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STATE OF NEW HAMPSHIRE
DEPARTMENT OF HEALTH AND HUMAN SERVICES
OFFICE OF THE COMMISSIONER

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October 4, 2022

The Honorable Karen Umberger, Chairman
Fiscal Committee of the General Court and

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

REQUESTED ACTION

Pursuant to the provisions of RSA 14:30-a, VI, authorize the Department of Health and Human Services (DHHS) to accept and expend federal funds from the American Rescue Plan Act (ARPA) State Fiscal Recovery Funds (SFRF), in the amount of \$500,000 to develop and implement a recruitment campaign to aid the Department's efforts to address workforce challenges, effective upon approval by the Fiscal Committee and Governor and Council through June 30, 2023, and further authorize the allocation of these funds in the accounts below. This is an allowable use of ARPA SFRF funds under Section 602(c)(1)(A), to respond to the public health emergency with respect to the Coronavirus Disease 2019 (COVID-19) or its negative economic impacts. 100% Federal Funds.

05-95-94-940010-2465¹ HEALTH AND SOCIAL SERVICES, DEPT OF HEALTH AND HUMAN SERVICES, HHS: NEW HAMPSHIRE HOSPITAL, ARPA DHHS FISCAL RECOVERY FUND

¹ All direct program costs will be accounted for using activity 00FRF602PH9539A and all administrative and indirect costs will be accounted for using activity 00FRF602PH9539Z. Accounting classifications may be subject to technical changes at the discretion of the Department of Administrative Services' Division of Accounting Services

CLASS OBJ	CLASS TITLE	Current Modified Budget	Increase/ (Decrease) Amount	Revised Modified Budget
000-400338-16	Federal Funds	\$ 69,038,168	\$ 500,000	\$ 69,538,168
	General Fund	\$ -	\$ -	\$ -
	Total Revenue	\$ 69,038,168	\$ 500,000	\$ 69,538,168
010-500100	Personal Services Perm Class	\$ 122,104		\$ 122,104
020-500200	Current Expenses	\$ 250,001	\$ -	\$ 250,001
022-500255	Rents-Leases other than State	\$ 3,891,727		\$ 3,891,727
030-500301	Equipment New/Replacement	\$ 1	\$ -	\$ 1
040-500800	Indirect Costs	\$ 2,123,973		\$ 2,123,973
041-500801	Audit Fund Set Aside	\$ 62,805	\$ 500	\$ 63,305
042-500620	Additional Fringe Benefits	\$ 8,733		\$ 8,733
046-500462	Consultants	\$ 1		\$ 1
047-500240	Own Forces Maintenance (Bldg-Grnd	\$ 1		\$ 1
048-500226	Contract Repairs: Bldg Grounds	\$ 1		\$ 1
050-500109	Personal Services Temp	\$ -		\$ -
059-500117	Temp Full Time	\$ 98,133		\$ 98,133
060-500601	Benefits	\$ 119,996		\$ 119,996
072-502683	Grants Federal	\$ 250,000		\$ 250,000
102-500731	Contracts for Program Services	\$ 50,364,360	\$ -	\$ 50,364,360
103-502507	Contracts for Operational Services	\$ 11,746,332	\$ 499,500	\$ 12,245,832
	Total Expenses	\$ 69,038,168	\$ 500,000	\$ 69,538,168

EXPLANATION

The State has experienced unprecedented pressure on its existing workforce, seeing staff shortages across agencies and increased wage competition with the private sector, as the negative effects of the COVID-19 health crisis continue to unfold. This reality has forced State agencies to attempt to operate with a high number of vacancies and find other means to adapt in order to achieve core responsibilities and required outcomes or deliverables.

This has resulted in the development of the State Workforce Efficiency Enhancement Program (SWEEP), an initiative focused on one-time investments in technology, systems, or other tools that will make it easier for State agencies to perform required functions over the long term as they adjust their roles and needs to the realities brought on by the pandemic and move toward a more sustainable staffing model that helps avoid burnout and encourages retention. This request is part of the overarching SWEEP effort.

The Department is requesting to accept and expend \$500,000 for the purpose of purchasing professional services to support the development of a recruitment campaign to aid in addressing the workforce deficiencies impacting the Department and to support the efforts associated with the Public Health Emergency (PHE). The Department will contract with a vendor to develop a comprehensive recruitment strategy and create campaign materials, including recruitment videos, print materials, and digital and social media materials.

The Department intends to utilize \$300,000 to support the vendor's recruitment campaign, in conjunction with leveraging subscriptions in the amount of \$200,000 to support directed recruitment efforts and focused job postings, as well as to ensure widespread and equitable access to job postings. The directed recruitment efforts will include a subscription to employment resource website Indeed, allowing for spotlighted open positions; LinkedIn, which will include recruitment support, spotlight of 21 current openings, and an enhanced DHHS Career Page; and equity recruitment through professional organizations, to include unlimited job postings and paid subscriptions to create a passive pipeline of potential candidates for employment.

Recruiting employees has been a challenging task for all employers in the past year. In our current state, with the PHE, the workforce in State government has been severely impacted, which has resulted in reduced access to services and delays in providing those services. The recruitment package would include information about the Department's culture, client and resident support and services, benefits package (including retirement, medical, dental), training, telework and tuition reimbursement. The vacancy numbers for DHHS over the years let us know of the need for increased efforts to reach potential employees in a new and different way than we have done so in the past. The Department currently has an overall vacancy rate of 20%; however, in some program areas, the vacancy rates are as high as 48%. In addition, the annual average of NH labor force, [laus-nsa-1976-2021.pdf \(nh.gov\)](#), since 2019, has declined by over 2.5 %, this number, along with the 3.5% NH unemployment rate, indicates the need to invest in a diverse way of recruiting.

Our goal will be to expend these funds to successfully analyze and deploy a recruitment strategy including key concepts and focus as follows: whom to target, what message to convey and how to staff recruitment efforts. This is intended to address risks associated with staff retirements, attract qualified individuals, increase our workforce diversity, reduce job turnover and ensure our positions are visible in the places people are looking. The Department will be contracting to provide the following services:

- Identifying who should be recruited.
- Reaching targeted individuals.
- Determining the best timing for recruitment.
- Designing a recruitment message.
- Evaluating past recruitment efforts.
- Creating a pipeline of viable candidates.
- Determining the best job boards to subscribe to, in order to reach our intended audiences

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Without these funds the Department would not have adequate staffing to develop and implement such a targeted approach to addressing the workforce shortages in our Department, which is further straining the service offerings that our Department provides to the individuals in the State of New Hampshire. This has resulted in continued workforce shortages and missed opportunities to improve the lives of the individuals in our state.

Funds are budgeted as follows:

Class 041 – RSA 124:16 requires .1% to be budgeted to pay for financial and compliance audits.

Class 103 – The funds will be used to pay for contracted services.

Source of Funds: These funds are 100% Federal Funds.

Respectfully submitted,



Lori A. Shibinette
Commissioner