	41	31	3	10	24.4%	
Correctional Behavioral Specialist I	55	40	7	15	27.3%	
RN	235	170	30	65	27.7%	
Psychologist	71	51	1	20	28.2%	
Physicians	28	20	1	8	28.6%	
Sr. Psychologist	3	2	0	1	33.3%	
	1432	1153	99 = 12.6% adjusted vacancy rate		279	19.5%

Current Efforts to Reduce Healthcare Vacancies

(1) RN New Graduate (Continuous-Statewide) Recruitment Effective September 1, 2017

- Current and recently graduated RN Nursing students are able to apply for employment up to 6 months prior to becoming graduating and/or becoming licensed. Competes with the Private Sector to recruit new graduate nurses. 178 additional applicants; 6 additional hires; only applicable at 27 of 55 facilities.

(1a) Health Science Symposium

- Wake Technical Community College
- Building relationships and providing education about Health Services opportunities and career tracks within Correctional Healthcare with high school students.

Current Efforts to Reduce Healthcare Vacancies (cont.)

(2) Senior Student Clinical Rotations & Internships

- RN Students are required to perform 160 hours of clinical rotations prior to issuance of their Nursing degree. Local community colleges and universities are performing these hours at Central Prison, NCCIW and Maury CI;
- Clinical rotations for Medical Laboratory Technicians, Social Workers, Registered Dietitians, UNC Medical Students, Dental Students and UNC Dental Hygienist Students.
- Partnering with UNC-Chapel Hill & Correctional Psychiatry and Mental Health under 2 HRSA (federal) grants to develop curriculum for Nurse Practitioners in Correctional Nursing Residency Training

Current Efforts to Reduce Healthcare Vacancies (cont.)

(3) OTHER EFFORTS

- Effective 5/15/19, salary flexibility and delegation for 10% above qualifying salary or up to the top of the 1st/2nd quartile for salary calculations available;
- Standardized postings for many medical positions to aid in the screening and qualifying of medical class candidates. Previously there could be varying qualifications by posting/facility for positions within the same classification.

Nursing Salary Guidelines

(effective 4/1/19)

Established a minimum base rate for all categories of nursing within the allotted pay scale. Salaries are calculated based on actual experience, budget and internal equity. **Note: Shift differentials are in addition to the base salary at 15%/nights, 20%/weekends = 35% nights/weekends**

Experience Level	Base salary for State RNs
RN New Graduate (no prior RN/LPN experience)	\$50,000 (increases to \$52,000 >1 year of DPS employment)
RN New Graduate Plus (No prior RN experience with minimum of 2 years LPN/Paramedic or equivalent)	\$52,000 (increases to \$54,000 >1 year of DPS employment)
RN (1-12 months of paid RN experience)	No less than \$52,000
RN (12+ months of experience)	No less than \$54,000
LPN – allowances for 50% credit for prior CNAI/II & EMT experience up to 10 years	No less than \$40,000
CNAI	No less than \$31,200
CNAII – allows for all CNAI & EMT experience	No less than \$34,320

NCDPS New Graduate vs. Private Sector New Graduate

LEADING THE MARKET IS IMPORTANT BECAUSE OF THE ENVIRONMENT & CLIENTELE THAT WE SERVE

NCDPS

- \$50,000 / 2080 hrs. = \$24.04 hrly.
- Night shift differential = \$3.60
- Weekend shift differential = \$4.81
- Night/Weekend differential = \$8.41

**Note: Most Private Sector hospitals work 1872 hours versus 2080 hours.

Private Sector

- \$47,840 / 2080 hrs. = \$23.00 hrly.
- Night shift differential = \$3.50
- Weekend shift differential = \$3.50
- Night/Weekend differential = \$7.00

**Note: Private Sector pays hourly versus salary, so a slightly higher hourly rate could still be comparable to NCDPS overall salary amount.

Current Efforts to Reduce Healthcare Vacancies (cont.)

(3) CLINICAL SOCIAL WORKERS (LCSW)

- Hire Associate (Provisionally Licensed) level Clinical Social Workers (LCSW) under a four tier Trainee plan, which provides required supervision for full licensure at no cost to the candidate; has allowed for 7 additional hires in the past 18 months. Reduced vacancy rate in this classification from 34% to 20% over this time period.
- LCSW Trainee Tier Plan:
 - Phase I (<12 mo. exp.) - \$40,642.00,
 - Phase II (12-18 mo. exp.) - \$42,294.00,
 - Phase III (18-24 mo. exp.) - \$43,872.00,
 - Phase IV (24+ mo. exp.) - \$44,842.00

Current Efforts to Reduce Healthcare Vacancies (cont.)

(4) PSYCHOLOGISTS

- 9/12/19: A proposal was completed and submitted to develop a Trainee status within the Psychologist (GN13) classification for Doctoral Psychology Interns in Adult Corrections (4 positions filled per year) at \$48,000 annually using candidates entering into their senior year of their Doctorate program ;
- 12-month program that will allow them gain the required hours to graduate with a Doctorate degree and then transition into the already established Post-Doctoral Psychologist positions at \$59,500 annually;
- Participate in the State of NC Internship Program summer/annually, which is sponsored by the Council for Women and Youth Involvement.

Current Efforts to Reduce Healthcare Vacancies (cont.)

(5) Nurse Floating/Rotating Staff Pool

- Increased use of floating nurses to assist with day-to-day vacancies;
- Designed to minimize or mitigate job burnout;
- Allows for selection of various assignments in different facilities and throughout different specialty areas and increases retention.

(6) Education about interviews/hiring with current staff

- Restructure of interview questions;
- Gained knowledge about the do's and don't's of interview techniques;
- Up front discussions with candidates about qualifying salaries and expectations.

Current Efforts to Reduce Healthcare Vacancies (cont.)

(6) Regional Recruiters

- Effective 3/4/19, fully staffed and functional with 8 Professional Regional Recruiters;
- Mandatory minimum of 10 career events per recruiter each month (80 statewide); increased contacts and applications.
- On-site hiring events at the facilities where applications, interviews and Conditional Offers of Employment can be rendered;
- Expanded branding and advertising through; yard signs, banners, billboards, wrapped recruiting vehicles, Banner-ups, tabletop displays, Facebook, Linked In, continuous events page on the DPS website, etc.;
- Direct contact and attendance with students at the Community Colleges, Universities, College Career events & Career Centers;
- Utilization of NCWorks offices/staff for career events and training sessions with candidates on the best method of “The Art of Applying for State Government Jobs” - One-on-one coaching and guidance.

Current Efforts to Reduce Healthcare Vacancies (cont.)

CENTRAL PRISON HEALTH COMPLEX HIRING EVENT 8/14/19

- 17,300 postcards developed and mailed to licensed RN's, LPN's, LCSW's, Psychologists, Physician Assistants and Nurse Practitioners in Wake County;
- 73 attendees which included:
 - 11 CNAI/II
 - 4 LCSW
 - 2 LPN
 - 5 Mental Health
 - 1 Nurse Practitioner
 - 10 RN's
- Facility tours, On-site interviews for RN/LPN (continuous posting), Conditional Offers of Employment extended on the spot. 3 RN's and 1 LPN hired and 2 RN's pending hire as a result of this event. 50% of RN's who attended this event are or will be hired.

Central Prison Health Complex (CPHC) and N. C. Correctional Institution for Women (NCCIW) HR Pilot

Began 6/17/19 – Two facilities with largest number of healthcare positions

- Created a Medical HR Department at NCCIW by hiring 2 HR Staff. Have filled 1 of 3 HR vacancies at CPHC, have interviews for the other 2 positions.
- Conducted training with staff and Administrators on the do's and don't's of interviewing;
- Assessed the previous hiring process and put standard operating procedures in place related to reviewing referred applications, upfront communication with candidates, consistent practices for setting up/following up on interviews, salary calculations, communication with candidates after the interview and processing of approvals to on board candidates.
- Eliminated all steps or processes that did not add value to the approval and processing of candidates.
- Screen/refer facility applications within 5 business days from the date the posting closed, interviews scheduled within 3 business days from date applications are received by the hiring manager/department.
- Significantly reduced the interview-to-hire time to as little as 10 days in multiple cases.

Central Prison Health Complex and N. C. Correctional Institution for Women HR Pilot (cont)

KEY:

- **Hire the right people in the right positions;**
- **Establish expectations and set follow-up dates up front;**
- **Consistent practices and on-going training;**
- **Do not accept “because we have always done it that way” as the standard for best practices.**

Proposed Efforts to Reduce Healthcare Vacancies (requires additional funding)

(1) Develop a program to address current internal inequities and salary compression

- Address current employees who are being paid below the current market or labor rates.

(2) Sign-on and Retention Bonus Programs

- Designated amounts to be dispersed at the time of hire (1st pay period), and after 18-months of employment (subject to quality guidelines).

(3) Employee Referral Program

- Current employees refer qualified candidates for employment with DPS in high vacancy rate positions for a monetary payout at designated intervals.

(4) Preceptor Differentials (requires additional funding)

- Differentials for staff who regularly train and precept new staff.

(5) Student Loan Forgiveness / Reimbursement / Grants (subject to available funds)

- Both through State dedicated funds and the US Health Services and Resources Administration (HRSA) programs.

Proposed Efforts to Reduce Healthcare Vacancies (cont.)

(6) Flexible Shift Schedule (currently utilized in larger facilities)

- Currently utilized only for Flexible Weekend staffing.
- Expand to other three day, 12-hour blocks of the schedule.
- Time-off guidelines to ensure dedicated staffing.
- Annually renewable employment commitments.

(7) Direct Hire of Half-Time and Per Diem Nurses

- Proposal would render 496 additional staffing hours or 41+ shifts using two FTE's.
- Splitting of current FTE's are based on staffing status and may not equal an exact FTE with simple addition.

(8) CMA/RMA

- Create Certified/Registered Medical Assistant job description within the current Healthcare Technician classification to increase recruitment of staff in areas that lack CNAI/II programs and candidates.

Proposed Efforts to Reduce Healthcare Vacancies (cont.)

(9) Implementation of the HR Pilot Statewide

- Identify 8 positions, 2 per region, to create Regional HR staff dedicated to Health Services. Implement 1 Region at a time.
- Meet with each facility to assess their current process, downfalls and needs to education and implement the new streamlined hiring process.
- Provide interview and selection training to each facility and healthcare staff.
- Track and monitor processes, time frames and results.

CONCLUSION

Health Services and Human Resources are dedicated to the partnership that we have built and our goal to:

- Continue the assertive recruitment efforts;
- Implement a quality and effective hiring process for all healthcare positions;
- Continue reviewing and utilizing all available methods and tools to offer fair and competitive salaries;
- Provide consistency and efficiency in our practices;
- Provide HR training and re-training when needed to ensure the confidence and expertise of our staff are at their highest levels;
- Continue to improve and ensure that the hiring process is a positive experience;
- Explore programs that will improve retention and turnover.