2015 Survey of Health Care Employers in Arizona:
Hospitals

Conducted for St. Luke's Health Initiatives by the UCSF Philip R. Lee Institute for Health Policy Studies

Please contact Lela Chu for any technical issues at (415) 476-9230 or Lela.Chu@ucsf.edu

Please email completed survey to Lela.Chu@ucsf.edu or fax to: (415) 476-0705

You also may complete the survey online, by going to: http://rnworkforce.ucsf.edu/AZHospitals

Directions: Please fill in the numbers or check the categories that most accurately reflect your response to each item or question. If the information requested is not readily available from your hospital's record-keeping system, please estimate. Please skip questions that don't apply.

CONTACT INFORMATION

1. Contact information (for clarification purposes only, will NOT be reported):

Name of person completing this survey: _____

Title of person completing this survey: _____

Name of Organization: _____

Address 1:_____

Address 2: _____

City: _____

Zip: _____

E-mail address of contact: _____

Telephone number: _____

ORGANIZATION

2. Are you reporting data for more than one facility (for example, multiple campuses, hospital group, healthcare system)?

    Yes   No

3. Please list the facility (or facilities) for which you are reporting:

Facility type codes

1. General acute-care hospital / medical center	*6.* Psychiatric hospital
2. Children's hospital	*7.* Ambulatory surgery center
3. Heart hospital	*8.* Rehabilitation hospital/facility
4. Orthopedic hospital	
5. Other specialty acute-care hospital (Please specify):	*9.* Other type of organization (Please specify):

_____   _____

Name	City/Town	Type of facility (Facility type code from above)
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

If you need additional space, please attach additional sheets of paper.

4. What departments are included in the data you are reporting?
   (Please check all that apply)

Acute-care/critical care services (inpatient)	Behavioral health services center
Ambulatory surgery services	Chemical dependency center
Ambulatory diagnostic/laboratory services	Home health services
Ambulatory medical clinics	Observation care
Rehabilitation center	Dialysis
Long-term care/skilled nursing facility	Other (Please specify all others):

_____

EMPLOYMENT, TURNOVER, AND VACANCIES

5. How does your organization define "full time"? _____ hours per week

5a. For each of the positions listed, please report the total number of full-time and part-time employees, and the total number of full-time and part-time vacancies as of May 1, 2015.

	Number of employees full-time on 5/1/15	Number of employees part-time on 5/1/15	Number of vacancies full-time on 5/1/15	Number of vacancies part-time on 5/1/15	Does not apply
Staff RNs					
RNs in other roles (management, care coordination, utilization review, etc.)					
Nurse Practitioners (NP)					
Certified Registered Nurse Anesthetists (CRNA)					
Clinical Nurse Specialists (CNS)					
Aides/unlicensed nursing assistants					
Medical Assistants					
Laboratory Technologists / Technicians					
Surgical Technicians					
CT Technologists					
MRI Technologists					
Ultrasound Technologists					
Radiological Technologists					
Pharmacists					
Physical Therapists					
Respiratory Therapists					
Social Workers (LCSW)					

6. How would you describe the labor market in your area for each of these occupations, **at the present time?**
   (An estimate is fine)

	Perception of Labor Market					
	High demand: Difficult to fill positions	Some difficulty filling positions	Demand is in balance with supply	Demand is less than supply	Demand is much less than supply	Does not apply
Staff RNs						
RNs in other roles (management, care coordination, utilization review, etc.)						
Nurse Practitioners (NP)						
Certified Registered Nurse Anesthetists (CRNA)						
Clinical Nurse Specialists (CNS)						
Aides/unlicensed nursing assistants						
Medical Assistants						
Laboratory Technologists / Technicians						
Surgical Technicians						
CT Technologists						
MRI Technologists						
Ultrasound Technologists						
Radiological Technologists						
Pharmacists						
Physical Therapists						
Respiratory Therapists						
Social Workers (LCSW)						

7. Are there any occupations not listed above that are difficult for you to recruit now?

CHANGES OVER THE PAST YEAR

8. Has your employment of each of the following changed **in the past year**? **(An estimate is fine)**

	Decreased employment	No change	Increased employment	Does not apply
Staff RNs				
RNs in other roles (management, care coordination, utilization review, etc.)				
Nurse Practitioners (NP)				
Certified Registered Nurse Anesthetists (CRNA)				
Clinical Nurse Specialists (CNS)				
Aides/unlicensed nursing assistants				
Medical Assistants				
Laboratory Technologists / Technicians				
Surgical Technicians				
CT Technologists				
MRI Technologists				
Ultrasound Technologists				
Radiological Technologists				
Pharmacists				
Physical Therapists				
Respiratory Therapists				
Social Workers (LCSW)				

9. Have you experienced any of the following **in the past year** (May 1, 2014 to April 30, 2015)?
(Please check all that apply)

    Hiring freeze

Reduction in census	Increase in census
Budget constraints	Increase in outpatient and ancillary services provided by nurses
Decrease in hospital bed capacity	Increase in hospital bed capacity
Decrease in use of traveler nurses	Increase in use of traveler nurses
Decrease in use of contract nurses	Increase in use of contract nurses
Current staff working more shifts	Current staff working fewer shifts
Current staff converting from part-time to full-time positions	Current staff converting from full-time to part-time positions
Less turnover/greater retention of staff	More turnover/less retention of staff
Fewer nurses retiring than expected	More nurses retiring than expected
More foreign recruitment	Less foreign recruitment
Decreased patient acuity	Increased patient acuity

    Other (Please specify):

_____

10. Have you created new job classifications **in the past year**? (e.g., new case management roles, new care coordination roles, new type of specialized care, etc.)

    Yes   No

10a. If yes, please check all new job classifications created in the past year:

Case manager	Health coach
Care coordinator	Promotora
Care navigator	Informaticist
Clinical documentation specialist	

    Other (Please specify): _____

10b. Please describe some of the challenges of hiring or moving staff into these new roles?

HIRING EXPECTATIONS

11. What are your expectations for employment over the next 3 years?

	Decrease in employment	No change	Increase in employment	Does not apply
Staff RNs				
RNs in other roles (management, care coordination, utilization review, etc.)				
Nurse Practitioners (NP)				
Certified Registered Nurse Anesthetists (CRNA)				
Clinical Nurse Specialists (CNS)				
Aides/unlicensed nursing assistants				
Medical Assistants				
Laboratory Technologists / Technicians				
Surgical Technicians				
CT Technologists				
MRI Technologists				
Ultrasound Technologists				
Radiological Technologists				
Pharmacists				
Physical Therapists				
Respiratory Therapists				
Social Workers (LCSW)				

12. If you **expect employment to change over the next three years**, please indicate the reasons for your expectations. **(Please check all that apply)**

Hiring freeze

Reduction in census	Increase in census
Budget constraints	Increase in outpatient and ancillary services provided by nurses
Decrease in hospital bed capacity	Increase in hospital bed capacity
Decrease in use of traveler nurses	Increase in use of traveler nurses
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Less turnover/greater retention of staff	More turnover/less retention of staff
Fewer nurses retiring than expected	More nurses retiring than expected
More foreign recruitment	Less foreign recruitment
Decreased patient acuity	Increased patient acuity

Other (Please specify):

_____

13. For each of the following, please indicate **how concerned you are** regarding its **impact on the adequacy of your hospital's workforce.**

	Not at all concerned	Slightly concerned	Somewhat concerned	Moderately concerned	Extremely concerned
a. Aging healthcare workforce within facility					
b. Population growth in region					
c. Population aging in region					
d. Cultural diversity					
e. Linguistic capabilities					
f. Impact of the expansion in health insurance coverage					
g. Impact of potential state budget cuts to Medicaid					
h. Staff leaves of absence					
i. Disability accommodations and/or physical limitations of staff					
j. Behavioral health needs of patients					
k. Reimbursement levels dropping					
l. Increasing desire of workers to be on a part-time schedule					
m. Changing employment goals of new workers (e.g., Millennials)					

14. Please list the three positions that have the highest percentage of staff that may retire in the next 3 years?

    1. _____

    2. _____

    3. _____

15. Do you anticipate creating new job classifications **in the next two years**? (e.g., new case management roles, new care coordination roles, new type of specialized care, etc.)

    Yes   No

15a. If yes, please check all new job classifications you expect to create in the next two years:

Case manager	Health coach
Care coordinator	Promotora
Care navigator	Informaticist
Clinical documentation specialist	

Other (Please specify): _____

15b. What strategies do you plan to use to hire or move workers into these new roles?

TRAINING PROGRAMS AND INCENTIVES

16. What support does staff receive while working toward a degree or certification (if any)?
(Please check all that apply)

    Tuition reimbursement

    Paid time off for coursework

    Approved use of unpaid time off for coursework

    None

    Other (Please specify): _____

17. If you offer tuition reimbursement, what is the maximum benefit paid **per year, and per completed program**?

$_____$ maximum per year

$_____$ maximum per completed program

18. Does your organization provide professional development (such as in-house or sponsored training) to employees for the following occupations?

Training provided for…	No	Yes	If yes, how is training provided?					
			In house, by own staff	Outside contractor	Community college, in-person	Public university	Private university	Private vocational school
Staff RNs								
RNs in other roles (management, care coordination, utilization review, etc.)								
Licensed Vocational Nurses (LVN)								
Aides/unlicensed nursing assistants								
Medical Assistants								
Laboratory Technologists / Technicians								
Surgical Technicians								
CT Technologists								
MRI Technologists								
Ultrasound Technologists								
Radiological Technologists								
Social Workers (LCSW)								

19. Describe the most important competency gaps you encounter.

Occupation	Competency gap

NURSE EMPLOYMENT AND HIRING QUESTIONS

20. Which of these are **requirements** for an RN to be hired into your **general staff nursing** positions at your hospital?
   (Please check all that apply)

   Minimum experience as an RN   _____ # of months required

   Baccalaureate degree or higher required

   Second language required

   　　　Which languages? _____

   Other requirements for employment (Please specify):

   _____

   No specific requirements to be hired

21. Which of these are **preferences** for an RN to be hired into a general staff nursing position at your hospital?
   (Please check all that apply)

   Baccalaureate degree or higher preferred

   Second language preferred

   　　　Which languages? _____

22. What percentage of your currently employed RNs have a BSN?   _____%

23. Do you have a goal percentage of BSN-prepared nurses in 3 years?

   Yes   No

   If yes, goal percent BSN: _____%

24. Does your hospital require new hires who have an AD or diploma to complete a BSN in a specified time period?

Yes   No

If yes, how much time do they have to complete the BSN? _____ years

25. Are RNs who do not have a BSN limited from being promoted beyond staff nurse positions?

Yes   No

26. Does your organization differentiate RN salaries based on the type of nursing degree held?

Yes   No

27. Does your organization differentiate RN salaries based on whether RNs have advanced certifications, such as in critical care, oncology, peri-operative, etc.)?

Yes   No

28. Do you have an internship/formal residency/training program for newly graduated RNs who are **not guaranteed to be hired?** (Do not include normal orientation programs for newly-hired RNs).

Yes   No

If yes, describe your internship/residency/training program for newly graduated RNs:
     a. Length of program _____ weeks
     b. Capacity of program: # of RNs: _____   Frequency: _____ # of times per year
     c. Is your internship/residency/training program:
          Externally contracted (working with a vendor)
          Internally developed (home-grown)
          Partnership with a school of nursing
     d. Is this program paid?

        Yes   No
     e. What percentage of graduates of your program did you hire last year? _____%

29. Do you have an orientation/onboarding program for newly-hired RNs?

Yes   No
If yes, length of program: _____ weeks

Thank you for your time and expertise.

We appreciate your participation and will be alerting you as reports based on these data become available.

If you have other comments or thoughts about the nursing workforce in your region or across the state, we encourage you to share them with us.

Comments: