



COLORADO
Department of Health Care
Policy & Financing

1570 Grant Street
Denver, CO 80203

Nov. 1, 2022

The Honorable Julie McCluskie, Chair
Joint Budget Committee
200 East 14th Avenue, Third Floor
Denver, CO 80203

Dear Representative McCluskie:

Enclosed please find the Department of Health Care Policy & Financing's response to the Joint Budget Committee's Request for Information #1 regarding Department staffing, turnover and personnel.


Legislative Request for Information #1 states:

All Departments -- Based on the Department's most recent available record, what is the FTE vacancy and turnover rate: (1) by department; (2) by division; (3) by program for programs with at least 20 FTE; and (4) by occupational class for classes that are located within a larger occupational group containing at least 20 FTE? To what does the Department attribute this turnover/vacancy experience? Do the statewide compensation policies or practices administered by the Department of Personnel help or hinder the department in addressing vacancy or turnover issues? How much in vacancy savings has the Department had in each of the past five fiscal years? How has the Department utilized these funds (i.e. increasing salaries within the salary range, providing bonuses or additional pay for certain positions, hiring additional staff, etc.)? Please provide a breakdown of the expenditures from vacancy savings, including the amount and purpose, for the past five fiscal years.

The report includes information on Department staffing over the last fiscal year, including turnover and vacancy rate by department and office, turnover and vacancy rate by program and turnover and vacancy rate by occupational class, along with the Department's responses to the questions posed in the request.

If you require further information or have additional questions, please contact the Department's Legislative Liaison, Jo Donlin, at Jo.Donlin@state.co.us or 720-610-7795.





Sincerely,

Kim Bimestefer
Executive Director

KB/maq

Enclosure: Health Care Policy & Financing Response to the Multi-Department LRFI #1 FTE
Vacancy and Turnover Rates

CC: Senator Chris Hansen, Vice-chair, Joint Budget Committee
Representative Leslie Herod, Joint Budget Committee
Senator Bob Rankin, Joint Budget Committee
Representative Kim Ransom, Joint Budget Committee
Senator Rachel Zenzinger, Joint Budget Committee
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Thomas Leahey, Pharmacy Office Director, HCPF
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Bonnie Silva, Office of Community Living Director, HCPF
Parrish Steinbrecher, Health Information Office Director, HCPF
Rachel Reiter, External Relations Division Director, HCPF
Jo Donlin, Legislative Liaison, HCPF



HCPF Common LRFI #1 2022

Joint Budget Committee's Multi-Department Request for Information #1 regarding staffing, turnover, and personnel.

Nov. 1, 2022

Submitted to: Joint Budget Committee



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I. Department Staffing, Vacancy, and Turnover

A. Turnover and Vacancy Rate by Department and Office

Below is the Department's FTE turnover by vacancy rate by office. The Department tracks this data by office rather than division, so information on turnover and vacancy rate by division is not available.

| Table 1 - Turnover and Vacancy Rate by Department and Office for FY 2021-22 | | | |
|--|-----------------------------------|----------------------------------|---------------------------------|
| Office | Number of Unique Positions | Turnover Rate¹ | Vacancy Rate² |
| Executive Director's Office | 33 | 33% | 24% |
| Cost Control and Quality Improvement | 55 | 24% | 15% |
| Finance Office | 136 | 15% | 13% |
| Health Information Office | 82 | 17% | 22% |
| Health Programs Office | 94 | 12% | 29% |
| Medicaid Operations Office | 167 | 13% | 14% |
| Office of Community Living | 109 | 13% | 15% |
| Pharmacy Office | 19 | 5% | 16% |
| Policy, Communications and Administrative | 65 | 11% | 9% |
| Total by Department | 760 | 15% | 17% |

¹ Turnover rate is calculated as the number of times an employee separated from the Department in FY 2021-22, either voluntarily or involuntarily, divided by the total number of unique positions.

² Vacancy rate is the percentage of times in FY 2021-22 that positions have been vacant. This includes positions that separated prior to July 1, 2021 but remained vacant for a period of time in FY 2021-22.

B. Turnover and Vacancy Rate by Program

Below is the turnover and vacancy rate by program for programs with at least 20 FTE.

| Table 2 - Turnover and Vacancy Rate by Program greater than 20 FTE for FY 2021-22 | | | |
|--|-----------------------------------|----------------------|---------------------|
| Program | Number of Unique Positions | Turnover Rate | Vacancy Rate |
| Member Call Center | 34 | 15% | 9% |
| Total by Program | 34 | 15% | 9% |

C. Turnover and Vacancy Rate by Occupational Class

Below is the turnover and vacancy rate by occupational class within the larger occupational group of at least 20 or more FTE.

| Classification | Number of Unique Positions | Turnover Rate | Vacancy Rate |
|------------------------------------|-----------------------------------|----------------------|---------------------|
| Administrator I | 14 | 29% | 7% |
| Administrator II | 11 | 9% | 9% |
| Administrator III | 59 | 19% | 19% |
| Administrator IV | 69 | 6% | 19% |
| Administrator V | 17 | 12% | 6% |
| Analyst III | 48 | 13% | 40% |
| Analyst IV | 23 | 9% | 13% |
| Compliance Specialist III | 14 | 29% | 21% |
| Compliance Specialist IV | 15 | 13% | 0% |
| Management | 10 | 20% | 30% |
| Policy Advisor III | 15 | 33% | 40% |
| Policy Advisor IV | 27 | 4% | 11% |
| Program Assistant I | 11 | 18% | 27% |
| Program Assistant II | 11 | 0% | 0% |
| Program Management I | 35 | 14% | 9% |
| Program Management II | 50 | 8% | 12% |
| Program Management III | 19 | 16% | 5% |
| Project Coordinator | 17 | 29% | 35% |
| Rate/Financial Analyst I | 13 | 23% | 31% |
| Statistical Analyst II | 12 | 17% | 25% |
| Training Specialist III | 10 | 20% | 10% |
| Total by Occupational Group | 500 | 14% | 18% |

¹ Turnover rate is calculated as the number of times an employee separated from the Department in FY 2021-22, either voluntarily or involuntarily, divided by the total number of unique positions.

² Vacancy rate is the percentage of times in FY 2021-22 that positions have been vacant. This includes positions that separated prior to July 1, 2021 but remained vacant for a period of time in FY 2021-22.

II. Narrative

Based on existing historical survey data, the most frequently cited reasons for leaving employment are better pay with other employers and dissatisfaction with a supervisor.

The statewide compensation policies and practices administered by DPA continue to make competing with the private sector to attract and retain

top talent a challenge. As noted in the Annual Compensation Report it is estimated the state's average base salary lags the market median by 5.2%. One of the biggest challenges in retention and vacancies regarding compensation is the lack of performance-based increases, the restrictions around the amount of base building increases within a twelve-month period, and annual and sick time accrual rates.

The Department supports greater flexibility in compensation practices to include a merit pay program tied to performance. Additionally, the Department supports more flexibility and increases to the annual and sick time accruals and the practice of advanced annual leave.

Vacancy savings is considered as the difference between the cost to fully fund all approved positions and what is spent for personal services because positions were not filled for the duration of the year. Vacancy savings are one-time in nature, and information regarding vacancy savings is not available on a systematic basis and cannot be quantified in available record as stipulated in the first bullet of this question. Bonuses or additional pay such as overtime are mechanisms that are often used to reallocate work on a temporary basis to existing staff. This information can be found in the annual burn report as well as the Schedule 14. Vacancy savings cannot be used to hire additional permanent staff, only temporary staff. This information can be found in the Schedule 14.

Please note that Article 10 of the partnership agreement also states that "The State is committed to filling positions quickly and, when it proceeds to fill a vacant covered position through a competitive process...will normally strive to post a position within 15 days of becoming vacant." Certain necessary exceptions exist for budget management, and vacancy savings are also a tool used by state agencies to manage cash flow deficits in cash and reappropriated funds or downturns in federal funding. While this is considered vacancy savings, use of this mechanism does not result in an expenditure that can be quantified within available record on a systematic basis.

Please also note that the Executive Director's Office (EDO), which has a smaller share of FTE than most other offices, includes the Human Resources (HR) Division, which has a relatively larger share of FTE within the EDO. HR was added to the EDO in FY 2020-21 to provide focused strategy and support for the Department's top goal of increasing recruitment and retention. HR experienced a higher turnover rate during FY 2021-22 compared to prior years but has since reduced turnover and added positions.