

ALLEN MEMORIAL HOSPITAL
PATIENT CARE POLICY/PROCEDURE

Supersedes: 7/12, 6/10, 4/09, 3/09, 4/08, 2/05, 11/04,
Clinical Recognition Program: 5/03, 12/01, 2/01,
4/99, 1/96, 1/93, 7/89, 8/88

No: C-5
Date: May, 2014
Approved By:

Reviewed: 7/13

Mary Hagen RN MSN
Vice President/CNE

Paula Geise RN/MSN
Clinical Director

Subject: CAREER LADDER PROGRAM

Purpose: The Career Ladder Program has been established to:

- Recognize and promote individual responsibility for personal and professional growth among nurses at Allen Memorial Hospital;
- Provide financial reward for professional growth;
- Retain professional nursing staff;
- Reduce the cost of orientation, recruitment, and hiring associated with turnover;
- Increase job satisfaction.
- Encourage nurses to participate in activities that improve the patient/family experience, promote the mission and vision of the organization, and promote health and wellness in the people we serve.

Effective for: NURSING PRACTICE

Policy:

1. The system applies to all registered nurses involved in direct patient care. It is not applicable to management or non-clinical positions.

2. Registered Nurses:

- There are four levels of the ladder
 - Career Level 1 Orientation
 - Career Level 2 Staff nurse who has completed 90 day probationary period
 - Career Level 3,4, & 5 Staff nurse who has completed 90 day probationary period and applied for promotion on the career ladder, fulfilling the requirements as set forth in the application.
- Completion of levels 1 and 2 is automatic following successful completion of orientation. Completion of level 3, 4 or 5 is dependent on the number of points approved in the application. To progress to level 3 the applicant must attain 30 of the points possible on the application. Advancement to level 4 is based on attainment of 40 of the points possible. Advancement to level 5 is based on attainment of required components of the packet and 50 of the points possible. Specific criteria for advancement in addition to point values are defined within the packet.
- A registered nurse may apply for level 3, 4, once orientation is complete. Level 5 requires a minimum of three years of experience as a registered nurse.

3. Applications for the program are accepted quarterly. New applicants must submit packets by the 1st day of the following months: March, June, September, or December. Applicants who are submitting for yearly renewal should submit packets using the guidelines above.

Process:

1. Applications are obtained from the intranet under the Clinical tab. Use of the most current packet is imperative.
2. The applicant completes the documentation as indicated in the packet. Supporting documentation must be typed, complete, accurate, and provide detail as to the involvement in submitted information. All packets will be organized in a 3-ring

binder with use of dividers for each section of the packet. Only current, relevant information is allowed in the packet. Areas requiring signatures must also be dated. Only activities completed in the twelve months prior to the date of application submission will apply.

3. The completed packet is returned to the Staffing Office by the first of March, June, September, or December. Packets not present on the first of the month will not be reviewed until the following quarter. Applications will be approved on the 3rd Monday of the following month when the committee meets. Packets are then returned to the staffing office and can be picked up by the applicant.
4. Applicants applying for the first time or advancing/maintaining CL5, will appear before the committee to review the application.
5. The chair of the Career Ladder Committee will inform the applicant, in writing, of recommendations made by the committee for approval/rejection of the application. This form is located in the back of the applicant's packet and includes the renewal date. No reminders are sent to applicants for renewal.
6. The promotion is effective for one year, at which time a new application must be received and reviewed by the committee. Late or missing applications will result in immediate decrease to a CL2.
7. Approved promotions with associated pay change will become effective the first day of the first pay period following committee approval of the completed packet. The committee meets quarterly on the 3rd Monday of January, April, July, and September. Payroll changes are handled and approved by the applicant's manager and/or Clinical Director and Human Resources.
8. A first-time applicant whose packet does not meet criteria or has corrections to be made will be given one week to correct and resubmit. If packet still does not meet criteria, the applicant will have to wait until the next quarter to resubmit.
9. Career ladder nurses on a leave of absence at the time their packet is due must submit their packet within 30 days of returning to work. The packet will then be reviewed at the next quarterly meeting.
10. Applicants who are denied promotion may reapply at the beginning of the next quarter. See #3 for application submission dates. Current CL3 or CL4 nurses can only advance to a higher level on their yearly renewal date.
11. Nurse Managers may revoke career ladder status if applicant following successful application fails to maintain the criteria for participation in the program. Nurse Managers must review packets carefully and review level of discipline prior to approving. Any packet with a "needs improvement" from the Nurse Manager or peers will not be reviewed. The packet will be sent back to the applicant and can be resubmitted when the Nurse Manager or peer review is in the "acceptable" category.
12. Applicants who have more than a first level disciplinary action may not apply for a career ladder level. Those applicants that are in a ladder level and receive a second level disciplinary action or higher, will be removed from the career ladder which will result in a decrease in pay to the CL2 level, until staff member meets criteria to reapply. The pay change will take effect the first pay period following the disciplinary action. Manager should let committee know if applicant has received disciplinary action and needs to be removed from the Career Ladder Program. Manager should also notify Human Resources so pay adjustments can be made.
13. Appeals process:
 - If an applicant feels the committee has discriminated against them, the applicant is to approach the Nurse Manager and submit a written summary within 2 weeks of approval rejection. The Nurse Manager will discuss the discrepancy with the applicant and recommendations or actions will be pursued as needed.
 - If the discrepancy is not resolved, the applicant will submit the concern to the

Director for the unit. The Director will provide a written response to the applicant within two weeks.

- If the discrepancy remains unresolved, the applicant may appear before an appeal committee consisting of the Vice President of Patient Care/CNE, Human Resources Director, and a staff registered nurse. The findings of the committee will be communicated to the applicant within thirty days.
- All discrepancies are considered settled if not appealed by the applicant within two weeks after the last response.

Career Ladder Committee

The Career Ladder Committee will consist of a Clinical Director or Nurse Manager and staff nurses. The committee is a sub-committee of the Professional Life Council. Recommendations for committee membership may be forwarded to the chair. Staff nurses may volunteer for any open positions on the committee. Regular attendance at the review is expected. Any member unable to fill their role may remove themselves from the committee after notifying the committee chair.

BSN Differential

Process: Each quarter after packets are reviewed those nurses who are approved for level 3, 4, or 5 and having validation of BSN will be noted. A Personal Action Form will be submitted to Human Resources by the applicant's Nurse Manager or Clinical Director. Human Resources will then calculate the pay and send the amounts to Payroll. A separate check will then be processed. Delivery of special check may take up to six weeks.

Eligibility:

- Full-time RN with a hired FTE of .8 or greater
- Part-time RN with a hired FTE of .2 to .79
- Approval of CL3, CL4, or CL5

The BSN differential will use a percentage-based formula with maximum payout limits. The payment will be 2.5% of RNs base pay x Hired FTE, to a maximum of \$500 for CL3 nurses and \$1,000 for CL4 and CL5 nurses.

CL3 and CL4:

Wage increase is based upon the current clinical range assignments and cannot exceed the max pay for any clinical range assignment.

CL5:

Wage increase is based upon the current clinical range assignments and cannot exceed the max pay for any clinical range assignment. There will be a 4% lump sum payout. Formula is hours worked 12 months prior to their renewal x base rate 4% of that will be paid.