South Dakota
Department of
Social Services

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October 26, 2020

Senator John Wiik, Co-Chair, and Representative Chris Karr, Co-Chair
Joint Committee on Appropriations
500 East Capitol Avenue
Pierre, SD 57501

Dear Senator Wiik and Representative Karr:

The Department of Social Services (DSS) appreciates the opportunity to provide information to the Legislature's Joint Committee on Appropriations regarding overtime usage and recruitment and retention efforts at the South Dakota Human Services Center (HSC).

DSS is pleased to provide the attached report in response to the letter of intent from the Joint Committee on Appropriations. The report details: (1) the number of vacancies at HSC by month from May 1, 2020 through September 30, 2020; (2) the overtime hours and amount of general, federal, and other funds utilized for payment of overtime at each facility by month from May 1, 2020 through September 30, 2020; (3) ongoing efforts to reduce overtime and increase employee retention at HSC; and (4) upcoming efforts to reduce overtime and increase employee retention at HSC.

Sincerely,

Laurie R. Gill
Cabinet Secretary
Department of Social Services

cc: Russell A Olson, Auditor General
Liza Clark, Commissioner, Bureau of Finance and Management

Enc: South Dakota Human Services Center (HSC) Overtime Report

South Dakota Human Services Center (HSC) Overtime Report

Vacancies | May 2020 - September 2020

Below are the vacancies at HSC by month.

May	105
June	104
July	104
August	100
September	105

Of the vacancies noted above, there are 21 vacancies that are not actively being recruited due to one long-term unit closure. There are 23 vacancies on other units that have been closed for a shorter-term that continue to be recruited. As less restrictive and regionalized options for psychiatric treatment continue to be developed, HSC remains committed to assessing the state's inpatient treatment needs to determine the optimal capacity for the facility.

Overtime | May 2020 - September 2020

	May 2020 – September 2020	
	Hours	**Amount**
General		$615,406
Federal		$146,031
Other		$8
Total Overtime	23,071	$761,445

	September 2020 (2 payrolls)		August 2020 (1 payroll)		July 2020 (3 payrolls)		June 2020 (2 payrolls)		May 2020 (2 payrolls)	
	Hours	**Amount**	**Hours**	**Amount**	**Hours**	**Amount**	**Hours**	**Amount**	**Hours**	**Amount**
General		$122,957		$74,927		$163,867		$127,414		$126,242
Federal		$29,715		$18,654		$38,608		$29,955		$29,099
Other		$3		$3		$0		$0		$0
Total Overtime	4,496	$152,675	2,879	$93,584	6,136	$202,475	4,822	$157,369	4,737	$155,341

Ongoing Efforts to Reduce Overtime and Increase Retention

HSC works closely with the Bureau of Human Resources to review data and identify patterns to develop effective recruitment and retention strategies. The following are existing measures that have been taken to recruit and retain HSC staff to reduce overtime and increase employee retention.

- HSC has added weekend differential pay for eligible positions;
- HSC has added holiday shift incentive pay for eligible positions;
- HSC has contracted with Hospital Careers, a national online platform partnered with 4,700 healthcare organizations, for online marketing of open positions;

- HSC markets open positions through online job postings, social media, radio, newspaper advertisements, flyers, college career pages, professional journals, and job fairs;
- HSC conducts direct mailings to licensed professionals for specific positions;
- HSC has hosted rapid hire/walk-in interview events;
- HSC has increased starting salaries for nurses;
- HSC has created a Recruitment, Retention, and Recognition Team;
- HSC has partnered with Yankton High School to provide CNA classes/training;
- HSC works closely with area colleges to provide student experiences at HSC;
- HSC employees visit college classrooms to provide education and information about HSC;
- HSC utilizes travel nurses and CNA agencies to provide staffing;
- HSC promotes flexible scheduling to allow employees to effectively manage school or family commitments;
- HSC provides academic assistance (payment of ½ tuition) for nurses who provide a two-year commitment to HSC;
- HSC provides referral incentives to current employees who recruit new hires into certain positions;
- HSC is creating staffing workgroups to focus on recruitment and retention for specific positions; and
- HSC provides hiring incentives (sign-on bonus) for certain positions.

Upcoming Efforts to Reduce Overtime and Increase Retention

The following are items that are in development to recruit and retain HSC staff to reduce overtime and increase employee retention. In addition to the items below, HSC is currently working with the Bureau of Human Resources on developing several specific initiatives that will address identified staffing gaps.

Initiative	Description	Goal Date
Support Plans	HSC is working with the Employee Assistance Program to create and implement a structured immediate plan as well as a long-term support plan for employees.	Nov-Dec 2020
Expanded Recruitment	HSC is expanding social media recruiting which will utilize newly created DSS social media platforms.	Nov-Dec 2020
Promotional Flyers	HSC is creating new recruitment and retention flyers that promote the benefits of working at HSC (example: enhanced Paid Family Leave).	Nov-Dec 2020
Virtual Career Fair	HSC is planning a virtual career fair for nurse recruitment.	January-April 2021
Student Loan Repayment Options	HSC is exploring additional options for student loan repayment or tuition assistance for additional positions.	January -April 2021
Review Staffing Model	HSC is evaluating the facility's current staffing model to determine whether existing resources can be utilized more efficiently.	January- April 2021

Expanded Training	HSC is expanding training provided to managers and providing targeted training related to increased stress due to working in a hospital setting during a pandemic.	January-April 2021
Mentorship Program	HSC is assessing the existing mentorship program to improve its impact on staff.	January – April 2021