

## Provide Workgroup Recommendations

(FY2018 Appropriation Act - Public Act 107 of 2017)

**March 1, 2018**

**Sec. 1060.** (1) The department shall convene a workgroup in collaboration with the chairs of the house and senate appropriations subcommittees on the department budget or their designees, labor union representation, civil service, and any other appropriate parties to recommend solutions to address mandatory overtime, staff turnover, and staff retention at the state psychiatric hospitals and centers, including, but not limited to, permitting retired workers to return and permitting hiring of part-time workers.

***(2) By March 1 of the current fiscal year, the department shall provide the workgroup's recommendations to the senate and house appropriations subcommittees on the department budget, the senate and house fiscal agencies, and the state budget office.***



Michigan Department of  
Health & Human Services

RICK SNYDER, GOVERNOR  
NICK LYON, DIRECTOR

**Michigan Department of Health and Human Services**  
**Report on Recommended Solutions to Address Mandatory Overtime**  
**Section 1060(2)**

**Background:** In 2017, the Michigan Department of Health and Human Services (MDHHS) Office of Human Resources worked in coordination with the Bureau of Hospitals and Operations Administration to explore options for use in the state hospital system that could be implemented with the intended goal of reducing the use of mandatory overtime in the system, as well as staff retention and staff turnover.

In January 2018, the MDHHS Bureau of Hospitals and Operations Administration convened an initial workgroup to review the identified options to address mandatory overtime in the MDHHS state inpatient psychiatric hospitals and centers, and to receive input and comments regarding the possibility of implementation of one or more of them as recommended solutions.

Members of this workgroup included representatives from the MDHHS, House and Senate Appropriations Subcommittees, labor unions, Civil Service, Office of the State Employer, and the House and Senate Fiscal Agencies.

The following potential solutions were reviewed and discussed with the workgroup:

- Permanent intermittent positions
- 12-hour shifts
- Job sharing
- Pay study for Registered Nurses
- Increase in salary levels
- Expedited recruitment process
- Varying schedules, such as every other weekend

The workgroup further discussed the potential of permitting retired workers to return to work within the state hospital system and what action(s) would be required to permit it.

**Summary:** Due to the nature and complexity of the potential solutions, including but not limited to the return of retired workers to the state hospital system, it will be necessary to continue discussions among the various representatives. However, it was the consensus of the workgroup that at least one of the solutions, i.e., 12-hour shifts, could be implemented on a pilot basis in a fairly significant short period of time.

Follow up discussions have been held with the state hospitals regarding the above recommended solutions. The outcomes of the various discussions are as follows:

- At least two of the five hospitals are potentially in favor of piloting 12-hour shifts for some positions in the very near future. The pilots would address both the use of mandatory overtime as well as staff recruitment and retention.
- At least three of the five hospitals are in favor in piloting a permanent intermittent group of employees to be utilized to assist in the reduction of mandatory overtime. The permanent intermittent pilot will serve as a recruitment tool for individuals that may be interested in only working on a permanent/part time basis. However, it is worth noting that utilization of permanent intermittent staff will depend on funding availability.

As for the solution of job sharing, it was determined that more review and discussion would need to transpire to ensure it would be a viable tool to be used for recruitment and retention purposes.

The remaining solution of bringing back retired workers is subject to legislation and further approval from various levels of state government.