



2009 Michigan Hospital Compensation Survey

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Conducted by:

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* *Each job title and its corresponding report page number is listed alphabetically in this section.*

** *Each job title and its corresponding report page number is listed in order of appearance in these sections.*

INTRODUCTION

Participating Organization Information

Survey invitations were sent to 180 Michigan hospitals, including integrated healthcare systems. Nineteen (19) organizations with a combined total of over 97,000 employees participated and submitted compensation data for this survey. The collective annualized compensation reported in this survey report represents in excess of \$2.7 billion. See *Alphabetical List of Participants* for a listing of organizations.

Statement of Survey Data Confidentiality

The objective of Denarius Human Resources' survey reports and all methods and procedures used to produce the reports, is to provide maximum information value without disclosing any information that could be specifically associated with an individual survey participant. All survey data submitted by participants for surveys conducted by Denarius Human Resources is provided on the basis that the data confidentiality of each participant will be fully protected at all times. Protection of confidentiality extends to compensation data reported and to any kind of observation or form of analysis that could serve to identify a company with its data to an experienced person.

The remainder of this survey report contains the information reported by the survey participants in summarized fashion.

PARTICIPANTS**Alphabetical Participant List**

<u>Participant</u>	<u>City</u>	<u>State</u>	<u>Beds</u>
Aspirus Ontonagon Hospital	Ontonagon	MI	25
Baraga County Memorial Hospital	L'anse	MI	24
Beaumont Hospitals	Royal Oak	MI	1,711
Borgess Health	Kalamazoo	MI	464
Botsford Hospital	Farmington Hills	MI	330
Detroit Medical Center	Detroit	MI	1,500
Gerber Memorial Health Services	Fremont	MI	73
Henry Ford Health System	Detroit	MI	2,092
Mary Free Bed Rehab Hospital	Grand Rapids	MI	80
McLaren Regional Medical Center	Flint	MI	416
Memorial Healthcare	Owosso	MI	111
Memorial Medical Center of West Michigan	Ludington	MI	95
Pennock Hospital	Hastings	MI	88
POH Regional Medical Center	Pontiac	MI	323
Sparrow Health System	Lansing	MI	676
Spectrum Health	Grand Rapids	MI	1,063
St. John Health	Warren	MI	2,046
St. Mary's of Michigan	Saginaw	MI	268
University of Michigan Health System	Ann Arbor	MI	848

Total Participant Count: 19

EXPLANATION OF RESULTS

1. Survey Methodology

Participation in this survey was open to Michigan healthcare organization including hospitals and integrated healthcare systems. Survey invitations were distributed by U.S. Postal Service and e-mail, and participants submitted survey information using paper- or Excel-based participation materials.

Participants reported either average pay rates for a survey position (i.e., the average pay rate for multiple incumbents in a position) or pay rates for individual employees. For organizations reporting individual pay rates, pay information was averaged prior to calculating report statistics. As such, the statistics in this report reflect average pay rates.

The survey administrator compiled the survey information and followed up with participants when necessary to clarify information reported such as number of incumbents or average pay rates. Data were also analyzed for outliers and clarified with the reporting firm prior to including in the survey database. Outliers could include information such as an average pay rate below the minimum wage or excessively high pay rate for a position.

Survey results, unless otherwise stated, include data from all organization types (i.e., hospital or healthcare system) which matched the survey position.

2. Compensation Reports by Position

Compensation summaries are shown for 187 of the 300 survey positions. Insufficient data were reported for 113 positions to create meaningful reports. Positions can be located within the survey report by referring to the *Alphabetical Job List / Index* on page 8.

Participants reported data as of their closest payroll period to March 1, 2009.

For each survey job, results are shown for all organizations, organization type, organization size (number of FTEs), and organization location. Compensation information is shown in hourly pay rates. No information is reported for any data segment in which less than five (5) participants provided data. To ensure data confidentiality, organization names or other identifiers are not printed.

Compensation Reports by Position include the following information and terms:

- **Job Title:** A brief position description follows each job title.
- **Percent Union Employees:** The percentage of job incumbents in a position that are represented by a union is displayed immediately above the job description.
- **FLSA Classification:** Participants were asked to report FLSA classification (exempt or non-exempt) for each survey position. The report indicates the percentage of participants who provided exempt and non-exempt classification. Organizations not reporting information are excluded.
- **Number of Firms:** This column shows the number of organizations which matched and reported data for the position.
- **Number of Employees:** This column shows the number of current incumbents in the position. Both full- and part-time employees are counted.
- **25th Percentile:** This is the amount paid by the organization which ranked at the 25th percentile of the reported data for the position. Twenty-five percent of participants reported paying below this amount. Conversely, seventy-five percent of participants reported paying more than this amount. To ensure meaningful data displays, the 25th percentile amount was not reported unless at least 6 organizations matched the position and reported a pay rate for their incumbents. (See following example.)
- **Average:** This is the sum of *average* pay rates reported divided by the number of organizations which reported data for the position. Average, as used in this report, has the

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same meaning as “mean”, “simple average” and “un-weighted average” which are commonly used to describe the arithmetic average of a group of numbers.

- **Weighted Average:** Due to the small number of survey participants, the weighted average is not included in this survey; one of the safe harbor guidelines states “no individual provider's data represents more than 25 percent on a weighted basis of that statistic.”
- **Median:** This is the amount paid by the organization which ranked at the 50th percentile of the reported data for the position. Half of the participants reported paying below this amount and half reported paying above this amount. (See following example.)
- **75th Percentile:** This is the amount paid by the organization which ranked at the 75th percentile of the reported data for the position. Seventy-five percent of participants reported paying below this amount. Conversely, twenty-five percent of participants reported paying more than this amount. To ensure meaningful data displays, the 75th percentile amount was not reported unless at least six (6) organizations matched the position and reported a pay rate for their incumbents. (See following example.)
- **Average Minimum:** This is the average of the minimum of the established pay ranges (or, for organizations which do not have pay ranges, the lowest rate typically paid to new employees hired into the position) reported by organizations matching the position. No data is reported for organizations not having established pay ranges.
- **Average Midpoint:** This is the average of the middle of the established pay ranges reported by organizations matching the position. In established pay structures, this is normally the pay range “midpoint.”
- **Average Maximum:** This is the average top of the established pay ranges reported by organizations matching the position. This is normally the highest rate paid to employees in the position. No data is reported for organizations not having established pay ranges.
- **Average Short-Term Incentive Target:** This is the average of the short-term incentive targets reported. This information was not reported if less than five (5) organizations reported information.
- **Total Cash Compensation:** This is the sum of base wage/salary and the most recent incentive award paid, including organizations not paying a bonus (zero amounts). Total cash compensation is reported by Average and Median if at least five (5) organizations reported information. The 25th and 75th percentiles are not reported unless at least six (6) organizations matched the position. See explanations above for each of these categories.

Percentile Analysis Example

Annual Salary Paid

26,231	
26,545	
27,463	
27,567	
27,699 25 th Percentile
28,452	
28,931	
29,574	
29,599	
30,526 Median
31,102	
31,349	
31,589	
32,406	
32,899 75 th Percentile
33,482	
34,598	
34,824	
37,487	

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Administrative Secretary

Job Code: 2040

Performs secretarial and minor executive duties for member of administrative staff. Answers telephone, interviews and screens office callers; makes appointments; composes routine correspondence. May record minutes of meetings. Position requires excellent oral and written communication skills and sound secretarial skills; some experience in health care setting helpful.

	Number of:		*** Base Wage / Salary (\$ / Hour) ***				***** Bonus Data (\$ / Hour) *****				**** Total Comp (\$ / Hour) ****				*** Range (\$ / Hour) ***		
	Firms	EEs	25P	Avg	Median	75P	# Firms	Avg Target	Avg	Incentive Paid Median	25P	Avg	Median	75P	Avg Min	Avg Mid	Avg Max
Hospital	5	18	*	16.16	16.30	*	*	*	*	*	16.16	16.30	*	12.63	15.39	18.09	
Integrated Health System	7	306	17.38	19.72	19.91	21.60	*	*	*	*	17.38	19.72	19.91	21.60	15.74	18.35	21.74
All Organizations	12	324	16.55	18.24	17.70	20.56	*	*	*	*	16.55	18.24	17.70	20.56	14.45	17.01	20.22
Data by Number of Employees																	
Greater than 2,000 FTEs	8	316	17.31	19.29	19.00	21.39	*	*	*	*	17.31	19.29	19.00	21.39	15.31	17.91	21.31
Data by Geographic Area																	
Southeastern MI	5	164	*	20.67	20.77	*	*	*	*	*	20.67	20.77	*	16.37	19.18	22.72	
Outstate MI	7	160	14.65	16.50	17.29	17.38	*	*	*	*	14.65	16.50	17.29	17.38	13.07	15.76	18.44

Notes:

1. Data not shown if fewer than 5 firms reported base salary, bonus or range data.
2. 25th and 75th Percentile data not shown if fewer than 6 firms reported data.
3. Bonus data includes only firms which paid a bonus.
4. Total Compensation includes all firms matching the job, including firms not paying a bonus.

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Development Officer (Fund Raiser)

Job Code: 0211

Coordinates fund-raising efforts for the organization. Secures gifts, current and estate from benefactors. Creates a philanthropic relationship. May assist with estate planning. Coordinates fund-raising events. Requires a Bachelor's degree with a Master's preferred with 2-3 years of experience to include all or several of the following areas of expertise: identification, cultivation, solicitation, and stewardship of benefactors, customers/clients, and/or other staff personnel; management of staff and/or projects that include multi-tasking activities, goal setting, and/or strategic planning; proposal writing and plan development; Trust and Estate planning experience; annual fundraising planning.

	Number of:		*** Base Wage / Salary (\$ / Hour) ***				***** Bonus Data (\$ / Hour) *****				**** Total Comp (\$ / Hour) ****				*** Range (\$ / Hour) ***		
	Firms	EEs	25P	Avg	Median	75P	# Firms	Avg Target	Incentive Paid Avg	Incentive Paid Median	25P	Avg	Median	75P	Avg Min	Avg Mid	Avg Max
Integrated Health System	5	22	*	42.30	42.07	*	*	*	*	*	42.30	42.07	*	32.30	*	48.20	
All Organizations	8	25	31.12	39.50	40.63	42.10	*	*	*	*	31.18	39.53	40.63	42.10	31.29	36.98	47.23
Data by Number of Employees																	
Greater than 2,000 FTEs	7	24	30.30	40.34	40.65	42.11	*	*	*	*	30.30	40.34	40.65	42.11	30.96	36.14	46.78
Data by Geographic Area																	
Southeastern MI	5	21	*	42.00	40.65	*	*	*	*	*	42.00	40.65	*	32.18	36.71	47.45	

Notes:

1. Data not shown if fewer than 5 firms reported base salary, bonus or range data.
2. 25th and 75th Percentile data not shown if fewer than 6 firms reported data.
3. Bonus data includes only firms which paid a bonus.
4. Total Compensation includes all firms matching the job, including firms not paying a bonus.

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Entry-level Human Resources Generalist

Job Code: 7037

Assists management staff of human resources function in program development, implementation, utilization, and maintenance. Performs staff work related to compensation and benefits, recruiting, screening and placement of applicants, maintaining records, and/or performing special assignments. Requires Bachelor's degree in human resources or related field and some knowledge of human resources programs gained through work experience in human resources area. This is the entry HR professional level position.

	Number of:		*** Base Wage / Salary (\$ / Hour) ***				***** Bonus Data (\$ / Hour) *****				**** Total Comp (\$ / Hour) ****				*** Range (\$ / Hour) ***		
	Firms	EEs	25P	Avg	Median	75P	# Firms	Avg Target	Incentive Paid		25P	Avg	Median	75P	Avg Min	Avg Mid	Avg Max
Hospital	5	8	*	20.15	19.66	*	*	*	*	*	*	20.20	19.66	*	16.77	20.21	24.06
All Organizations	7	29	18.27	21.98	21.75	25.64	*	*	*	*	18.27	22.02	21.75	25.64	18.39	22.12	26.14

Data by Number of Employees

Data by Geographic Area

Outstate MI	5	8	*	20.15	19.66	*	*	*	*	*	20.20	19.66	*	16.77	20.21	24.06
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Notes:

1. Data not shown if fewer than 5 firms reported base salary, bonus or range data.
2. 25th and 75th Percentile data not shown if fewer than 6 firms reported data.
3. Bonus data includes only firms which paid a bonus.
4. Total Compensation includes all firms matching the job, including firms not paying a bonus.

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Central Supply/Sterilization Technician

Job Code: 4044

Cleans and sterilizes instruments, supplies and equipment according to prescribed procedures and techniques. Disassembles, cleans and reassembles complex equipment. Identifies, dates and stores cleaned, sterilized items. Requires ability to understand detailed technical instructions on equipment operation. On-the-job training provided. (See Central Supply Aide)

	Number of:		*** Base Wage / Salary (\$ / Hour) ***				***** Bonus Data (\$ / Hour) *****				**** Total Comp (\$ / Hour) ****				*** Range (\$ / Hour) ***		
	Firms	EEs	25P	Avg	Median	75P	# Firms	Avg Target	Incentive Paid		25P	Avg	Median	75P	Avg Min	Avg Mid	Avg Max
Hospital	7	54	12.81	13.47	13.25	14.25	*	*	*	*	12.81	13.47	13.25	14.25	11.90	13.68	15.37
Integrated Health System	6	376	14.72	15.33	15.05	16.30	*	*	*	*	14.72	15.33	15.05	16.30	*	*	*
All Organizations	13	430	13.25	14.33	14.40	15.75	*	*	*	*	13.25	14.33	14.40	15.75	12.40	14.42	16.38
Data by Number of Employees																	
Less than 2,000 FTEs	5	22	*	12.68	13.24	*	*	*	*	*	12.68	13.24	*	11.36	12.84	14.32	
Greater than 2,000 FTEs	8	408	14.51	15.36	15.05	16.37	*	*	*	*	14.51	15.36	15.05	16.37	13.27	15.74	18.10
Data by Geographic Area																	
Southeastern MI	7	350	14.82	15.36	15.23	16.41	*	*	*	*	14.82	15.36	15.23	16.41	13.50	15.88	18.14
Outstate MI	6	80	12.40	13.14	13.54	14.29	*	*	*	*	12.40	13.14	13.54	14.29	11.48	13.21	14.92

Notes:

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3. Bonus data includes only firms which paid a bonus.
4. Total Compensation includes all firms matching the job, including firms not paying a bonus.

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Nurse Educator

Job Code: 0511

Develops and performs classroom lectures and demonstrations to provide orientation for new nursing employees and for continued staff development. Requires RN licensure and experience.

	Number of:		*** Base Wage / Salary (\$ / Hour) ***				***** Bonus Data (\$ / Hour) *****				**** Total Comp (\$ / Hour) ****				*** Range (\$ / Hour) ***		
	Firms	EEs	25P	Avg	Median	75P	# Firms	Avg Target	Incentive Paid		25P	Avg	Median	75P	Avg Min	Avg Mid	Avg Max
Hospital	7	29	30.23	33.09	32.24	36.22	*	*	*	*	30.23	33.13	32.24	36.22	24.40	29.77	35.15
Integrated Health System	5	115	*	34.10	33.80	*	*	*	*	*	34.10	33.80	*	26.39	*	37.70	
All Organizations	12	144	31.75	33.51	33.44	35.93	*	*	*	*	31.93	33.53	33.44	35.93	25.30	30.66	36.31
Data by Number of Employees																	
Less than 2,000 FTEs	5	14	*	32.18	31.67	*	*	*	*	*	32.23	31.91	*	*	*	*	
Greater than 2,000 FTEs	7	130	33.08	34.46	34.54	36.22	*	*	*	*	33.08	34.46	34.54	36.22	26.33	31.99	37.73
Data by Geographic Area																	
Southeastern MI	5	77	*	33.68	34.54	*	*	*	*	*	33.68	34.54	*	26.71	32.20	37.68	
Outstate MI	7	67	31.67	33.39	33.08	36.22	*	*	*	*	31.91	33.43	33.08	36.22	24.13	29.64	35.16

Notes:

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4. Total Compensation includes all firms matching the job, including firms not paying a bonus.