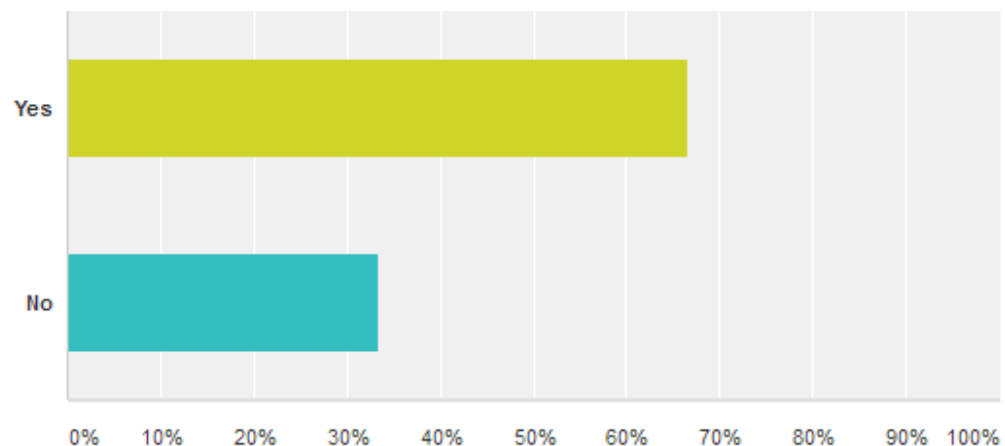


Have you changed your Technician wage scale recently? (yes or no). If yes, what prompted you to evaluate your Technician wage structure and decide to increase it? (answer in comment box) If NO you may opt out of the rest of the survey.

Answered: 9 Skipped: 0



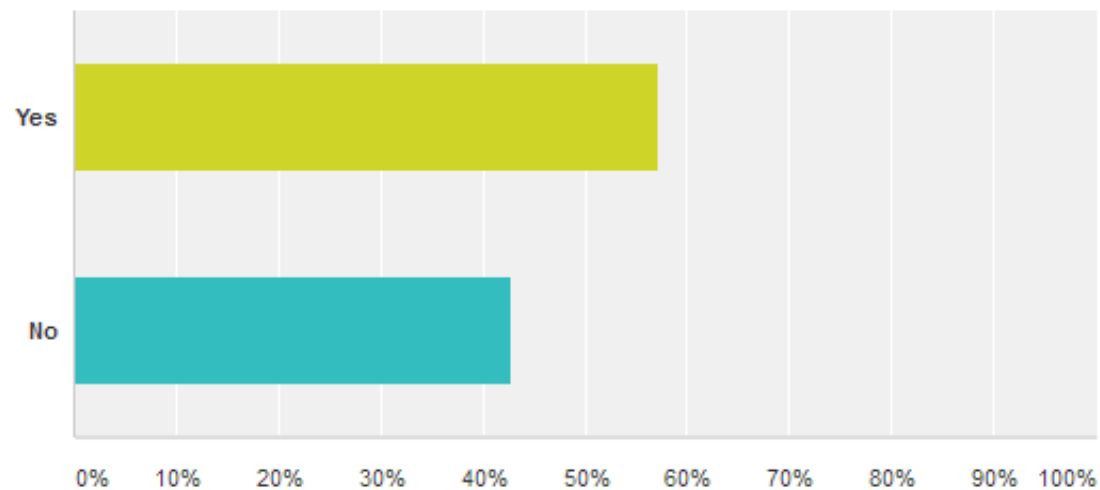
Answer Choices	Responses	
Yes	66.67%	6
No	33.33%	3
Total		9

Other

1	
2	To Keep Valuable Technicians From Leaving, and Recruit Additional Technicians
3	The spring conference prompted us to evaluate it based on cost of living in our area.
4	We did this before the Chicago meeting. It was a conscious effort to retain valuable technicians.
5	
6	competition in town, feeling that techs need to be paid a living wage. We had techs all over the place without a good matrix for compensation
7	
8	Inconsistencies in technician pay.
9	

Did you determine what the competition was paying their Technical Staff YES or NO? How did you accomplish this? (answer in comment box please)

Answered: 7 Skipped: 2



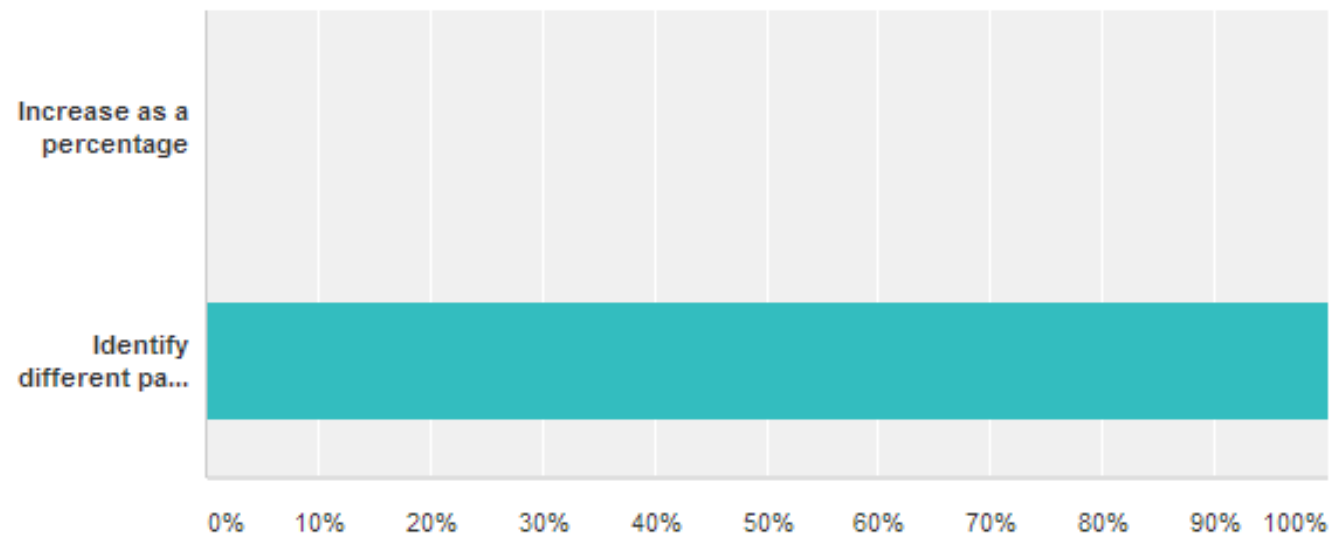
Answer Choices	Responses	
Yes	57.14%	4
No	42.86%	3
Total	7	

Other

1	
2	Anecdotal information from local Practice Manager's List Serve, Employee Candidates Applications, Interviews, and Local Tech College data.
3	We decided that it does not matter what the competition pays, it matters that we are paying above a living wage.
4	Mostly from techs that left us and told us what they were being offered elsewhere.
5	word of mouth
6	some word of mouth and offers that our techs were getting from our competition.
7	
8	
9	Used benchmark information from VHMA survey and the Well Managed Practice survey

Did you apply the same increase as a percentage, or identify different pay levels?

Answered: 6 Skipped: 3



Answer Choices	Responses	
▼ Increase as a percentage	0.00%	0
▼ Identify different pay levels	100.00%	6
Total		6

Other

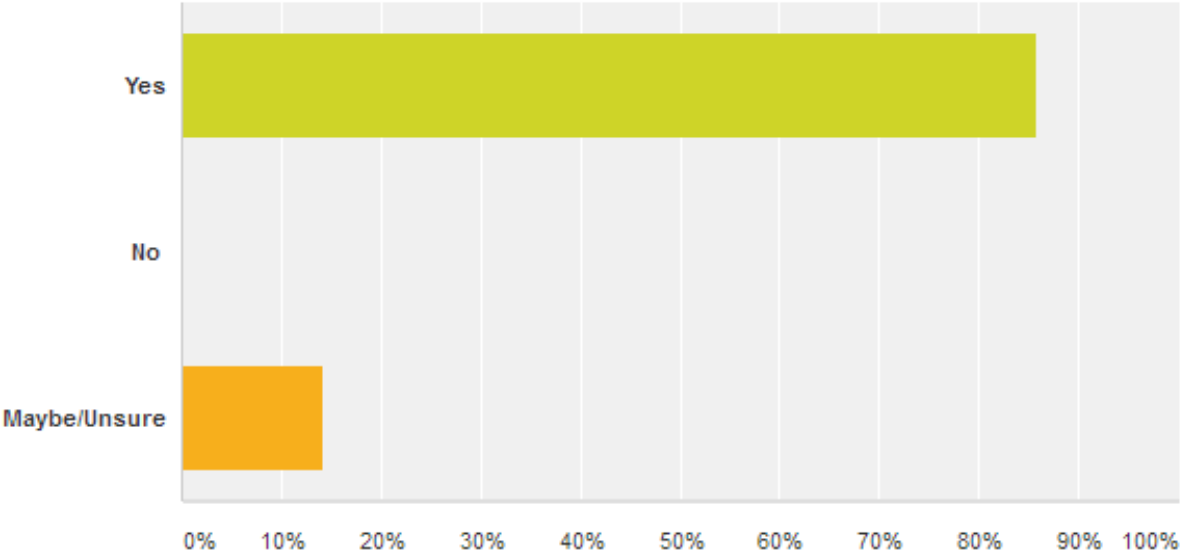
1	
2	Identified 3 tiers of employee and set a wage range for each.
3	
4	
5	we pay higher for licensed vs non licensed.
6	
7	education, length of time with the practice, credentials
8	
9	Gave a flat dollar amount increase.

Q4: If by Pay Level, what was your criteria?

1	
2	Overall employee value, Technical ability, length of service.
3	Education required, CE to maintain, certified vs. not, experience
4	Technician skill and value to the practice
5	licensed vs non, OJT, associates or bachelor degree
6	we established a matrix based on tech level and seniority level
7	education, length of time with the practice, credentials
8	
9	

Do you think it was effective in accomplishing your initial goals?

Answered: 7 Skipped: 2



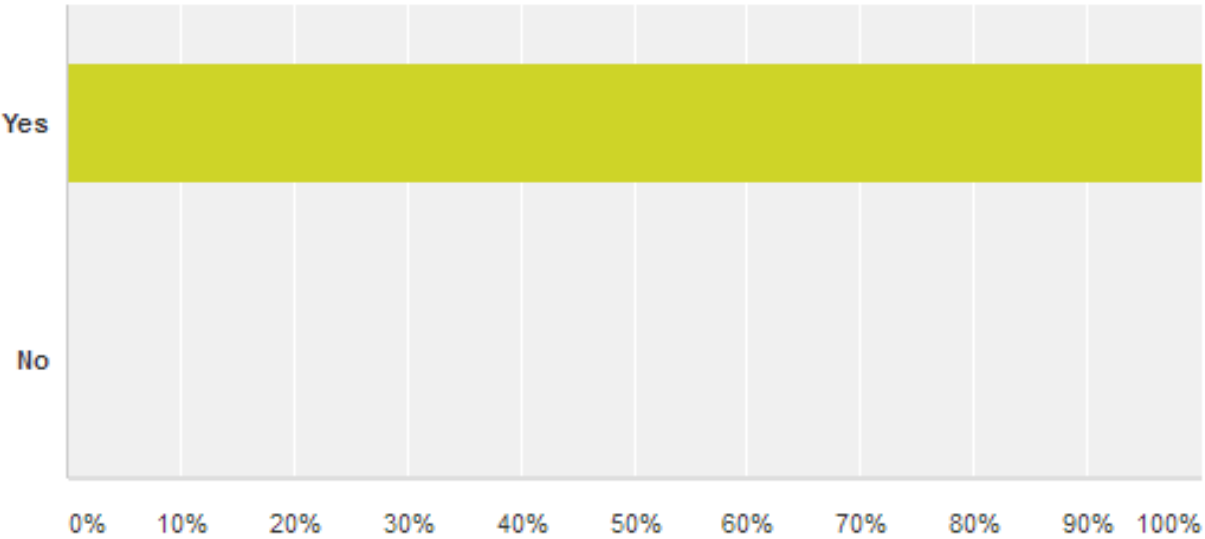
Answer Choices	Responses	
Yes	85.71%	6
No	0.00%	0
Maybe/Unsure	14.29%	1
Total		7

Q6: Have you observed any drawbacks?

1	
2	Will be hard to sustain. Already some technicians are expecting more increases as their work anniversaries come up. Have had to be extra vigilant on keeping staffing numbers tight (sending people home, limiting overtime, etc.)
3	Only that I won't be able to meet the same percentage this year (in some cases it was a 20% increase). I am struggling on how to remind the staff that last years increases were elevated to bring the company more in line with wages we were comfortable with.
4	payroll costs jumped as expected and when caseload slowed this winter, we had to be very conscious of technician hours
5	no
6	The concept is good and we just need to tweak that scales to adjust to demands and supply of techs.
7	Not yet, very new.
8	
9	Only the known impact of increasing payroll dollars

Would you do it again? Why or Why Not? -
answer in the comment box please.

Answered: 7 Skipped: 2



Answer Choices	Responses	
Yes	100.00%	7
No	0.00%	0
Total		7

Comments

1	
2	I think that the advantages have outweighed the disadvantages. We made it a bit more difficult for technicians to turn down offers of employment, when faced with one or more hospitals making them an offer of employment. Overall satisfaction with wages among the staff has increased. Fewer staff looking elsewhere for more money.
3	If we determined we were that out of line with a living wage, we would absolutely do it again.
4	We need to retain our skilled employees!
5	the system is more objective not subjective
6	
7	The concept is good and we just need to tweak that scales to adjust to demands and supply of techs.
8	
9	

Q8: If you would do it again, would you change how you did it?

1	
2	I don't think so. I feel that it was a good move, and allowed us to maintain some really good technicians and gain a few more at a time when we really needed them.
3	Yes and No. I feel like it was approached in an organized and fair fashion. That said, there is always room for improvement.
4	No - I think we thought it out carefully in advance.
5	Yes
6	would do better job of anticipating how much we would need to cover these increases.
7	Would institute sooner.
8	
9	Not certain -- this was implemented in late February, so at this time, it is too early to assess any significant drawbacks.

Q9: Any regrets about the amount of increase given? (Too much? Too little?)

1	
2	No
3	Nope. I wish I could have given more.
4	no - we left room for future adjustments
5	no
6	none
7	no
8	
9	no

Q10: Any concerns for sustaining these wages in the future?

1	
2	Somewhat. During slower months, we are aggressive about staffing ratios and making sure we charge appropriately for care. Some clients have noticed the difference in the quality of care between competing hospitals, so we feel that our dollars are being spent in the correct area.
3	Yes, but paying wages that are more appropriate is something that we have decided is part of our culture.
4	only if caseload would stay low
5	none as long as we can maintain doctors who can bring in the revenue.
6	yes - in the current environment, we cannot continue to give the kinds of raises for average performance that our techs have come to expect. cost of living will cause us to have to adjust
7	Yes. Concern that after a certain point continued increases are no longer feasible.
8	
9	none as long as we can maintain doctors who can bring in the revenue.