

CHLM Employer of Excellence Awards

2020-2021 Application Guidelines

Introduction

The AAPA Center for Healthcare Leadership and Management's (CHLM) annual Employer of Excellence (EOE) Awards:

- Recognize and showcase PA employers that have implemented practices and protocols that create a PA-positive environment and encourage collaborative provider teams; and
- Inspire all PA employers to identify the key drivers of engagement for PAs and develop work environments that enhance the utilization of PAs.

These prestigious awards honor employers that are committed to empowering PAs, supporting their professional development, promoting mutual respect, and facilitating effective communication and collaboration among all providers. Awardees will demonstrate a commitment to recruiting and retaining qualified and competent PAs through the intentional development of positive work environments.

Award Benefits

Employer of Excellence (EOE) Awardees will be honored with a winner's package that includes:

- Recognition as an EOE for two years (one application cycle)
- Recognition at the General Session during AAPA Conference 2020 in Nashville, TN, May 16-20
- Publicity around the award in an AAPA press release and in other articles distributed through AAPA marketing and communication channels
- A communications and marketing toolkit with EOE branding guidelines, sample social media posts including graphics for annual PA Week celebrations (October 2020), communications media messages, graphics, and a template press release
- A discounted advertisement on [PA JobSource](#) job board

Additional Benefits

Organizations recognized as an EOE for their success in creating workplaces with high PA engagement and satisfaction will be more likely to benefit from:

- enhanced recruitment of highly qualified PAs from across the country,
- increased retention rates and reduced turnover rates among PAs,
- serving as a resource in communicating to patients that engaged, involved, and satisfied PAs lead to better patient care and quality outcomes; and,
- being showcased as model PA employers in the healthcare industry, providing opportunities to share their stories of effective team practice and PA-positive work environments.

Eligibility

Any organization located in the United States employing 10 or more PAs is eligible to apply for the EOE Awards.

Award Criteria

CHLM partnered with HealthStream to better understand what PAs value in their place of employment and identified **5 Key Drivers of PA Retention and Engagement** as the criteria for the awards.

Applicants will be judged on their ability to demonstrate progress and impact in the following areas:

1. A positive and supportive PA work environment

Examples may include:

- Leadership training for PAs
- Formalized onboarding of new employees
- Opportunities for professional growth and skills building

2. Effective conflict management

Examples may include:

- A demonstrable culture that promotes mutual respect, trust, teamwork, and collaboration among all healthcare team members
- Educational programs that encourage professionalism
- Programs that assist in managing conflict and unprofessional behavior

3. PA opportunities to provide meaningful input that leads to positive organizational change

Examples may include:

- PAs serving on executive teams
- Developed career paths for PAs

4. Communication that keeps PAs informed of organizational activity and decisions

Examples may include:

- Involvement of PAs at the hospital or system committee level

- Involvement of PAs within an appropriate direct reporting structure

5. Leadership efforts to involve PAs in improving the quality of patient care

Examples may include:

- Ensuring PAs can practice medicine at the top of their education, training, and experience

Application Requirements and Submission Guidelines

The online application for the 2020-21 EOE Awards will open Friday, November 1, 2019. **All applications and supporting documentation must be submitted by 11:59 p.m. EST, Friday, February 7, 2020.**

All entries become the property of CHLM and cannot be returned to the applicant.

There are two ways an organization can apply:

- **By completing a [New Awardee Application](#) if they are a new applicant or have never received the EOE award; application process requires these 3 steps:**
 - Providing demographic and organizational information
 - Answering key driver questions (see Award Criteria above)
 - Submitting PA and leadership letters of recommendation
- **By completing an abbreviated [Returning Awardee Application](#) if they have previously been presented the 2018-19 EOE award; application process requires these 2 steps:**
 - Providing demographic and organizational information
 - Answering award impact questions illustrating the designation's impact on the organization, such as:
 - Since receiving the award, has there been a heightened awareness/culture shift of the PA profession/role at your organization?
 - Has the EOE award impacted your PA retention/attrition rates?

Demographic & Organization Information Guidelines

The application requires basic information about the organization including: licensed number of beds, estimated number of physicians, PA and NP full-time employees (FTEs); presence of PAs on medical staff committees, explanation of PA/APP reporting structure(s), as well as confirmation of career advancement opportunities and other PA recognition programs.

Key Driver Guidelines

The applicant should be prepared to address how their organization has instituted programs, procedures, or policies that have encouraged the advancement of one or more the 5 Key Drivers of PA Retention and Engagement (see Award Criteria above). Note: although applicants are not required to address all 5 key drivers, we encourage them to provide examples for as many as possible in order to remain competitive.

Applicants may also submit up to three additional documents containing relevant details or supporting evidence related to the outcomes of the programs and initiatives addressed in their answers.

Letters of Recommendation Guidelines

Also required for new applicants only are two letters of recommendation – one from a PA who has been employed at the organization for a minimum of two years and another from a senior or C-level leader in the organization who champions PA development.

Letters should address the organization's success in developing and implementing programs and protocols that contribute to one or more of the 5 Key Drivers of PA Retention and Engagement (see Award Criteria above). Each letter should be no more than two pages in length.

Award Selection and Presentation

Review Process and Guidelines

CHLM may present one or multiple EOE awards per application year.

An Independent Review Committee made up of PAs, AAPA and CHLM staff, and others will review each application using the same criteria. External patient satisfaction and safety metrics – such as [HCAHPS Scores](#), [Leapfrog Hospital Safety Grades](#), and [CMS Star Ratings](#) – will be consulted and considered during the review process.

Committee members are not eligible to nominate the organization at which they are currently employed. Further, colleagues of committee members are not eligible to nominate their employer or apply for an EOE award. "Colleague" is defined as any person employed by the same hospital or health system as the committee member, regardless of location.

If you are selected as a 2020-2021 award recipient, you will be notified by mid-March 2020. The CHLM EOE Awards will be recognized at the national PA conference, AAPA 2020 in Nashville, TN, May 16-20, 2020.

Awardees and their programs, procedures, and policies may be showcased in AAPA or CHLM activities as best practices and examples of different approaches to achieving key drivers of PA satisfaction. Award recipients will be given opportunities to participate in outreach and education initiatives, including interviews and public speaking engagements at various forums.

For more information about the selection and presentation process, please contact oe@chlm.org.

FAQs

How many of the 5 Key Drivers of PA Retention and Engagement do I need to qualify for?

While there is no minimum requirement, CHLM asks that applicants address in their answers how the organization has instituted programs, procedures, or policies that have encouraged the advancement of PAs. To remain competitive, applicants are strongly encouraged to address as many of the key drivers as possible.

When is the application deadline?

Applications and supporting documentation must be submitted by 11:59 p.m., EST, Friday, February 7, 2020.

Who's eligible?

Any employer located in the United States that employs 10 or more PAs is eligible to apply for the Employer of Excellence Awards.

Who can nominate an Employer of Excellence?

Current PA employees of an organization may nominate their employer in order to notify members of their leadership team to initiate the application process. Note: a nomination is not required to apply.

How much does it cost to apply?

There is no application fee.

How can I apply?

There are two ways an organization can apply:

- By completing a **New Awardee Application** if they are a new applicant or have never received the EOE award.
- By completing an abbreviated **Returning Awardee Application** if they have previously been presented the 2018-19 EOE award.

(See Application Requirements above)

All applications and supporting documentation must be submitted by 11:59 p.m. EST, Friday, February 7, 2020.

My organization applied last year but was not selected. Which application do I use?

First-time applicants, and organizations that previously applied but were not selected to become EOE awardees, must complete the New Awardee Application.

My organization won an EOE award last year. Which application do I use?

Organizations that received a 2018-19 Employer of Excellence award are now able to reapply to maintain their status as an awardee after the initial two-year time period using the abbreviated two-step Returning Awardees application. If approved, this designation will be valid for two years. After that time, Returning Awardees may reapply every two years using the abbreviated application.

Can I save my application and return later?

The application may be saved after each step is completed. Upon exiting the platform, a link will be emailed to applicants so that they may return and complete the submission process before the deadline.

Who reviews the applications?

An Independent Review Committee made up of PAs, AAPA and CHLM staff, and others will review each application using the same criteria.

Committee members are not eligible to nominate the organization at which they are currently employed. Further, colleagues of committee members are not eligible to nominate their employer or apply for an Employer of Excellence award. "Colleague" is defined as any person employed by the same hospital or health system as the committee member, regardless of location.

When will I be notified if I'm a winner?

All applicants will be notified of the Review Committee's decision by mid-March 2020.

I don't see my question here. Whom do I contact?

We are happy to answer your questions at eo@chlm.org.