

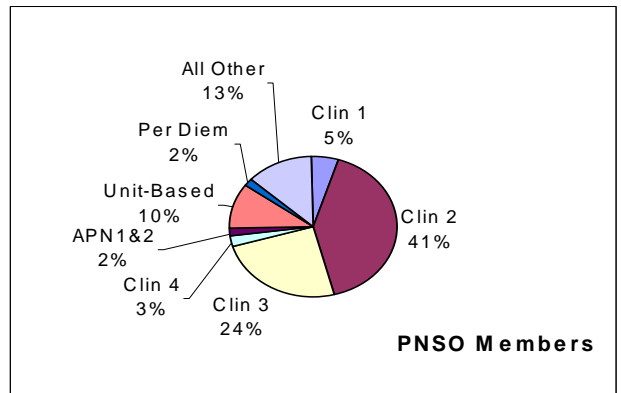
- ☆ At UVAHS, spring is the season of Clinical Career Ladder advancements to honor exceptional clinical and professional achievements. Opportunities for professional recognition and advancement are key factors in retaining experienced nurses to provide the highest caliber of patient care. Clinical ladder programs have been shown to improve staff nurse satisfaction, encourage professional development, increase the number of expert nurses and decrease healthcare costs.¹ Nurses in Magnet organizations are significantly more likely to report retention efforts directed at paying for continuing education and career development programs than nurses in non-Magnet or applying for Magnet organizations.² Nationally, only 16% of nurses rate as excellent or very good the opportunities for professional advancement.³
- ☆ The PNSO's long-standing Clinical Career Ladder (CCL) provides the structure whereby RNs may advance, based on their performance, professional goals, and peer review. Advancement beyond Clinician II is individually determined. Individuals seeking advancement present a professional portfolio that includes self-evaluation, peer reviews, clinical narratives, Manager/Supervisor letter of support and the most recent performance appraisal. Portfolios are reviewed and interviews are conducted by peers on the Clinician III Regional Panels or the Central Career Ladder Panel. There are no predetermined limits on the number of advancements that can occur annually. Salary increases accompany each Ladder level.
- ☆ The Clinical Career Ladder at UVAHS promotes the excellence in nursing practice, leadership development, and patient care. It recognizes and rewards those who commit themselves to excellence. **In 2007, 54 of our colleagues advanced to Clinician III and 12 to Clinician IV or Advanced Practice Nurse. Congratulations to each of you!**

¹Drenkard, K, Swartwout, E. (2005). Effectiveness of a clinical ladder program. *JONA*, 35(11), 502-506.

²Ulrich, BT et al (2007) Magnet status and RN views of the work environment and nursing as a career, *JONA*, 37 (5), 212-220.

³Buerhaus, PI et al (2007). Trends in the experiences of hospital-employed Registered Nurses: Results from three national surveys. *Nursing Economic\$, 25(2)*, 69-80.

- ☆ UVA nurses contribute to excellence in patient care through a variety of professional roles on the Clinical Career Ladder and in other vital job categories. The pie chart shows the composition of our role demographics.



What does advancement on the Clinical Career Ladder mean to you?

"It is truly an honor to be recognized by peers for expertise in one's clinical setting, professional development, and the multiple roles a nurse performs on a daily basis. My advancement to Clinician III was both a challenging and rewarding experience as I wrote my portfolio and looked back on the nurturing environment in my growth at the University of Virginia Health System." **Amanda Aldridge, RN, new Clinician III, Renal Services, Amherst Dialysis**

"When asked what being a Clinician III means to me, I would respond that a Clinician III is a proficient nurse dedicated to excellence. He or she goes beyond the exemplary and looks to improve patient care and safety. A Clinician III is dedicated to improvements that will guide and lead others toward the goals of Caring, Healing, and Building. Clinician IIIs tackle issues, such as patient satisfaction, patient flow, customer service, communication, and education on a daily basis. Clinician IIIs are innovative thinkers, helping create solutions to problems. **Amer Ghayyada, new Clinician III, Emergency Department**

