



St. Rose Dominican Hospitals

CHW

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*St. Rose Dominican Hospital*  
*2016-4370*  
*Chief Nursing Officer*

## St. Rose Dominican Hospitals Healthcare Provider Staffing Data

EXHIBIT <input checked="" type="checkbox"/>	HealthCareDelivery	Document consists of <u>16</u> pages
<input checked="" type="checkbox"/> Entire document provided.		
<input type="checkbox"/> Due to size limitations, pages ____ through ____ provided.		
A copy of the complete document is available through the Research Library (775-684-6827 or e-mail library@icb.state.nv.us)		
Meeting Date		<u>4-13-04</u>

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**Siena Campus**  
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**San Martín Campus**  
Coming in 2006  
Warm Springs, between  
Buffalo and Durango  
Las Vegas, NV



St. Rose Dominican Hospitals

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## OUR MOST IMPORTANT ASSET

St. Rose Dominican Hospitals (SRDH) currently operate two hospitals and a third will be completed in 2006. We are dedicated to offering the highest quality healing environment possible and significant resources have gone into making sure our facilities are both aesthetically pleasing and technologically advanced. However, we realize that most people do not get better by simply visiting a hospital; they are healed when medicine, technology, rest, and care are properly combined. This mixture would not be possible without the compassionate dedication of people who really care and want to make a difference. Those are the kind of people we look for and employ. They are our foundation, our driving force and our most important asset. Because of this fact, we have enthusiastically devoted a large share of our resources to retaining, rewarding, recruiting and recognizing the best caregivers in the industry.

We recognize there is a shortage of healthcare professionals and this scarcity adds stress to our employees. We also realize that we have committed to serve our communities and that fact brings joy to our employees when they are able to fulfill their commitment. There must be equilibrium between providing proper care and having sufficient staff.

Our efforts to find a middle ground have led to a plan that includes an effective combination of short and long-term actions that are based on creating solutions to our staffing needs. The following document briefly outlines some of the steps we are and have been taking to meet the needs of the community and our employees.



## RECRUITING

Recruitment, education and retention efforts have been developed to compliment one another. A comprehensive variety of offerings are presented to potential employees from across the nation. Some of these include:

- Competitive wages.
- No cost HMO medical plan.
- No premium increases on St. Rose's POS medical plan for the third year in a row.
- Housing program including money for a down payment or refinancing.
- Apartment assistance program, SRDH employees can receive reduced rent from selected apartment complexes.
- Low cost (hospital subsidized) meals.
- Multiple discount or free meal cards from restaurants around the valley.
- Employee assistance/counseling program.

## EDUCATION

St. Rose offers educational opportunities to both new recruits and current employees.

- Up to 100% tuition and fees assistance.
- Progressive career advancement opportunities through in-house training programs for respiratory, perinatal, and perioperative care.
- Cross-training, which gives employees access to a series of educational opportunities in new or different specialties.
- Six, in-house clinical nurse educators.
- Radiology scholarships.
- Nurse apprentice program. Once a student nurse has completed a required amount of clinical training they are then welcomed to SRDH on a per diem basis. They work from an approved skills list and gain practical experience. Many of the nurse apprentices stay on with St. Rose after they graduate and become RNs.



## EDUCATION (continued)

Program	Date	Instructor	Department	Participants
* Peritoneal Dialysis-operative OB Scrub Technician Course	Dec. 14-16, 2003	Jan. Pappas/Nonna Brown	MCC staff	11
EMTALA- Self Study	Jan. 16, 2003	Margie Knight	Case managers, Nurse Mgr., Assist. Nurse Mgr., House Supervisors	49
Lunch and Learn: AIDS/HIV Overview The 24 <sup>th</sup> canceled - OSHA on site	Jan. 17, 2003	Ann Jenkins	All hospital staff	16
*12 week Peritoneal Course	Jan. 20-Feb. 26, 2003	Nonna Brown	MCC	4
EMTALA- Self Study	Jan. 28, 2003	Margie Knight	Charge Nurses, Cardiology staff	
Critical Care Skills Lab	Jan. 28 & 29, 2003	Sherry Bahr	Critical Care Staff	81
*6 Week Basic Spanish for Healthcare Providers	Feb. 11- Mar 4, 2003	Nonna Brown	All Hospital Staff	31
16/ Safety IV Catheter Trail	Feb. 6- March 6, 2003	Sales Rep Jan Pappas	SDS PDL & Sina	36
Acid Suppression	Feb. 6 & 27, 2003	Jason Glick	ICU Charge Nurses	31
*40 hour BLS course	Feb. 10-14, 2003	Colonia, Shields, Lumbra	Critical Care Staff	9
*Lunch & Learn: Myths of Hospice Care	Feb. 11 & 25, 2003	Karen Cross, MD, Nonna Brown	All Hospital Staff	11
Maternal Child Care Skills Fair	Feb. 12 & 13, 2003	MCC staff, Nonna Brown	MCC Staff	97

The education department at St. Rose offers hundreds of required and non-required classes each year. In 2003 alone 37,807 hours of education were offered to staff members. Most are free to employees. The chart above details a small portion of the classes that were offered at St. Rose in 2003.



## Human Resources

Human Resources tracks retention and determines the overall direction of retention efforts.

- Human Resources at SRDH use an outside company to interview employees that have recently left of their own accord.
  - The resulting data is compiled with previous month's surveys to determine the top reasons employees have left.
  - HR then coordinates with all involved departments to reduce the occurrences of issues that were mentioned most frequently.
- Based on the data collected from the surveys and other similar means, several plans have been implemented to increase employee satisfaction and retention.
  - Changed the compensation program to emphasize years of experience.
  - Increased the shift differential for swing and grave shifts.
  - Conduct DOC surveys twice per year to ensure that the management team has an understanding of the issues important to employees.
  - Introduced an extensive Management Development program to better train managers and supervisors.
  - Introduced an extensive Executive Development program for directors and above.

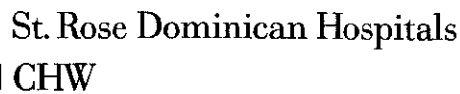
### Turnover Rates

FY02 = 24%

FY03 = 18%

FY04 = 12% (year to date)

In FY02 the goal was set to reduce turnover by 20%. Due to methodical tracking and a commitment to continually change working conditions to meet employee needs, that goal has recently been accomplished.



## Nursing Administration

- The Operational Improvements Action Plan is a living document created with the intention of identifying employee issues, determining and taking appropriate action and tracking results.
  - Employees can request action through quarterly forums and suggestion boxes or by simply talking with managers as they round.
  - Each issue is entered and acted upon and appropriate follow up is determined.

[illegible]

In the last six months nearly 180 issues have been identified and have either been resolved or the process has been started. Shown are just a few examples of employee submitted suggestions and resolutions. Green are items that have been completed. Peach are in progress.

## RETENTION (continued)

### Managers

In conjunction with the strategic planning of HR and Nursing Administration, managers from all departments take an active role in the retention of employees. Management team members treat all employees with dignity consistent with hospital values and take extra measures to show employees they are respected and highly valued. Some of the ways this is accomplished include:

- Managers meet with employees on all shifts including nights (managers must work at least one night shift per month).
- Monthly administrative rounds (also known as "cookie cart rounds") to all departments and on all shifts.
  - Employees have a chance to casually meet with administrators to give feedback and enjoy a treat.
- Quarterly forums where employees have a chance to hear from the president, ask questions, and submit suggestions.
- Care to Share voicemail lines and suggestion boxes available to all employees.
- DOC surveys.
- We Serve, which provides opportunities for administrators to work with clinical and support staff and see day-to-day challenges and opportunities.
- Hand-written thank you cards from management to individual staff members.
- Campaigns and events to thank employees and encourage participation in the benefits programs.



Managers actively participate in employee satisfaction efforts. During hospital week, managers serve employees at a free barbecue. Employees are recognized at an annual appreciation party with a catered formal dinner and awards ceremony for all SRDH staff. St. Rose also produces numerous appreciation and benefit reminder campaigns through out the year including posters, flyers, gift cards for food and merchandise, and other items.



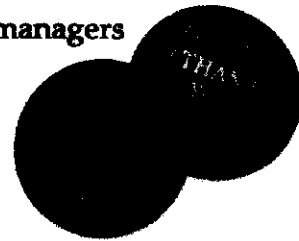
## RETENTION (continued)

### Employee Committees

The Retention, Rewards, Recruitment and Recognition committee is the implementation arm of the retention process. Comprised primarily of nurses and other technical staff, the committee members are dedicated to making positive changes in the working environment. They have the ability to implement policies, programs, and activities that will help St. Rose employees feel more at home and be happy with their working conditions.

Recent accomplishments of the committee include:

- Implementation of a 30 and 90-day interview policy. Every manager must interview new employees after their first 30 and 90 days to try and determine job satisfaction and make follow up changes.
- Creation of the Perfect Rose program. Directors and **managers** are given tokens or chips to hand out to employees whose actions demonstrate a dedication to SRDH's values of dignity, collaboration, justice, stewardship, and excellence. Each token can be redeemed for a \$15.00 gift certificate good at a large number of local **merchants**.
- Introduction of Star Performers. St. Rose has completely reconstructed its employee recognition program based on employee suggestions. Star Performers is the name of the new program and it honors thirty or more outstanding employees per month with a special ceremony. Honorees are then taken in a stretch limo to an event at the Orleans Arena.



The committee connects with employees through:

- InTouch, St. Rose Dominican Hospitals' internal newsletter.
- Internal e-mail.
- Suggestion boxes.
- Committee sponsored activities.





## **EMPLOYEE RIGHTS**

### **Policies**

St. Rose Dominican Hospitals have also implemented self-regulating measures to appropriately empower employees. Following are brief descriptions of some of the policies that are currently in place to govern the work environment and give employees a voice in their working conditions.

### **Conflict of Care**

The Hospital will attempt to make reasonable accommodations for all justified employee requests for exclusion from patient care or treatment resulting from a conflict with the employee's personal values or beliefs.

### **Grievance Process**

Describes the process for the prompt resolution of a patient grievance regarding an alleged violation of patient rights.

### **High Census or Staff Pay Incentive**

This policy outlines pay incentives available to staff who work beyond regularly scheduled hours during high census times.

### **Staffing Options Pool**

Provides supplemental quality nursing staff during high census times when other staff members are not available. These nurses are familiar with unit's standards of care and hospital policies and procedures.

### **Work Scheduling/Staffing**

This policy ensures quality-nursing staff in all areas of the hospital and provides guidelines to determine appropriate staffing based on census data.



## **EMPLOYEE RIGHTS (continued)**

### **Required and Non-required Educational Opportunities**

St. Rose Dominican Hospitals allocate funds for required and non-required educational opportunities for all full and part-time benefited employees. These funds are determined by individual department managers, subject to approval by corresponding Operations Team member, based upon the needs of the department and budgeting dollars.

### **Apprentice Nurse Program**

Outlines the conditions under which a nursing student who has completed a required amount of clinical studies may perform specified tasks in the hospital environment.

## **NEW POLICY DEVELOPMENT**

When a new policy is developed it is distributed to every department. The policy is placed in a department binder and all employees are not only given open access but are required to read the policies and sign off on them.



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# Appendix

## Selected Employee Communication Tools



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## BROCHURE SELECTION



### IT'S OUR INVESTMENT IN YOU.

Becky Flores and her son moved from Guam to southern Nevada three years ago in hopes of establishing a better life. Her husband stayed behind until he could sell their business. Recently, the Flores family was reunited and with the help of St. Rose's Home Purchase Assistance program they purchased a new house.

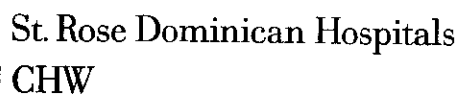
The Home Purchase Assistance program is just one example of St. Rose's commitment to not only professional growth but also the personal fulfillment of employees. Since its introduction in early 2003, the program has helped more than 30 employees purchase or refinance a home.

#### Employee benefits

- Competitive wages
- No cost medical plan
- No premium increases on St. Rose's POS plan for the third year
- Up to 100% tuition and fees assistance
- Housing program including money for a down payment and refinancing
- Apartment Assistance Program
- Low cost (hospital subsidized) meals
- Employee Assistance Program/Counseling

#### Work advancement opportunities

- Progressive career advancement opportunities through in-house training programs for respiratory, perinatal, and perioperative care
- Six, in-house clinical nurse educators
- Radiology scholarships
- Nurse preceptor



**IT'S CONNECTING.**

**St. Rose provides avenues of connection to help encourage the sharing of ideas, information and responses to issues.**

- InTouch newsletters
- InFocus newsletters
- Employee forums
- Administrative rounds
- Care to Share voicemail lines and suggestion boxes
- DOC surveys
- We Serve, which provides opportunities for administrators to work with clinical and support staff and see day-to-day challenges and opportunities
- Employee committees, which strive to address issues and opportunities in all parts of the hospital, including:
  - Rewards and Recognition
  - Retention and Recruitment
  - Values and Standards of Behavior
  - Pain Management
  - Education
  - Professional Nursing Council
  - Patient/Customer Satisfaction
- CHW Integrity Program



## BROCHURE SELECTION

### IT'S RECOGNIZING YOU.

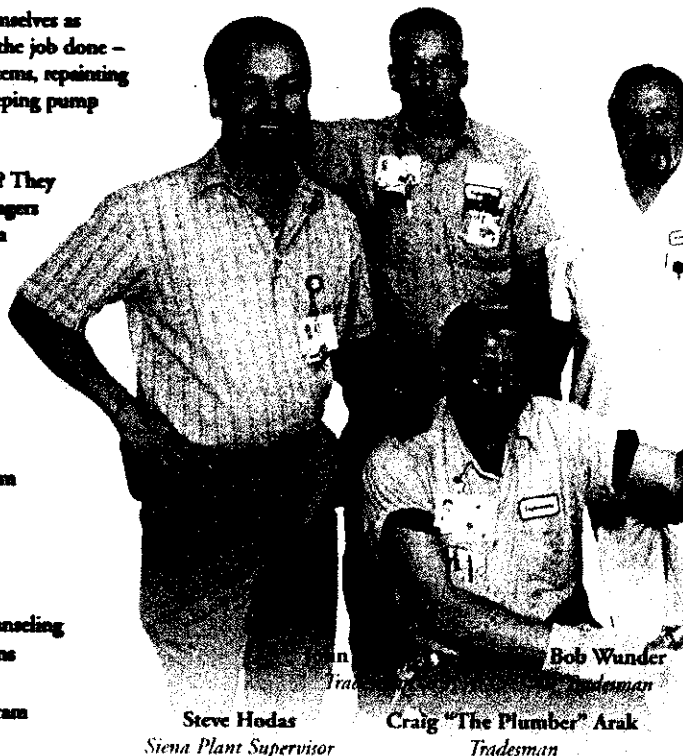
The Sisters set forth the vision and values of St. Rose, but they will be the first to tell you that it is "the brothers" who keep the facility running.

Our Plant Ops team often refers to themselves as brothers. They are dedicated to getting the job done – whether it's installing air conditioning systems, repainting hallways, maintaining generators, or keeping pump systems running.

What makes this team of brothers work? They feel strongly supported. They have managers that stand behind them, appreciate them and speak up for them. Because of this recognition and respect, they all take a part in hammering out issues to get the job done.

We recognize the value of our employees through:

- In Appreciation notes
- Star Performers Recognition Program
- Annual employee appreciation gala
- Employee Events
- Hospital Week barbecues
- Patient Satisfaction Collaborative
- CISM team, provides employee counseling during critical or traumatic situations
- CHW Values in Action awards
- The Perfect Rose Recognition Program

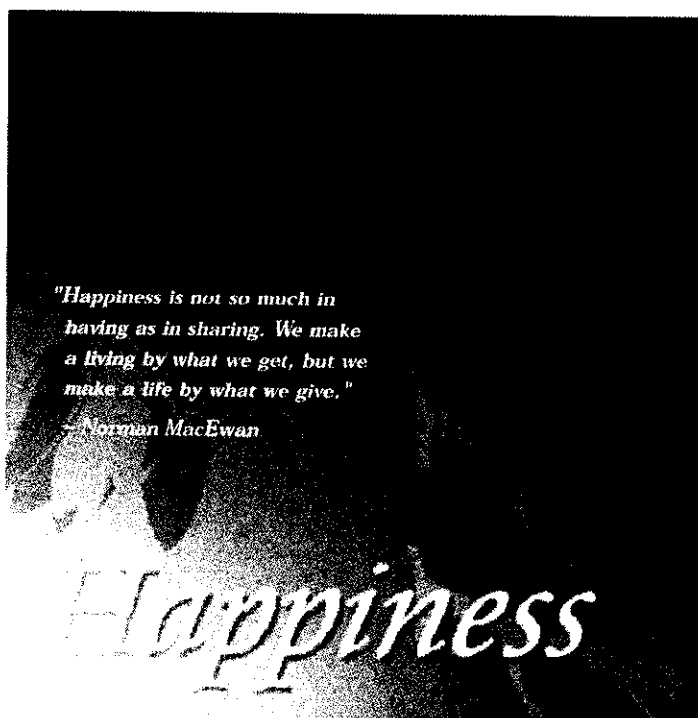


Steve Hodas  
Siena Plant Supervisor

Bob Wunder  
Tradesman

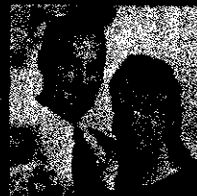
Craig "The Plumber" Arak  
Tradesman

## EMPLOYEE THANK YOU CARDS



This card was produced by St. Rose Dominican Hospitals to promote peaceful, productive work environments.

## EMPLOYEE BENEFITS POSTER



### St. Rose...

IS SHARED VALUES.

Heidi Cortam has a contagious kind of energy. She's bubbly, positive and full of praise. She talks enthusiastically about her husband, Justin, as well as about their employer, St. Rose Dominican Hospitals. It's because, she says, they all share common goals and values.

Heidi and Justin have worked hard for St. Rose, and they believe the hospital has worked hard for them too. You see, Justin worked at St. Rose's Material Management Department for 16 years. As their family grew, so did Justin's interest in pursuing a career in patient care. St. Rose Respiratory Training Program is just what he needed to become a respiratory therapist.

Now it's Heidi's turn. First she was St. Rose's Assistant for the past three years and worked as a St. Rose's Assistant. She was a member of the St. Rose's Health Care Team and got her Bachelor's degree in nursing from St. Rose's Health Care Team.

St. Rose's and its shared belief that hard work and dedication make the difference in patient care and work. St. Rose's Health Care Team is the best place to work.

Heidi and Justin are proud to be part of the St. Rose's Health Care Team. They are committed to providing the best care for our patients and to working together to make a difference in the lives of our patients and the community.

Heidi Cortam, BSN  
Material Management

St. Rose's Health Care Team  
CHW