



Sample - compliments of the Colorado Healthcare Association for Human Resource Management

22. Chapter Programs/Projects

- Chapter conducted/sponsored Human Resources programs or projects, such as salary surveys, benefit surveys, legislative activities, skill inventories.

Documentation Required: Submit sample of the program or project with objectives and follow-through.

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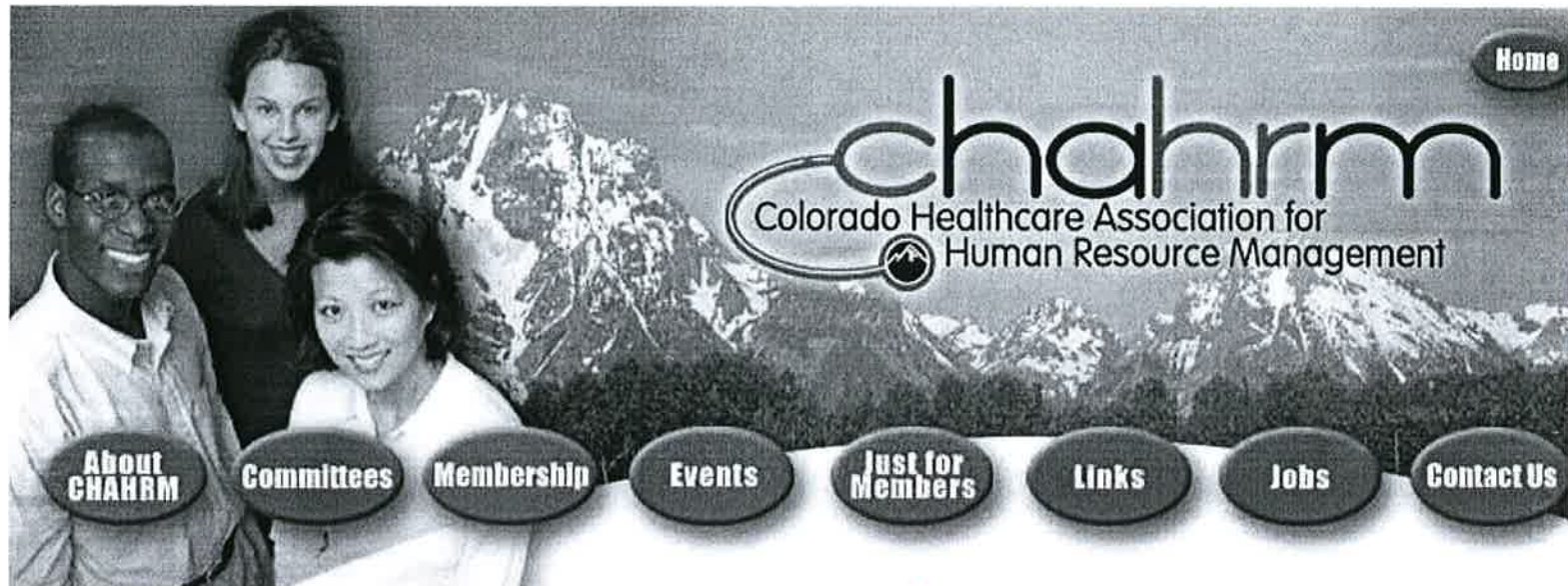
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To initiate a survey, please contact tinafisbeck@centura.org or evonne.dunn@watsonwyatt.com.

A condition of requesting surveys is the requester must compile and deliver results to Survey Coordinator.

The surveying process is:

- a) Request for survey comes to Survey Coordinator or Communications Director.
- b) Survey Coordinator works with the requester to make sure the request is clear and sets timeframes for responses to come to requester and results to come to the Survey Coordinator.
- d) Survey Coordinator sends the survey to Communications Director, including timeframes, ready for distribution.
- e) Responses go to the requester.
- f) Requester sends compiled results report to Survey Coordinator. Survey Coordinator follows up with requester if results not received.
- g) Survey Coordinator posts results report on website in designated, members-only section.

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• **Shift Differentials**

How do local hospitals pay their employees shift differentials?

For example, if an hourly employee works 9pm to 7am, and 3rd shift begins at 11pm....

Does the employee receive:

- A) 2 hours of second shift differential and 8 hours of third shift differential or
- B) 10 hours of third shift differential because the majority of hours worked has on third shift or
- C) some other type of payment (please describe, without reference to specific dollar amounts).

• **Housing Assistance Survey**

Does your facility have a program to assist employees with down payment assistance for housi or any type of assistance for purchasing a home?

Do you assist in any other ways, such as loaning monies for 1st/last/security deposits on rental units?

• **Annual Competency Report for the Board of Directors**

There appears to no longer be an explicit requirement by JCAHO to prepare an annual competenc report for the hospital's Board of Directors. Nevertheless, are you doing a report? If so, what do you report?

• **New Graduate Nurse Hiring**

How will your facility hire Graduate Nurses this May since the Board of Nursing no longer issues Graduate Nurse Permits?

• **Senior Year Student Employees**

Do you have a program to hire the senior year students to give experience before they graduate

• **Employee Events and Celebrations**

Do you have one person dedicated to employee events and celbrations, one department, or is it done through separate committees?

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Survey Results

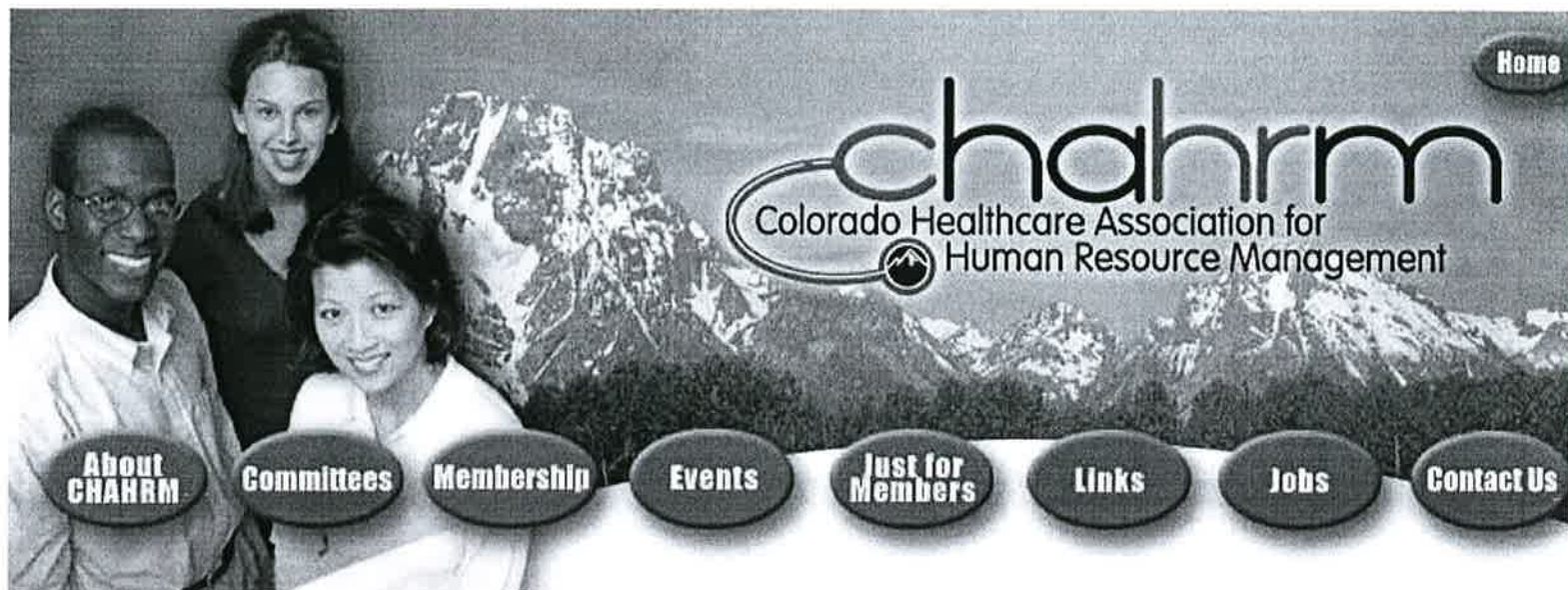
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Shift Differentials

Susi Szaltzer

Craig Hospital

Here at Craig Hospital, employees have to work 4 hours into the shift in order to be paid Shift Differentials- this prevents those that "have" to stay over to chart or anything else from receiving additional pay in the form of the differentials. If employees volunteer to work extra- it is always a min. 4 hours- so, they would get the extra money.

So, 12 hour night employees get 4 hours of Eve differential and 8 hours of night Differential. Have a great day!

Jackie Dunkin

Platte Valley Medical Center

A) 2 hours of second shift differential and 8 hours of third shift differential

Yes, this one. We do the actual hours worked between 3pm and 11pm (second shift) and 11 pm and 7am (third shift).

Joe Zeman

Memorial Hospital

We have a shift differential that starts at 5pm-11pm that is called Evening Differential and it is just that.....starts at 5pm and goes until 11pm. Those departments that are not 24/7 and do not have employees regularly scheduled beyond 6pm are not covered by any shift differential.

We then start our Nite Differential at 11pm - 7am and if a person crosses the line then their shift differential changes at the line. In other words take a person who works from 9pm - 5:30am, with a 3 minute unpaid lunch. They would receive Evening shift differential from 9pm - 11pm and then start N Differential at 11pm and get it all the way until they clock out at 5:30am. Thanks.

Dawn Gilkerson

Aspen Hospital

We do not have a 2nd shift differential....our 3rd shift is from 7 pm - 7:30 am. The 3rd shift premium begins and ends at those times, so if they come in earlier or leave later, then they are paid at their regular rate of pay.

Jerry Salaz

Vail Valley Medical Center

To answer your question, we follow what you describe in item B below.

We follow a 50% or more hours worked rule here at Vail Valley Medical Center meaning an employee is eligible for the applicable shift differential provided that 50% or more of their actual hours worked fe



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within the time frame.

We have an evening differential 4 - 11 pm, night 11p - 7am, and weekend 7p Fri - 7pm Sunday.

Connie Hawley
Lifecare Hospitals

Our facility only has 2 shifts per day - day & night. The night diff starts at 7pm. If somebody from day shift stays until 8pm, they do NOT get 1 hour or night diff pay. They have to work at least 4 hours of the night shift to get the night shift diff. We also have a weekend diff from 7pm Friday night to 7am Monday morning. Same thing applies. Just because a nurse comes in early at say 5am on Monday morning, they do NOT get 2 hours of weekend diff. They would have to work at least 4 hours within a weekend period to get the diff.

Gary Wallace, SPHR
Community Hospital

Here at Community Hospital we pay an extra \$1.25 from 6:00 pm 'til 12:00, and \$3.50 from 12:00 am 6:00 am.

At least half of the shift must be within those hours to get the shift diff.

Sharon Greenman
East Phillips County Hospital District

We pay a shift differential, but we only have 2 shifts. Our am shift is 6am - 6pm and then 6pm - 6am, which would be the shift differential shift, which we currently pay 14.5%. We are looking to going to a flat \$\$ amount per hour for the shift diff.

Barbara J. Abel, SPHR
Heart of the Rockies Regional Medical Center

We pay shift diff for all hours within the shift. If the shift is split between 2nd shift and 3rd shift, the employee gets the associated shift diff for hours worked in that shift - but these split shifts would be a rare occasion. We changed the nursing schedule to pay one diff. The nursing staff on 12s get a flat shift diff for the 6p-6a and 7p-7a shift times (no split). Lab starts their 3rd shift at 10pm, and they get the 3rd shift diff for their entire shift. Anyone else who works 8s (housekeeping, imaging) work only 3- and get the second shift diff. There are no more shifts of 8 hrs at night. Boy this sounds confusing! It is, a bit, but once set on the system runs well.

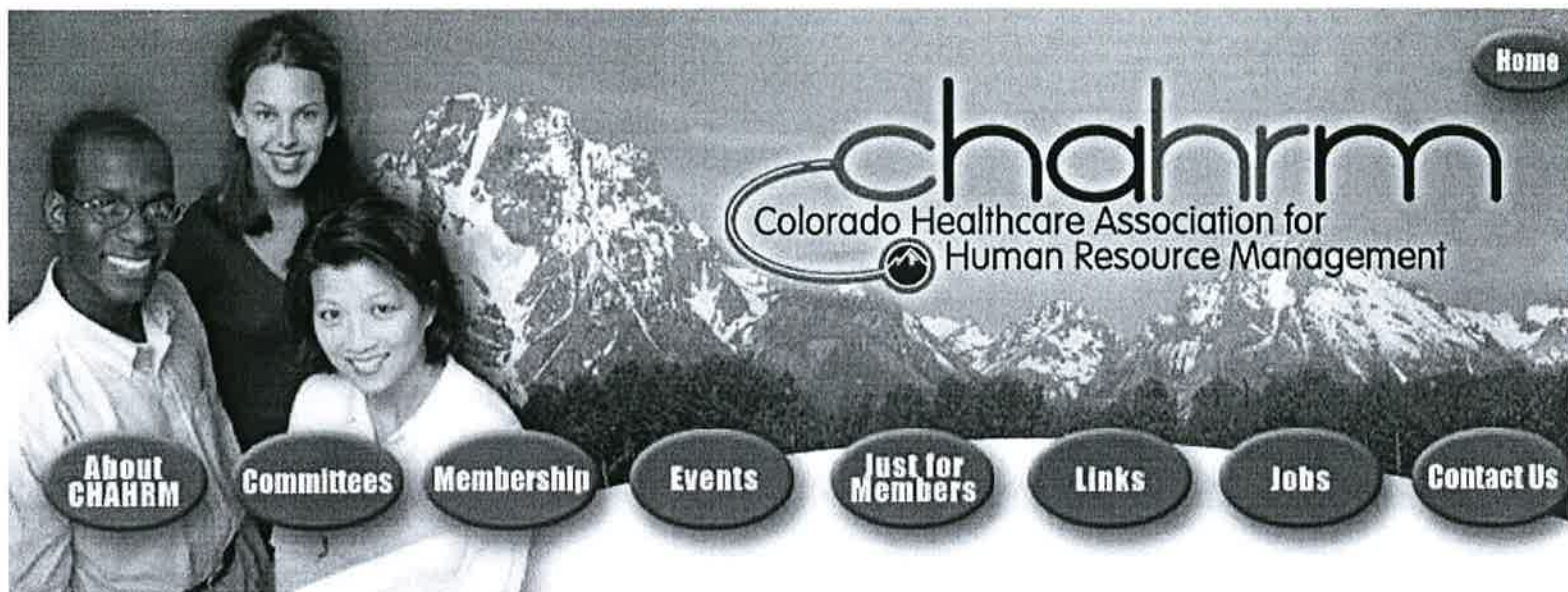
Cassandra Ohnstad
Exempla
At Exempla we do option A.

Grand River Hospital District, Rifle, CO
Option A

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Housing Assistance Survey

Grand River Hospital (Rifle, CO)

Use temporary housing when available for professional hires or give \$1500-\$4000 housing assistance.

Platte Valley Medical Center (Brighton, CO)

Do not have any programs

Heart of the Rockies Regional Medical Center (Salida, CO)

Provide monies for down payment for hard to fill positions, but it is rare. May help with rent as a part the relocation package.

Parkview Medical Center (Pueblo, CO)

401k hardship withdrawals for purchase of a primary residence. Employees can only withdraw their contributions, not employer contributions.

St. Anthony Hospital (Denver, CO)

Do not offer any assistance programs

Yampa Valley Medical Center (Steamboat Springs, CO)

Relocation allowance, can be used for moving expenses and/or housing when they arrive. Just discontinued their housing assistance program.

Longmont United Hospital (Longmont, CO)

No financial assistance for home purchase. They have an Emergency Employee Loan Program (max: \$750 to be paid back over 13 pay periods). Must be a true emergency.

St. Mary Hospital (Grand Junction, CO)

They have collaborated with the local Housing Authority to match up to \$500 for down payment or closing costs assistance to qualified employees.

Vail Valley Medical Center (Vail, CO)

Do not offer any down payment assistance

Memorial Hospital (Denver, CO)

Do not offer any down payment assistance

Mercy Medical Center (Durango, CO)



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Does not offer loans for housing

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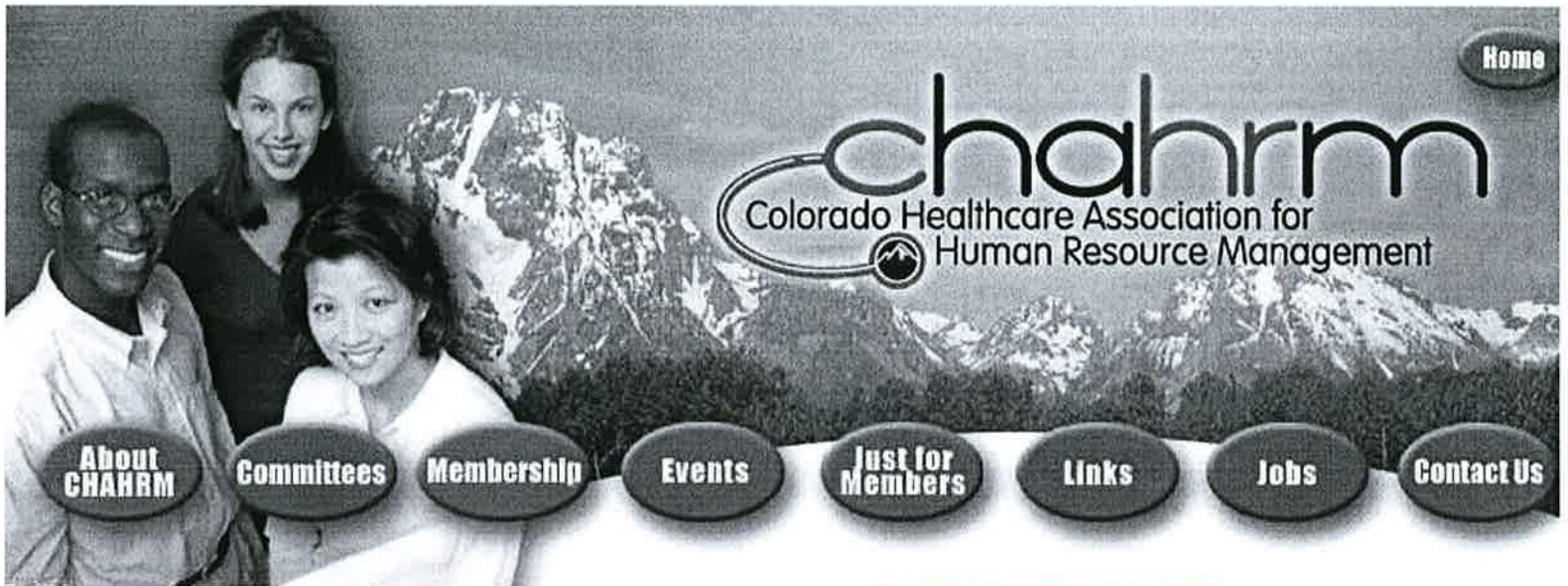
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Annual Competency Report for the Board of Directors

Of the 12 hospitals responding to the question of regarding annual competency reports given to the Board of Directors, 4 do not give any report. Summarized below is a brief summary of the contents of the reports for the remaining 8 organizations.

- 4 Turnover
- 4 Performance appraisals/Pay for Performance
- 3 Competencies
- 2 Staffing effectiveness
- 2 Education overview
- 2 License renewals
- 2 Employment activity
- 1 Recruitment
- 1 Benefits
- 1 Compensation
- 1 Training
- 1 Volunteer program
- 1 Workforce demographics
- 1 Employee satisfaction survey
- 1 Exit interviews
- 1 Quality of Work Life
- 1 Comparative Performance Indicators
- 1 Employment-related claims against hospital
- 1 Unemployment
- 1 Statistics on the workforce
- 1 Mandatory training



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