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Article 96  
Clinical Progression Model

Section 1. Clinical Progression Committee

Employee will make application to the program based on the criteria for application as established by the Clinical Progression Committee. Eligible employees may not have an active disciplinary action at the time of the initial appointment to the applicable clinical ladder rung. The committee will complete review of the personnel file at the time of appointment/re-appointment.

The committee will be composed of at least 12 members, but not more than ~~20~~ 16 members to include all disciplines represented by the Clinical Progression Model who shall meet and review the application requirements and process annually, as well as quarterly to review all applications submitted. **These numbers may be changed by mutual agreement.** A quorum of each group of representatives, labor and management must be present at all meetings. **A quorum shall be defined as fifty percent plus one of the committee (50% +1).** The committee will be jointly chaired by a labor and management representative. Where there is a need for a tiebreaker, the decision will be alternated between the Chief Nurse Executive or designee and the Union designee. The union designee will determine the first tiebreaker.

~~Section 3. Financial Incentive as of ratification: until December 31, 2022~~

~~The financial incentive for those who are appointed or re-appointed in the clinical ladder are the following annual amounts, to be divided and paid in equal installments each pay period:~~

Level III	— \$1,000
Level IV	— \$1,500
Level V	— \$2,000

Section 2. Financial Incentive: as of January 1, 2023

The financial incentive for those who are appointed or re-appointed in the clinical ladder are the following annual amounts, to be divided and paid in equal installments each pay period:

Level III	\$2,000
Level IV	\$3,000
Level V	\$4,000

Section 3. Clinical/Career Progression for other areas

The parties agree that the Clinical Progression Committee will evaluate ~~to establish a joint labor management committee for the purpose of developing~~ clinical/career progression for other job titles not included in this article. This shall not exceed three (3) additional job titles during the

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**term of this Agreement. including Nurse Practitioners, Physician Assistants and Respiratory Therapists.**

**Section 41. Clinical Progression Tracks**

Pathways as follows:

**NURSING CLINICAL TRACK**

Level I	<ul style="list-style-type: none"> <li>● Entry level Professional Registered Nurse or Graduate Nurse hired at Kaleida Health in a staff-nursing role.</li> </ul>
Level II	<ul style="list-style-type: none"> <li>● Successful completion of 90 day probationary period</li> <li>● Registered Nurses who do not participate in this model will remain at Level II</li> <li>● Successfully fulfills all aspects of job description and competencies</li> </ul>
Level III	<ul style="list-style-type: none"> <li>● Minimum 9,360 hours (equivalent of 5 years) of clinical nursing experience (OR) ANCC National Certification</li> <li>● Bachelor's Degree in Nursing</li> <li>● Fulfill preceptor role and acts as a preceptor at least 4 times/year</li> <li>● Participates on a special project, subject matter expert role or site/facility committee</li> <li>● Active membership on a unit based committee</li> <li>● Serves as a clinical resource for nursing staff as observed by nurse manager and charge nurses</li> <li>● Participates in unit level Quality Improvement</li> <li>● Assists Nurse Manager in clinical competency development</li> <li>● Active membership in a professional nursing association</li> <li>● Completes all required educational offerings</li> </ul>
Level IV	<ul style="list-style-type: none"> <li>● Maintains all Level III criteria</li> <li>● Minimum 18,720 hours (equivalent of 10 years) of clinical nursing experience (OR) Master's Degree in Nursing and ANCC National Certification</li> <li>● Active participation on a system-wide committee driving improvement in clinical outcomes</li> <li>● Active participation in clinical policy development</li> <li>● Completes an additional 20 contact hours of educational activities obtained by conferences, professional related academic credits.</li> </ul>
Level V	<ul style="list-style-type: none"> <li>● Maintains all Level III and IV criteria</li> <li>● Minimum 28,080 hours (equivalent of 15 years) of clinical nursing experience</li> <li>● Master's or Doctorate degree in Nursing or related field</li> <li>● Active involvement in Nursing Research</li> <li>● Active membership in a national association as evidenced by participation on a national professional nursing committee</li> <li>● National ANCC Certification</li> </ul>

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**CLINICAL NURSING EDUCATOR TRACK**

Level I	<ul style="list-style-type: none"> <li>• Entry level Clinical Educator or Clinical Educator MS hired at Kaleida Health</li> </ul>
Level II	<ul style="list-style-type: none"> <li>• Successful completion of 90 day probationary period</li> <li>• Educators who do not participate in this model will remain at Level II</li> <li>• Successfully fulfills all aspects of job description and competencies</li> <li>• AHA BLS Instructor</li> </ul>
Level III	<ul style="list-style-type: none"> <li>• Demonstrates leadership by being self-motivated and accountable for patient-centered care</li> <li>• Participates in unit-based quality improvement</li> <li>• Provides a minimum of six (6) unit based in-services a year as approved by Clinical Education Manager, including one (1) CE approved in-service</li> <li>• Participates in all hospital required in-services plus 20 contact hours of educational activities obtained from conferences, seminars, profession related academic credits, internet/web-based conferencing, or publications</li> <li>• Active membership in a professional national association</li> <li>• Active membership on a site specific committee to improve quality</li> <li>• Provides evidence-based clinical competency development for new and veteran employees</li> <li>• Mentors new educators to build a successful work team</li> <li>• Demonstrates successful vendor interactions to educate employees to new equipment</li> <li>• Active participation in clinical policy development</li> <li>• Maintains community involvement</li> <li>• Choice of three (3) of the following:               <ol style="list-style-type: none"> <li>1) Presents a research-based topic at an advertised event</li> <li>2) Maintains Instructor status for ACLS, PALS, PEARS, or STABLE</li> <li>3) DEU, student rotation, or graduate student preceptorship engagement</li> <li>4) Authors and publishes an article for Kaleida Health</li> <li>5) Manages a site or Kaleida-based project</li> </ol> </li> </ul>
Level IV	<ul style="list-style-type: none"> <li>• Maintains all Level III criteria</li> <li>• Develops and implements a unit, or site-based educational program that improves nursing</li> <li>• National ANCC Certification</li> <li>• Choice of two (2) of the following:               <ol style="list-style-type: none"> <li>1) Implements a research project</li> <li>2) Active participation on a system-wide committee</li> <li>3) Authors an article for national publication</li> <li>4) Presents an evidence-based topic for a regional or national conference</li> </ol> </li> </ul>
Level V	<ul style="list-style-type: none"> <li>• Maintains all Level III and IV criteria</li> <li>• Demonstrates leadership in development of student experiences</li> <li>• Leads formal and informal organizational committees or teams that evaluate patient centered outcomes</li> </ul>

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	<ul style="list-style-type: none"> <li>● Develops and implements formal evidence-based best practice nursing educational programs for a Kaleida Health facility</li> <li>● Instructor of advanced specialty training</li> <li>● Choice of two (2) of the following:             <ol style="list-style-type: none"> <li>1) Actively participates on a national or international professional committee</li> <li>2) Performs education as an International Service</li> <li>3) Post Master's Certificate, Doctorate in nursing or related field</li> <li>4) Participates in national research dissemination</li> </ol> </li> </ul>
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**NURSE PRACTITIONER TRACK to be established in committee January 2023 as referenced in Section 5.**

<b>Level I</b>	<ul style="list-style-type: none"> <li>● <b>Entry level Nurse Practitioner MS hired at Kaleida Health</b></li> <li>● <b>National Certification</b></li> <li>● <b>NYS License</b></li> </ul>
<b>Level II</b>	<ul style="list-style-type: none"> <li>● <b>Successful completion of 90 day probationary period</b></li> <li>● <b>Master's Degree in Nursing</b></li> <li>● <b>National Certification</b></li> <li>● <b>NYS License</b></li> <li>● <b>Successfully fulfills all aspects of job description and competencies</b></li> </ul>
<b>Level III</b>	<ul style="list-style-type: none"> <li>● <b>Greater than one year in professional practice at Kaleida Health</b></li> <li>● <b>Master's Degree or greater in Nursing than or post grad NP certificate in Nursing</b></li> <li>● <b>National Certification</b></li> <li>● <b>NYS License</b></li> <li>● <b>Excellence in Clinical Practice Required:</b> <ul style="list-style-type: none"> <li>○ Curriculum vitae</li> <li>○ Personal reflection</li> <li>○ LOR #1 COS or collaborator</li> <li>○ LOR #2 from per practice colleague</li> </ul> </li> <li>● <b>Yearly CE Hours (may include mandatory) – X30 hrs (academic semester hours from accredited institution may be used toward this category – 1 academic credit hour = 15 contact hours)</b></li> </ul> <p><b>*NP CE hour requirement as gradually increasing to 50/year by 2026. 2025 NP applicants can combine CE from 2024 + 2025. All applicants beginning in 2026 can combine CE from the previous year and the current year to meet the 50/hours annually.</b></p> <ul style="list-style-type: none"> <li>● <b>Educational Leadership:</b> <ul style="list-style-type: none"> <li>○ Provides at least 1 formal KH presentation with last 12 months</li> </ul> </li> <li>● <b>Professional Development (choose any one of the following activities):</b> <ul style="list-style-type: none"> <li>○ Academic appointment as: Adjunct Prof, Clinical, Volunteer Faculty</li> <li>○ Attends local APP conference</li> <li>○ BLS, ACLS, ATLS, PALS instructor</li> </ul> </li> </ul>

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	<ul style="list-style-type: none"><li>○ Become SIM instructor</li><li>○ Earn Secondary advance certification</li><li>○ APP preceptor for one (1) student/year</li><li>○ APP designated mentor, greater than or equal to 1 APP</li><li>○ Earn job related post masters certificate, Doct., PhD, or other terminal degree (i.e. J.D or MBA)</li><li>○ * Clinical skill portfolio unit specific TBD</li><li>○ Attends greater than or equal to two (2) grand rounds or case conference, M7&amp;M/year</li><li>● <b>Organizational and Professional Engagement:</b><ul style="list-style-type: none"><li>○ KH APP council member – attends greater than or equal to 30% meetings/year</li><li>○ Required to choose one of the following:<ul style="list-style-type: none"><li>▪ Develops unit specific new APP job activity checklist</li><li>▪ Develops unit specific new APP orientation guide</li><li>▪ Member of KH committee on policy updates</li><li>▪ Member of local or regional professional organization</li><li>▪ Member on unit based committee or project</li><li>▪ Member of KH ad hoc committee</li><li>▪ Trains as KH/unit superuser</li><li>▪ Organize or leads greater than or equal to one (1) journal club / year</li><li>▪ Serves KH with CWA or SEIU</li><li>▪ Member of a team conducting EBP project</li><li>▪ Invited speaker at professional meeting</li><li>▪ Submits an abstract for a local meeting or conference</li><li>▪ Submits to non-peer reviewed journal or online professional site like Medscape</li><li>▪ Submission editor or content expert for journal</li><li>▪ Member of unit based QA/QI team / or project</li><li>▪ Submits or edits book chapter</li><li>▪ Develops or leads patient/family support group</li><li>▪ Recognized by patients, peers or manager with nomination: DAISY, Leading with Care, Nurse of Distinction, Employee of the Year</li></ul></li></ul></li><li>● <b>Community Service and Outreach:</b><ul style="list-style-type: none"><li>○ Choose one (1) from the following list:<ul style="list-style-type: none"><li>▪ KH volunteer, garden, Habitat marathon, etc.</li><li>▪ Community group volunteer, greater than or equal to one (1) year</li><li>▪ Community board service</li><li>▪ Active military service, Reserves, National Guard</li><li>▪ Faith based health ministry volunteer, greater than or equal to one (1)</li><li>▪ Greater than or equal to free / non-profit clinic volunteer event</li><li>▪ Volunteers at greater to or equal to one (1) local health fair program or gives community presentation(s)</li></ul></li></ul></li></ul>
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	<ul style="list-style-type: none"> <li>▪ Identified a health equity gap and lobbied for support from a representative</li> <li>▪ Local, regional medical mission volunteer, greater than or equal to one (1)</li> <li>▪ Local health task force member</li> <li>▪ Presents greater than or equal to one (1) support group for community</li> </ul>
<p>Level IV</p>	<ul style="list-style-type: none"> <li>● Maintains all Level III criteria</li> <li>● Greater than or equal to three (3) years in professional practice at Kaleida Health</li> <li>● Master's Degree or greater <b>in Nursing than or post grad NP certificate in-Nursing</b></li> <li>● National Certification</li> <li>● NYS License</li> <li>● Excellence in Clinical Practice Required:             <ul style="list-style-type: none"> <li>○ Curriculum vitae</li> <li>○ Personal reflection</li> <li>○ LOR #1 COS or collaborator</li> <li>○ LOR #2 from per practice colleague</li> </ul> </li> <li>● Yearly CE Hours (may include mandatory) – <b>X30 hrs (academic semester hours from accredited institution may be used toward this category – 1 academic credit hour = 15 contact hours)</b></li> </ul> <p><b>* NP CE hour requirement as gradually increasing to 50/year by 2026. 2025 NP applicants can combine CE from 2024 + 2025. All applicants beginning in 2026 can combine CE from the previous year and the current year to meet the 50/hours annually.</b></p> <p><b>Educational Leadership:</b></p> <ul style="list-style-type: none"> <li>○ Provides at least 1 formal KH presentation per year</li> <li>● Professional Development (choose any one of the following activities):             <ul style="list-style-type: none"> <li>○ Academic appointment as: Adjunct Prof, Clinical, Faculty</li> <li>○ Attends local or regional APP conference</li> <li>○ Maintain instructor status</li> <li>○ SIM instructor with greater than or equal to one (1) per year</li> <li>○ Earn /maintain Secondary advance certification</li> <li>○ APP preceptor greater than or equal to one (1) student/year</li> <li>○ APP designated mentor, greater than or equal to 1 APPs</li> <li>○ Earn job related post masters certificate, Doct., PhD, or other terminal degree (i.e. J.D or MBA)</li> <li>○ * Clinical skill portfolio unit specific TBD</li> <li>○ Attends greater than or equal to two (2) grand rounds or case conference, <b>M7&amp;M/year</b></li> </ul> </li> <li>● Organizational and Professional Engagement:             <ul style="list-style-type: none"> <li>○ KH APP council member – attends greater than or equal to 40% meetings/year</li> </ul> </li> </ul>

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	<ul style="list-style-type: none"> <li>○ Required to choose one of the following:           <ul style="list-style-type: none"> <li>▪ Updates unit specific new APP job checklist</li> <li>▪ Updates unit specific new APP orientation guide</li> <li>▪ Member of KH committee on policy updates</li> <li>▪ Member of local, regional or state level professional organization</li> <li>▪ Member on unit or KH based committee/ project</li> <li>▪ Member of KH ad hoc committee</li> <li>▪ Trains as KH/unit superuser</li> <li>▪ Organize or leads greater than or equal to one (1) journal club / year</li> <li>▪ Serves KH with CWA or SEIU</li> <li>▪ Member or leads component of team conducting EBP project</li> <li>▪ Invited speaker at professional meeting</li> <li>▪ Submits abstract or poster at local or regional meeting or conference</li> <li>▪ Member of publication <b>team</b> in journal or online Medscape</li> <li>▪ Submission editor or content expert for journal</li> <li>▪ Leads component of unit based QI team / or project</li> <li>▪ Submits or edits book chapter</li> <li>▪ Develops or leads patient/family support group</li> <li>▪ Recognized by patients, peers or manager with nomination: DAISY, Leading with Care, Nurse of Distinction, Employee of the Year</li> </ul> </li> <li>● Community Service and Outreach:           <ul style="list-style-type: none"> <li>○ Choose one (1) from the following list:               <ul style="list-style-type: none"> <li>▪ KH volunteer, garden, Habitat marathon, etc.</li> <li>▪ Community group volunteer, greater than or equal to one (1) year</li> <li>▪ Community board service</li> <li>▪ Active military service, Reserves, National Guard</li> <li>▪ Faith based health ministry volunteer, greater than or equal to one (1)</li> <li>▪ Greater than or equal to <b>one (1)</b> free / non-profit clinic event</li> <li>▪ Present a health related program for greater than or equal to one (1) local community or advocacy group</li> <li>▪ Organized a focus group to discuss solutions to address health gap</li> <li>▪ Local, regional or national medical mission volunteer</li> <li>▪ Local or regional health force member</li> <li>▪ Presents greater than or equal to one (1) support group for community</li> </ul> </li> </ul> </li> </ul>
Level V	<ul style="list-style-type: none"> <li>● Maintains all Level III and IV criteria</li> <li>● Greater than or equal to seven (7) years in professional practice at Kaleida Health</li> <li>● Master's Degree and greater than or equal to seven (7) years at KH <del>or equal to</del> or greater than five (5) years and doctorate. <del>in Nursing</del></li> <li>● National Certification</li> <li>● NYS License</li> <li>● Excellence in Clinical Practice Required:           <ul style="list-style-type: none"> <li>○ Curriculum vitae</li> <li>○ Personal reflection</li> </ul> </li> </ul>

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- LOR #1 COS or collaborator
- LOR #2 from per practice colleague
- Yearly CE Hours (may include mandatory) – ~~X~~40 hrs (academic semester hours from accredited institution may be used toward this category – 1 academic credit hour = 15 contact hours)

\* NP CE hour requirement as gradually increasing to 50/year by 2026. 2025 NP applicants can combine CE from 2024 + 2025. All applicants beginning in 2026 can combine CE from the previous year and the current year to meet the 50/hours annually.

**Educational Leadership:**

- Provides at least 1 formal KH presentation per year
- Professional Development (choose any one of the following activities):
  - Academic appointment as: Adjunct Prof, Clinical, **Volunteer** Faculty
  - Attends local or regional APP conference
  - Maintain instructor status
  - SIM instructor with greater than or equal to one (1) per year
  - Earn /maintain Secondary advance certification
  - APP preceptor greater than or equal to one (1) student/year
  - APP designated mentor, greater than or equal to 1 APPs
  - Earn job related post masters certificate, Doct., PhD, or other terminal degree (i.e. J.D or MBA)
  - \* Clinical skill portfolio unit specific TBD
  - Attends greater than or equal to two (2) grand rounds or case conference, M7&M/year
- Organizational and Professional Engagement:
  - KH APP council member – attends greater than or equal to 50% meetings/year
  - Required to choose one of the following:
    - Updates unit specific new APP job checklist
    - Updates unit specific new APP orientation guide
    - Chair or co-chair of KH committee on policy updates
    - Member of Regional, State, National or International level professional organization
    - Member or co-chair on a hospital based committee/ project
    - Member, co-chair or chair of KH ad hoc committee
    - Trains as KH/unit superuser
    - Organize or leads greater than or equal to one (1) journal club / year
    - Serves KH with CWA or SEIU
    - Leads team in an EBP project and disseminates result
    - Invited speaker at professional meeting
    - Presents a poster or podium for a local, regional or national meeting
    - Authors or co-authors publication in peer reviewed journal
    - Submission editor or content expert for journal



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	<ul style="list-style-type: none"> <li>▪ Leads or <del>had</del> <b>has</b> completed research or a QA/QI project for KH</li> <li>▪ Submits or edits book chapter</li> <li>▪ Develops or leads patient/family support group</li> <li>▪ Recognized by patients, peers or manager with nomination: DAISY, Leading with Care, Nurse of Distinction, Employee of the Year</li> <li>● Community Service and Outreach:             <ul style="list-style-type: none"> <li>○ Choose one (1) from the following list:                 <ul style="list-style-type: none"> <li>▪ KH volunteer, garden, Habitat marathon, etc.</li> <li>▪ Community group volunteer, greater than or equal to one (1) year</li> <li>▪ Community board service</li> <li>▪ Active military service, Reserves, National Guard</li> <li>▪ Faith based health ministry volunteer, greater than or equal to one (1)</li> <li>▪ Greater than or equal to free / non-profit clinic volunteer event</li> <li>▪ Presented a health program for greater than or equal to one (1) regional community or advocacy group</li> <li>▪ Summarized focus group strategy to address a equity gap and presents results to legislative or government representative</li> <li>▪ Local, regional or national / International medical mission</li> <li>▪ Local, regional or state health task force member</li> </ul> </li> </ul> </li> <li>● Presents greater than or equal to one (1) support group for community</li> </ul>
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~~Effective with the signing of this MOU, the financial incentive for those who are appointed or re-appointed in the clinical ladder are the following annual amounts, to be divided and paid in equal installments each pay period~~

- ~~Level III — NP Level III (\$2000)~~
- ~~Level IV — NP Level IV (\$3000)~~
- ~~Level V — NP Level V (\$4000)~~

~~PHYSICIAN ASSISTANT TRACK to be established in committee January 2023 as referenced in Section 5.~~

<b>Level I</b>	<ul style="list-style-type: none"> <li>● Entry level Physician Assistant</li> <li>● MS <b>or greater</b> hired at Kaleida Health</li> <li>● National Certification</li> <li>● NYS License</li> </ul>
<b>Level II</b>	<ul style="list-style-type: none"> <li>● Successful completion of 90 day probationary period</li> <li>● Master's Degree or greater</li> <li>● National Certification</li> <li>● NYS License</li> <li>● Successfully fulfills all aspects of job description and competencies</li> </ul>

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Level III	<ul style="list-style-type: none"> <li>● Greater than one year in professional practice at Kaleida Health</li> <li>● Master's Degree or greater than post grad certificate</li> <li>● National Certification</li> <li>● NYS License</li> <li>● Excellence in Clinical Practice Required:             <ul style="list-style-type: none"> <li>○ Curriculum vitae</li> <li>○ Personal reflection</li> <li>○ LOR #1 COS or collaborator</li> <li>○ LOR #2 from per practice colleague</li> </ul> </li> <li>● Yearly CE Hours (may include mandatory) – <del>X</del>50 hrs (academic semester hours from accredited institution may be used toward this category – 1 academic credit hour = 15 contact hours)</li> <li>● Educational Leadership:             <ul style="list-style-type: none"> <li>○ Provides at least 1 formal KH presentation with last 12 months</li> </ul> </li> <li>● Professional Development (choose any one of the following activities):             <ul style="list-style-type: none"> <li>○ Academic appointment as: Adjunct Prof, Clinical, Volunteer Faculty</li> <li>○ Attends local APP conference</li> <li>○ BLS, ACLS, ATLS, PALS instructor</li> <li>○ Become SIM instructor</li> <li>○ Earn Secondary advance certification</li> <li>○ APP preceptor for one (1) student/year</li> <li>○ APP designated mentor, greater than or equal to 1 APP</li> <li>○ Earn job related post masters certificate, Doct., PhD, or other terminal degree (i.e. J.D or MBA)</li> <li>○ * Clinical skill portfolio unit specific TBD</li> <li>○ Attends greater than or equal to two (2) grand rounds or case conference, M7&amp;M/year</li> </ul> </li> <li>● Organizational and Professional Engagement:             <ul style="list-style-type: none"> <li>○ KH APP council member – attends greater than or equal to 30% meetings/year</li> <li>○ Required to choose one of the following:                 <ul style="list-style-type: none"> <li>▪ Develops unit specific new APP job activity checklist</li> <li>▪ Develops unit specific new APP orientation guide</li> <li>▪ Member of KH committee on policy updates</li> <li>▪ Member of local or regional professional organization</li> <li>▪ Member on unit based committee or project</li> <li>▪ Member of KH ad hoc committee</li> <li>▪ Trains as KH/unit superuser</li> <li>▪ Organize or leads greater than or equal to one (1) journal club / year</li> <li>▪ Serves KH with CWA or SEIU</li> <li>▪ Member of a team conducting EBP project</li> <li>▪ Invited speaker at professional meeting</li> <li>▪ Submits an abstract for a local meeting or conference</li> </ul> </li> </ul> </li> </ul>
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	<ul style="list-style-type: none"> <li>▪ Submits to non-peer reviewed journal or online professional site like Medscape</li> <li>▪ Submission editor or content expert for journal</li> <li>▪ Member of unit based QA/QI team / or project</li> <li>▪ Submits or edits book chapter</li> <li>▪ Develops or leads patient/family support group</li> <li>▪ Recognized by patients, peers or manager with nomination: DAISY, Leading with Care, Nurse of Distinction, Employee of the Year</li> <li>● Community Service and Outreach:             <ul style="list-style-type: none"> <li>○ Choose one (1) from the following list:                 <ul style="list-style-type: none"> <li>▪ KH volunteer, garden, Habitat marathon, etc.</li> <li>▪ Community group volunteer, greater than or equal to one (1) year</li> <li>▪ Community board service</li> <li>▪ Active military service, Reserves, National Guard</li> <li>▪ Faith based health ministry volunteer, greater than or equal to one (1)</li> <li>▪ Greater than or equal to free / non-profit clinic volunteer event</li> <li>▪ Volunteers at greater to or equal to one (1) local health fair program or gives community presentation(s)</li> <li>▪ Identified a health equity gap and lobbied for support from a representative</li> <li>▪ Local, regional medical mission volunteer, greater than or equal to one (1)</li> <li>▪ Local health task force member</li> <li>▪ Presents greater than or equal to one (1) support group for community</li> </ul> </li> </ul> </li> </ul>
<p>Level IV</p>	<ul style="list-style-type: none"> <li>● Maintains all Level III criteria</li> <li>● Greater than or equal to three (3) years in professional practice at Kaleida Health</li> <li>● Master's Degree or greater than</li> <li>● National Certification</li> <li>● NYS License</li> <li>● Excellence in Clinical Practice Required:             <ul style="list-style-type: none"> <li>○ Curriculum vitae</li> <li>○ Personal reflection</li> <li>○ LOR #1 COS or collaborator</li> <li>○ LOR #2 from per practice colleague</li> </ul> </li> <li>● Yearly CE Hours (may include mandatory) – <del>X</del>50 hrs (academic semester hours from accredited institution may be used toward this category – 1 academic credit hour = 15 contact hours)</li> <li>● Educational Leadership:             <ul style="list-style-type: none"> <li>○ Provides at least 1 formal KH presentation per year</li> </ul> </li> <li>● Professional Development (choose any one of the following activities):             <ul style="list-style-type: none"> <li>○ Academic appointment as: Adjunct Prof, Clinical, Faculty</li> <li>○ Attends local or regional APP conference</li> </ul> </li> </ul>

**Kaleida Health Master Negotiations 2025  
Counter-Proposal**

**Date Presented: April 9, 2025**

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	<ul style="list-style-type: none"> <li>○ <b>Maintain instructor status</b></li> <li>○ <b>SIM instructor with greater than or equal to one (1) per year</b></li> <li>○ <b>Earn /maintain Secondary advance certification</b></li> <li>○ <b>APP preceptor greater than or equal to one (1) student/year</b></li> <li>○ <b>APP designated mentor, greater than or equal to 1 APPs</b></li> <li>○ <b>Earn job related post masters certificate, Doct., PhD, or other terminal degree (i.e. J.D or MBA)</b></li> <li>○ <b>* Clinical skill portfolio unit specific TBD</b></li> <li>○ <b>Attends greater than or equal to two (2) grand rounds or case conference,</b></li> <li>○ <b>M&amp;AM/year</b></li> <li>● <b>Organizational and Professional Engagement:</b> <ul style="list-style-type: none"> <li>○ <b>KH APP council member – attends greater than or equal to 40% meetings/year</b></li> <li>○ <b>Required to choose one of the following:</b> <ul style="list-style-type: none"> <li>▪ <b>Updates unit specific new APP job checklist</b></li> <li>▪ <b>Updates unit specific new APP orientation guide</b></li> <li>▪ <b>Member of KH committee on policy updates</b></li> <li>▪ <b>Member of local, regional or state level professional organization</b></li> <li>▪ <b>Member on unit or KH based committee/ project</b></li> <li>▪ <b>Member of KH ad hoc committee</b></li> <li>▪ <b>Trains as KH/unit superuser</b></li> <li>▪ <b>Organize or leads greater than or equal to one (1) journal club / year</b></li> <li>▪ <b>Serves KH with CWA or SEIU</b></li> <li>▪ <b>Member or leads component of team conducting EBP project</b></li> <li>▪ <b>Invited speaker at professional meeting</b></li> <li>▪ <b>Submits abstract or poster at local or regional meeting or conference</b></li> <li>▪ <b>Member of publication in journal or online Medscape</b></li> <li>▪ <b>Submission editor or content expert for journal</b></li> <li>▪ <b>Leads component of unit based QI team / or project</b></li> <li>▪ <b>Submits or edits book chapter</b></li> <li>▪ <b>Develops or leads patient/family support group</b></li> <li>▪ <b>Recognized by patients, peers or manager with nomination: DAISY, Leading with Care, Nurse of Distinction, Employee of the Year</b></li> </ul> </li> </ul> </li> <li>● <b>Community Service and Outreach:</b> <ul style="list-style-type: none"> <li>○ <b>Choose one (1) from the following list:</b> <ul style="list-style-type: none"> <li>▪ <b>KH volunteer, garden, Habitat marathon, etc.</b></li> <li>▪ <b>Community group volunteer, greater than or equal to one (1) year</b></li> <li>▪ <b>Community board service</b></li> <li>▪ <b>Active military service, Reserves, National Guard</b></li> <li>▪ <b>Faith based health ministry volunteer, greater than or equal to one (1)</b></li> <li>▪ <b>Greater than or equal to free / non-profit clinic event</b></li> <li>▪ <b>Present a health related program for greater than or equal to one (1) local community or advocacy group</b></li> <li>▪ <b>Organized a focus group to discuss solutions to address health gap</b></li> </ul> </li> </ul> </li> </ul>
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	<ul style="list-style-type: none"> <li>▪ Local, regional or national medical mission volunteer</li> <li>▪ Local or regional health force member</li> <li>▪ Presents greater than or equal to one (1) support group for community</li> </ul>
Level V	<ul style="list-style-type: none"> <li>● Maintains all Level III and IV criteria</li> <li>● Greater than or equal to seven (7) years in professional practice at Kaleida Health</li> <li>● Master's Degree and greater than or equal to seven (7) years at KH <del>or equal to</del> or greater than five (5) years and doctorate</li> <li>● National Certification</li> <li>● NYS License</li> <li>● Excellence in Clinical Practice Required:             <ul style="list-style-type: none"> <li>○ Curriculum vitae</li> <li>○ Personal reflection</li> <li>○ LOR #1 COS or collaborator</li> <li>○ LOR #2 from per practice colleague</li> </ul> </li> <li>● Yearly CE Hours (may include mandatory) – <del>X</del>50 hrs (academic semester hours from accredited institution may be used toward this category – 1 academic credit hour = 15 contact hours)</li> <li>● Educational Leadership:             <ul style="list-style-type: none"> <li>○ Provides at least 1 formal KH presentation per year</li> </ul> </li> <li>● Professional Development (choose any one of the following activities):             <ul style="list-style-type: none"> <li>○ Academic appointment as: Adjunct Prof, volunteer Faculty</li> <li>○ Attends local or regional or national APP conference</li> <li>○ Maintain instructor status</li> <li>○ SIM instructor with greater than or equal to one (1) per year</li> <li>○ Earn /maintain secondary advance certification</li> <li>○ APP preceptor greater than or equal to one (1) student/year</li> <li>○ APP designated mentor, greater than or equal to 1 APPs</li> <li>○ Earn job related post masters certificate, Doct., PhD, or other terminal degree (i.e. J.D or MBA)</li> <li>○ * Clinical skill portfolio unit specific TBD</li> <li>○ Attends greater than or equal to two (2) grand rounds or case conference, M&amp;M/year</li> </ul> </li> <li>● Organizational and Professional Engagement:             <ul style="list-style-type: none"> <li>○ KH APP council member – attends greater than or equal to 50% meetings/year</li> <li>○ Required to choose one of the following:                 <ul style="list-style-type: none"> <li>▪ Updates unit specific new APP job activity checklist</li> <li>▪ Updates unit specific new APP orientation guide</li> <li>▪ Chair or co-chair of KH committee on policy updates</li> <li>▪ Member of Regional, State, National or International level professional organization</li> <li>▪ Member or co-chair on a hospital based committee/ project</li> <li>▪ Member , co-chair or chair of KH ad hoc committee</li> </ul> </li> </ul> </li> </ul>

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	<ul style="list-style-type: none"> <li>▪ Trains as KH/unit superuser</li> <li>▪ Organize or leads greater than or equal to one (1) journal club / year</li> <li>▪ Serves KH with CWA or SEIU</li> <li>▪ Leads team in an EBP project and disseminates result</li> <li>▪ Invited speaker at professional meeting</li> <li>▪ Presents a poster or podium for a local, regional or national meeting</li> <li>▪ Authors or co-authors publication in peer reviewed journal</li> <li>▪ Submission editor or content expert for journal</li> <li>▪ Leads or had completed research or a QA/QI project for KH</li> <li>▪ Submits or edits book chapter</li> <li>▪ Develops or leads patient/family support group</li> <li>▪ Recognized by patients, peers or manager with nomination: DAISY, Leading with Care, Nurse of Distinction, Employee of the Year</li> <li>● Community Service and Outreach:             <ul style="list-style-type: none"> <li>○ Choose one (1) from the following list:                 <ul style="list-style-type: none"> <li>▪ KH volunteer, garden, Habitat marathon, etc.</li> <li>▪ Community group volunteer, greater than or equal to one (1) year</li> <li>▪ Community board service</li> <li>▪ Active military service, Reserves, National Guard</li> <li>▪ Faith based health ministry volunteer, greater than or equal to one (1)</li> <li>▪ Greater than or equal to free / non-profit clinic volunteer event</li> <li>▪ Presented a health program for greater than or equal to one (1) regional community or advocacy group</li> <li>▪ Summarized focus group strategy to address a equity gap and presents results to legislative or government representative</li> <li>▪ Local, regional or national / International medical mission</li> <li>▪ Local, regional or state health task force member</li> </ul> </li> </ul> </li> <li>● Presents greater than or equal to one (1) support group for community</li> </ul>
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~~Effective with the signing of this MOU, the financial incentive for those who are appointed or re-appointed in the clinical ladder are the following annual amounts, to be divided and paid in equal installments each pay period~~

~~Level III — PA Level III (\$2000)  
Level IV — PA Level IV (\$3000)  
Level V — PA Level V (\$4000)~~

RESPIRATORY THERAPIST TRACK to be established in committee January 2023 as referenced in Section 5.

<b>RT Clinician Level I</b>	<b>Minimum requirements</b> <ul style="list-style-type: none"> <li>● Successful completion of orientation program and competencies as noted with documentation</li> </ul>
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	<ul style="list-style-type: none"> <li>● New Graduate to one year of experience</li> <li>● Focus is primarily task oriented</li> <li>● Provides safe and effective patient care at basic level</li> </ul>
	<ul style="list-style-type: none"> <li>● Requires consultation and support from more experienced clinicians at times</li> <li>● Developing clinical practice and time management skills</li> </ul>
<p>RT Clinical Level II</p>	<p>Minimum requirement</p> <p>Experienced with 1-5 year in clinical practice</p> <ul style="list-style-type: none"> <li>● Successful completion of acute and/or critical care competencies as noted with documentation</li> <li>● Has the knowledge and skills to provide for most clinical situations in acute and critical care.</li> <li>● Ability to prioritize responsibilities, productively manage time and has a solid grasp on practices and processes within Kaleida Health.</li> <li>● Developing critical thinking skills.</li> <li>● Completes all delivered competencies for the year</li> </ul>
<p>RT Clinical Level III</p>	<p>Minimum Requirement</p> <p>Experienced with more than 5 years full time or 4,000 hours in neonatal/pediatrics/ or clinical experience or 3 years critical care experience</p> <ul style="list-style-type: none"> <li>● Demonstrates competent performance in acute and/or critical care areas as noted with timely completed documented competency (All competencies signed and validated as complete)</li> <li>● Experienced RT that has the necessary skills and knowledge to mentor others and promote high quality care. (Preceptor-New Hires/Students Completes necessary sign offs in orientation packet/trajecsys)</li> <li>● Serves as clinical resource for RT staff</li> <li>● Assist manager in clinical competency development</li> <li>● Develop and implement improvement in processes and systems to benefit care and achieve departmental and organizational goals.</li> <li>● Completes all delivered competencies for the year</li> </ul> <p>1 required</p> <ul style="list-style-type: none"> <li>● <b>Bachelors or Master's Degree</b></li> <li>● Active AARC Membership</li> </ul>

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	<ul style="list-style-type: none"> <li>● Transport Certification (C-NPT) or NPS, ACCS, CPFT, RPFT, or AE-C certification</li> <li>● Disease Expert – provides education to staff</li> <li>● Technology Expert with Troubleshooting – develops and trains on competency as agreed upon by manager <i>HFOV A/B, Bunnell Jet, Drager, Servo and NAVA, Hamilton, Flow I, Trilogy, LTV, Bubble CPAP, Graphics Analysis, TcCO2, ETCO2, and/or VCO2, Bronchoscopy, PFT, RTX, mini BAL, Isoflurane, nitric oxide/Flolan, Metabolic cart, APRV, AVAPS, CPET, Arterial sticks, (or other Manager-approved topic)</i></li> <li>● Active with either Rapid Response or ECMO Specialist</li> <li>● ACLS, PALS, NRP, STABLE, AE- C Instructor</li> <li>● Completes a P&amp;P, Protocol, Competency or research and shares education with staff</li> <li>● Participates in plan for improving patient satisfaction with specific nursing unit (<i>Familiar with unit's key drivers and attends meetings</i>)</li> <li>● Facilitate community activities by collection of donations (<i>toy drive, school supplies, clothing and food drives, holiday gifts for needy families</i>)</li> <li>● Brings technology or a new process to practice at Kaleida Health, completing policy and/or protocol, training, trial period and evaluation of product during trial (<i>HFNC, CPAP, Asthma/ Bronchodilator protocols, ventilator weaning protocols</i>)</li> <li>● Assists in preparing staff for Policies &amp; Procedures with a handout and/or presentation, especially around applicable educational topics</li> <li>● Assumes a leadership role/chair or co-chair of a committee</li> <li>● Active membership within the NYSSRC</li> <li>● Involved with any unit in improving efficiencies, supply, standardization and more</li> </ul>
<p>RT Clinical Level IV</p>	<p>Minimum requirement</p> <p>Experience with more than 10 years full time clinical practice or 5 years critical care or 6,000 hours in neonatal/pediatrics/critical care.</p> <ul style="list-style-type: none"> <li>● NBRC Credential (NPS, ACCS, R-PFT Certification)</li> <li>● Highly experienced RT, considered a clinical expert and resource.</li> <li>● Presents as a role model, educator, change agent, mentor and is able to develop peers to their highest potential.</li> </ul>



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- Experienced RT that has the necessary skills and knowledge to mentor others and promote high quality care. (Preceptor-New Hires/Students Completes necessary sign offs in orientation packet/trajecsys)
- Serves as clinical resource for RT staff
- Assist manager in clinical competency development
- Develop and implement improvement in processes and systems to benefit care and achieve departmental and organizational goals.
- Completes all delivered competencies for the year.
- Works collaboratively and practices leadership abilities that optimize team performance.

2 required

- **Bachelors or Master's Degree**
- Active AARC membership
- Disease Expert – provides education to staff
- Technology Expert with Troubleshooting – develops and trains on competency as agreed upon by manager *HFOV A/B, Bunnell Jet, Drager, Servo and NAVA, Hamilton, Flow I, Trilogy, LTV, Bubble CPAP, Graphics Analysis, TcCO2, ETCO2, and/or VCO2, Bronchoscopy, PFT, RTX, mini BAL, Isoflurane, nitric oxide/ Flolan, Metabolic cart, APRV, AVAPS, CPET, Arterial sticks, (or other Manager-approved topic)*
- Active with either Rapid Response or ECMO Specialist
- ACLS, PALS, NRP, STABLE, AE- C Instructor
- Completes a P&P, Protocol, Competency or research and shares education with staff
- Participates in plan for improving patient satisfaction with specific nursing unit (*Familiar with unit's key drivers and attends meetings*)
- Facilitate community activities by collection of donations (*toy drive, school supplies, clothing and food drives, holiday gifts for needy families*)
- Brings technology or a new process to practice at Kaleida Health, completing policy and/or protocol, training, trial period and evaluation of product during trial (*HFNC, CPAP, Asthma/ Bronchodilator protocols, ventilator weaning protocols*)
- Assists in preparing staff for Policies & Procedures with a handout and/or presentation, especially around applicable educational topics
- Assumes a leadership role/chair or co-chair of a committee
- Active membership within the NYSSRC

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	<ul style="list-style-type: none"> <li>● Involved with any unit in improving efficiencies, supply, standardization and more</li> </ul>
<p>RT Clinical Level V</p>	<p><u>Minimum Requirements</u></p> <ul style="list-style-type: none"> <li>● <del>Experience with more than 10 years full time clinical practice or 5 years critical care or 6,000 hours in neonatal/pediatrics/critical care</del> Experience with more than 15 years full time or 10,000 hours in neonatal/pediatrics/critical care</li> <li>● Bachelors and/or Master's Degree</li> <li>● NBRC Credential (NPS, ACCS, R-PFT Certification)</li> <li>● Highly experienced RT, considered a clinical expert and resource.</li> <li>● Presents as a role model, educator, change agent, mentor and is able to develop peers to their highest potential.</li> <li>● Experienced RT that has the necessary skills and knowledge to mentor others and promote high quality care. (Preceptor-New Hires/Students Completes necessary sign offs in orientation packet/trajecsys)</li> <li>● Serves as clinical resource for RT staff</li> <li>● Assist manager in clinical competency development</li> <li>● Develop and implement improvement in processes and systems to benefit care and achieve departmental and organizational goals.</li> <li>● Completes all delivered competencies for the year.</li> <li>● Works collaboratively and practices leadership abilities that optimize team performance.</li> </ul> <p>3 required</p> <ul style="list-style-type: none"> <li>● Active AARC membership</li> <li>● Disease Expert – provides education to staff</li> <li>● Technology Expert with Troubleshooting – develops and trains on competency as agreed upon by manager <i>HFOV A/B, Bunnell Jet, Drager, Servo and NAVA, Hamilton, Flow I, Trilogy, LTV, Bubble CPAP, Graphics Analysis, TcCO2, ETCO2, and/or VCO2, Bronchoscopy, PFT, RTX, mini BAL, Isoflurane, nitric oxide/Flolan, Metabolic cart, APRV, AVAPS, CPET, Arterial sticks, (or other Manager-approved topic)</i></li> <li>● Active with either Rapid Response or ECMO Specialist</li> <li>● ACLS, PALS, NRP, STABLE, AE- C Instructor</li> </ul>

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	<ul style="list-style-type: none"> <li>● Completes a P&amp;P, Protocol, Competency or research and shares education with staff</li> <li>● Participates in plan for improving patient satisfaction with specific nursing unit (<i>Familiar with unit's key drivers and attends meetings</i>)             <ul style="list-style-type: none"> <li>● Facilitate community activities by collection of donations (<i>toy drive, school supplies, clothing and food drives, holiday gifts for needy families</i>)</li> <li>● Brings technology or a new process to practice at Kaleida Health, completing policy and/or protocol, training, trial period and evaluation of product during trial (<i>HFNC, CPAP, Asthma/ Bronchodilator protocols, ventilator weaning protocols</i>)</li> </ul> </li> <li>● <b>ECMO Printer</b></li> <li>● <b>POC Superusers (ISTAT)</b></li> <li>● <b>Actively engages in (takes a lead role) in mock codes, simulations</b></li> <li>● <b>Delivers presentations or poster presentation or writes publications/abstracts at local, state or national level for professional organization or journal</b></li> <li>● Assists in preparing staff for Policies &amp; Procedures with a handout and/or presentation, especially around applicable educational topics</li> <li>● Assumes a leadership role/chair or co-chair of a committee</li> <li>● Active membership within the NYSSRC</li> <li>● Involved with any unit in improving efficiencies, supply, standardization and more</li> </ul>
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~~Effective with the signing of this MOU, the financial incentive for those who are appointed or re-appointed in the clinical ladder are the following annual amounts, to be divided and paid in equal installments each pay period.~~

~~Level III \_\_\_\_\_ RT Clinician Level III (\$2,000)~~

~~Level IV \_\_\_\_\_ RT Clinician level IV (\$3000)~~

~~Level V \_\_\_\_\_ RT Clinician level V (\$4000).~~

~~Section 2. Clinical Progression Committee~~

~~Employee will make application to the program based on the criteria for application as established by the Clinical Progression Committee. Eligible employees may not have an active disciplinary action at the time of the initial appointment to the applicable clinical ladder rung. The committee will complete review of the personnel file at the time of appointment/re-appointment.~~

**Kaleida Health Master Negotiations 2025  
Counter-Proposal**

**Date Presented: April 9, 2025**

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~~The committee will be composed of at least 12 members, but not more than 16 members to include all disciplines represented by the Clinical Progression Model who shall meet and review the application requirements and process annually, as well as quarterly to review all applications submitted. A quorum of each group of representatives, labor and management must be present at all meetings. The committee will be jointly chaired by a labor and management representative. Where there is a need for a tiebreaker, the decision will be alternated between the Chief Nurse Executive or designee and the Union designee. The union designee will determine the first tiebreaker.~~

~~Section 3. Financial Incentive as of ratification: until December 31, 2022~~

~~The financial incentive for those who are appointed or re-appointed in the clinical ladder are the following annual amounts, to be divided and paid in equal installments each pay period:~~

- ~~Level III — \$1,000~~
- ~~Level IV — \$1,500~~
- ~~Level V — \$2,000~~

~~Section 4. Financial Incentive as of January 1, 2023~~

~~The financial incentive for those who are appointed or re-appointed in the clinical ladder are the following annual amounts, to be divided and paid in equal installments each pay period:~~

- ~~— Level III — \$2,000~~
- ~~— Level IV — \$3,000~~
- ~~— Level V — \$4,000~~

~~Section 5. Clinical/Career Progression for other areas~~

~~Effective January 1, 2023 the parties agree to establish a joint labor management committee for the purpose of developing a clinical/career progression for other job titles including Nurse Practitioners, Physician Assistants and Respiratory Therapists.~~