

Hospital	Career Ladder/Bonus Program Description	Application Process Y/N
ORG A	<p>We have a few leadership opportunities at staff level for “team leaders” that are associated with a small percentage bump (3-5%) pending healthiness of the budget.</p> <p>We also have a Clinical Advancement Program (CAP) that has been on hold for 2 years now due to Covid. People can fill out an application (meeting specific requirements) for level II or III staff therapist. This has traditionally been reviewed internally...then externally. People are supposed to continue to function/operate at that level once achieved...and submit evidence of doing so in their annual reviews and every few years formally through the CAP process. Our application is extremely lengthy and points based. It was developed many years ago. We would like to simplify and abbreviate the form/process. We are curious to be included in what you find out.</p>	Yes
ORG B	<p>At ORG B, we have a career advancement program as well. It is the same program for all rehab across Vanderbilt (adults, children’s , home health). All new grads come in as Level 1 therapists. Once a therapist has one year of experience they can be moved without doing anything to Level II (assuming they are meeting expectations) or be hired in as a Level II ---- no monetary bonus.</p> <p>They can apply to advance to Level III therapist. This involves a portfolio, projects and potential for interview. If they are advanced they get a one time 5% raise.</p> <p>A therapist who has been a Level III for several years may apply to become a Level IV therapist. This also involved a portfolio, projects and required interview. It also comes with a 5% raise at time of advancement.</p>	Yes
ORG C	<p>At ORG C, we created a program(STEP) to reward individuals who go above and beyond. The front line therapists created the guidelines for this program including eligibility and tasks that would</p>	Yes

	<p>be included in this program. The Rehab Leadership oversees any changes requested by the Committee to the program and has the authority to override decisions made by the Committee, but this is not a usual occurrence. There are 4 levels with points assigned to each level along with a monetary reward. Individuals submit their notebooks each year to the STEP committee for approval. Rehab Leadership is required to review the individual's notebook prior to submission. For example, if an individual submits and obtains a Level 1, then the following year, they are paid an additional \$.50 for everyone worked hour. This past year, we had 99 notebooks submitted. This program has been very successful in rewarding those individuals who go above and beyond. This was our answer to a Career Ladder. Sr. Leadership has supported it and sees the value of it.</p>	
ORG D	<p>We redid our advancement for Hearing and Speech a few years ago to be less "check the box" to more meaningful work. It's a merit based program that offers 2-3% if budget allows.</p>	No
ORG E	<p>We do not currently have a structure for pay for performance, but it may be an option in the future.</p>	No
ORG F	<p>Our career ladder is a bonus payment program. Therapy was aligned a few years ago to be the same pay out as the nurses in our hospital. We have 3 levels on our Career Ladder that receives a bonus payment. A certain number of points need to be achieved for each level. You can only move up 1 level at a time. A level 3 receives 3500, level 4 4500, a level 5 5500.</p>	No
ORG G	<p>We have a career ladder with two level. Each therapist must apply with their manager at the time of their annual evaluation. They must meet all the criteria which were determined by the leadership team. They must achieve the annual productivity requirement. Some of the criteria include: clinical specialties, mentorship, student supervision, journal club, community service project. A bonus is attached to the level II (2%) and level III (3%).</p>	Yes

ORG H

- We do not provide cost of living increases. All pay increases are based on performance (merit increase) with possible opportunity for additional market based increase depending on the local labor market and review of blended salary surveys for our region. (completed by comp and benefits in HR).
- We have 3 levels for therapy staff:
 - OT/PT/SLP 1
 - OT/PT/SLP 2
 - team leader
- Each level has a different job description with corresponding expectations for that level.
- The levels are placed in a different space along the pay scale, so the pay difference between the levels is built into the annual salary – not paid as a bonus.
- Staff must meet expectations of the job description they are in for a full year before being eligible for promotion to that level, and staff not meeting expectations for their level will have a lower performance rating (therefore a lower merit increase – or potentially zero merit increase – or potentially even a drop to a lower level – depending on the circumstances).
- Other than merit based, promotion based or market based pay increases, our staff are generally not paid bonuses.
- There are occasionally extra pay incentives when in an extreme staffing shortage to incentivize staff to pick up an extra shift above their normal FTE.
- Finally, the hospital has a gainsharing program that shares strong financial performance with employees on a contingency basis – depending on hospital financial performance, sustained quality outcomes and sustained patient experience ratings. Those may be paid out a couple of times a year – or not at all depending on the contingency factors.