How to Attract and Retain Frontline Employees in Healthcare

A discussion with 3 CareerSTAT Frontline Worker Champions

Speakers

Jacque Burandt,

President, Burandt Award Winning Results; previous Executive Director of Center for Learning Excellence at University Health System

(San Antonio, TX)

Al Cornish

Chief Learning Officer, Norton Healthcare (Louisville, KY)

Mary Cunningham

Talent Development and Optimization Manager

(St. Louis, MO)

Introduction

- **Who are Frontline Healthcare Workers?**
  - Provide essential services in hospitals, outpatient care, behavioral health, long term and home health care.
  - 50% of the health care workforce
  - Patient registration, direct care, environmental, technical, nutrition, and safety services

- **What are CareerSTAT's Frontline Health Care Worker Champions?**
  - Organization's recognized for investment in career development of frontline workers.
  - Organizations increasing business impact by making learning and advancement accessible
  - Since 2014, CareerSTAT has recognized 36 organizations.

- **CareerSTAT: National Fund for Workforce Solutions**
  - www.nationalfund.org/initiatives/careerstat/

Why Invest?

Results that contribute to success of the organization, workers, and community.

With focus on patient experience, overall population health, and reduced costs, employers are making a business case by aligning workforce training and education programs with strategic areas of business impact.

- Quantitative metrics: Recruitment costs, reduced turnover, or preventable readmissions
- Qualitative metrics: New employee competencies in patient care, team climate relationships in a unit

Jacque Burandt

University Health System

Burandt Award Winning Results

Picture: UHS, School at Work® class, 2017
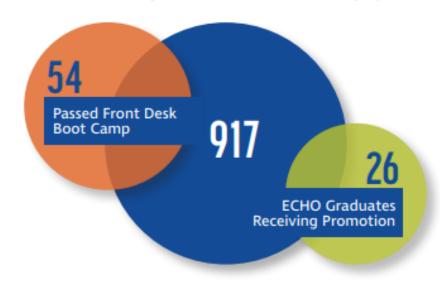
University Health System

- 716-bed teaching and research hospital; >2 dozen primary care, specialty, preventive and school-based health centers in San Antonio

- Regularly named the best hospital in the San Antonio region, and 6th best in Texas by U.S. News & World Report

- Partnership with University of Texas Health Science Center at San Antonio

- CareerSTAT Frontline Healthcare Champion, 2017

University Health System

- Alignment with Organizational Priorities
  - Internal career paths, mentorship

- Inclusive Hiring – Recruit from the Community
  - Programs to keep pace with evolving language and literacy needs

- Senior Leader Support and Sponsorship
  - Center for Learning Excellence, employee development graduations, ESOL

- Culture of Continuous Learning
  - Boot Camp, Job learning and development such as ECHO (Expanding your Career and Health Opportunity)

- Enhanced Training Opportunities
  - Interpreter program, collaboration with local language schools

917 FRONTLINE WORKERS OR COMMUNITY MEMBERS WERE TRAINED IN 2016

54 Passed Front Desk Boot Camp

917

26 ECHO Graduates Receiving Promotion

University Health System

Turn your dream of an advanced healthcare career into reality.
Enroll in ECHO today!

ECHO (Expanding Your Career and Healthcare Opportunities®) is a five-month educational program that meets each Thursday at 5:30 p.m.

ECHO will help you:
- Learn problem solving and critical thinking skills
- Gain knowledge in subjects such as medical terminology
- Research healthcare careers that fit
- Build your professional network
- Put a plan in place to go to college

To qualify for ECHO, you must:
1. Be a full time employee of University
2. Have been employed by University at least two years
3. Display appropriate reading comprehension
4. Possess strong computer skills
5. Have the support of your supervisor
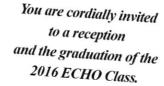6. Be willing to continue your advanced program completion

Apply for ECHO:
- Click here to download the application; be returned by May 13, 2016.
- Enrollment is limited; in addition, there will be a reading comprehension with program coaches.
- University Health System will accept accepted applicants.

If you have any questions about ECHO or learning.resources@uhs-sa.com

"Being part of ECHO has given me the desire to further my education. I am currently enrolled at Grand Canyon University where I am pursuing a Bachelor's Degree in Health Care Administration."

~ Carolyn Mann-Llanas

Center for Learning Excellence®
University Health System

Center for Learning Excellence Success Story

School at Work Graduate
November 2008

Bachelor's of Science in Healthcare Administration and Management
University of Phoenix, May 2013

"I love that this organization **strives** for the **best**. I believe in the UHS **mission**."

~ Laura Hernandez
Intake Team Lead, RBGC
Seven years with UHS

Center for Learning Excellence®

You are cordially invited to a reception and the graduation of the 2016 ECHO Class.
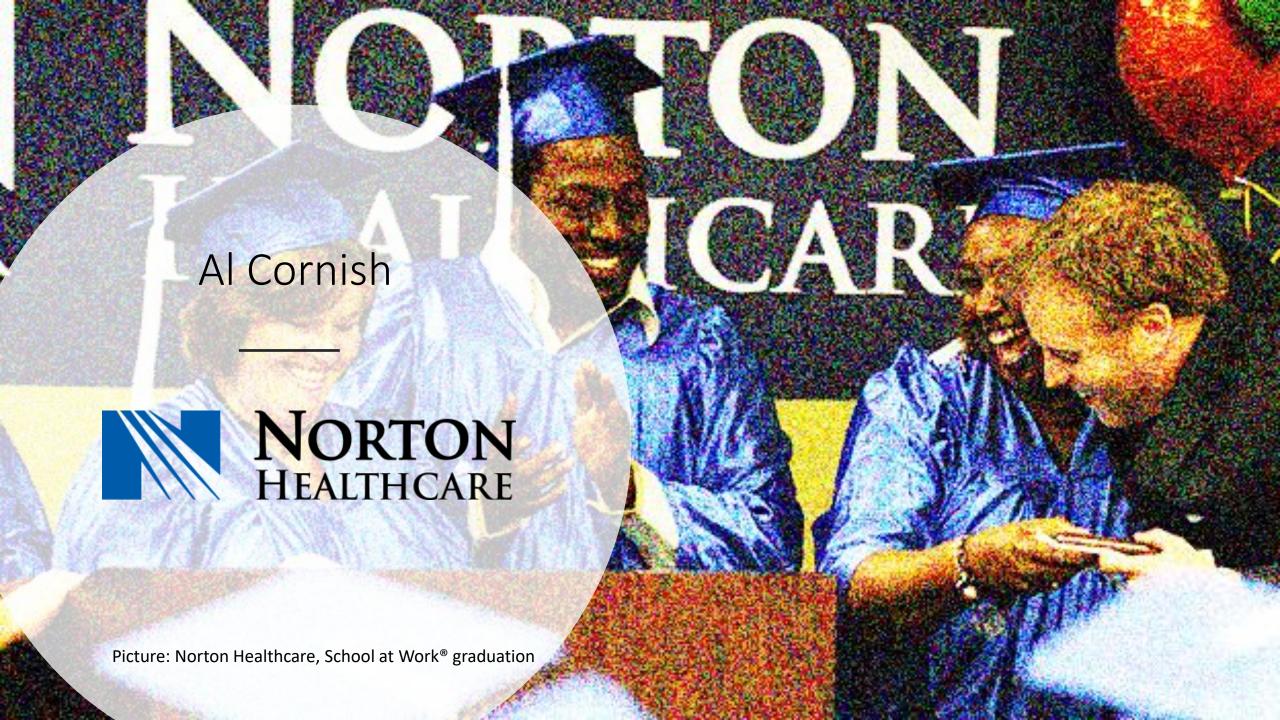
Keynote Address

Jacque Burandt, MeD
Executive Director
Center for Learning Excellence
University Health System

December 13, 2016
Reception at 5:30 p.m.
Graduation 6 p.m.
University Health System -
Texas Diabetes Institute
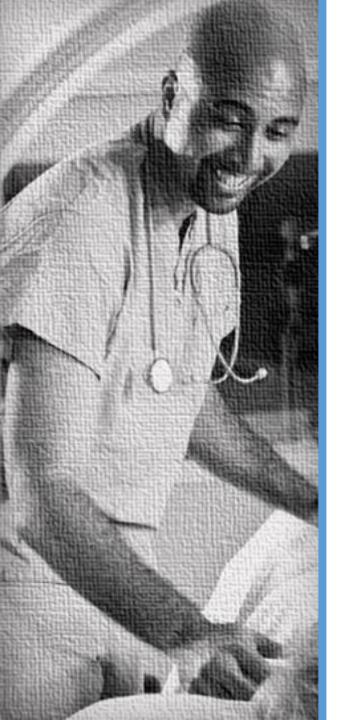Auditorium
701 South Zarzamora

RSVP to Laura Hernandez at
laura.hernandez@uhs-sa.com by December 7, 2016.

Center for Learning Excellence®
University Health System

https://videos.td.org/detail/videos/atd-highlights/video/4841123956001/atd:-empowering-professionals?autoStart=true

Al Cornish

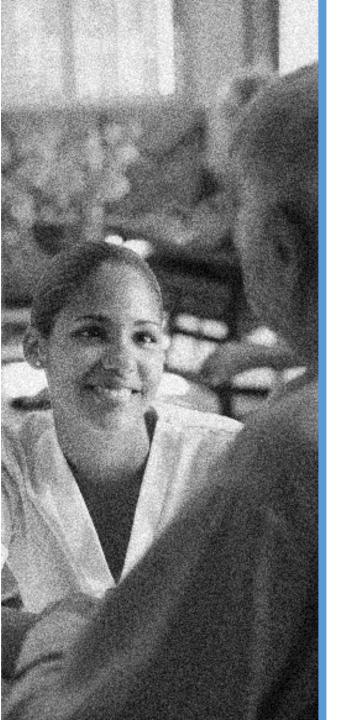Picture: Norton Healthcare, School at Work® graduation

- 210 locations - hospitals, urgent care, diagnostic centers, or primary or specialty care

- Provide healthcare needs to over a million people in 7 counties

- Train over 100 medical residents each year, and partner with the University of Louisville

- Norton University listed as one of 125 Top Companies by Training Magazine

- CareerSTAT Frontline Health Care Worker Champion, 2014

NORTON HEALTHCARE : Workforce Planning & Analytics

- Supportive workforce practices requires both Quantitative and Qualitative data. It requires the capacity for data collection and analysis.

- Norton uses data to determine strategic direction. Systems collect data to track programs, assess impacts, and analyze future needs.

- Forecasting tools on specific occupational groups – includes head count, turnover info, recruitment metrics, vacancy rates, employee engagement, and required skills.

- HR uses data to find uncovered needs.

NORTON HEALTHCARE : Inclusion Strategy

- Stand-alone Inclusion Council

- Ensures inclusion-related strategies for patients, workforce, suppliers and the community.

- Demographics of organization reflect the communities it serves

- Attention to inclusions supports Norton's mission and business.
  - Best talent
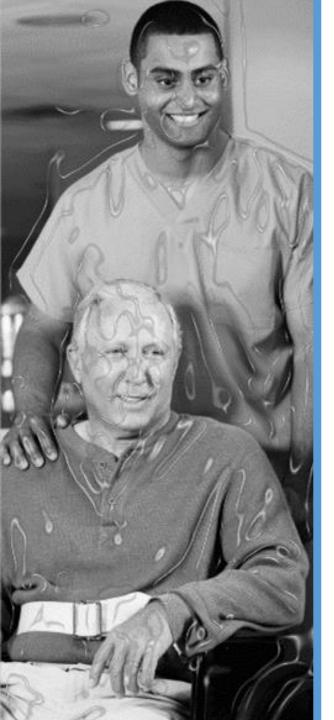 - Best medical outcomes
  - Innovation
  - Stewardship

NORTON HEALTHCARE : Culture of Lifelong Learning

- Office of Workforce Development serves as the primary career and financial support mechanism for frontline employees

- Partnerships with 100+ colleges to develop and finance education for frontline employees around in-demand healthcare jobs (Medical assistants, coding, radiography)

- Mentoring, Internships, On-site career coaches

- Employee advancement programs, such as School at Work®

- Invests >$9 million annually in workforce development initiatives

Mary Cunningham

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Mercy

Picture: Mercy, School at Work® graduation, 2016

- Serves millions of patients each year

- 5th largest U.S. Catholic healthcare system

- >40 hospitals, both acute care and specialty

- 700 outpatient facilities

- Employees ~40,000 people in the states of MO, OK, AR, KS; including over 2,100 integrated (employed) physicians

- CareerSTAT Frontline Health Care Worker Champion, 2017

Mercy : Commitment to Advancing Frontline Workers

Support of Senior Leaders

- Development is at the core of Mercy's business strategy

- Lowest Paid Worker Committee

- Medical Premium Assistance Program

- Affordable Transportation and Childcare

Provide Basic Skills Development

- School at Work

- Movement of lowest paid workers to more advanced clinical and support roles

Supportive HR Policies

- EAP: Personal counseling, on-site clinics, low-interest loans

Mercy : Commitment to Advancing Frontline Workers

Career Exploration Tools and Opportunities

- Tuition Advance Program
- Partnership with nonprofit online university, WGU-Missouri
- Apprenticeship program to help employees earn a degree while working

Recruit from the Community

- Focus on improving lives of local community facing barriers to employment, disabilities
- On-site intern training program for high school seniors with disabilities
- Expansion of diversity inclusion efforts to 7 additional hospitals in the next 2 years

Additional Information

To learn more about **School at Work** or **Catalyst Learning** and how they can help with frontline employee development view the link below:
http://www.catalystlearning.com/products/school-at-work

To request more information:
https://form.jotformpro.com/60035062566955

Questions?

Summary: Areas of Business Impact

Increase Workforce Availability

Patient Experience

Employee Competency & Advancement

Community Impact

Employee Engagement

Quality & Safety

Summary: Areas of Business Impact

	Increase Workforce Availability	Frontline staffing needs are addressed by filling vacancies, reducing turnover, decreasing overtime, and reducing temporary agency use.
	Employee Competency & Advancement	Employees gain the needed knowledge, skills, and abilities to deliver high quality care and advance their careers.
	Employee Engagement	Employees express greater satisfaction with their jobs and are more engaged in their work, resulting in improved performance outcomes and increased staff retention.
	Patient Experience	Patients and their families express higher levels of satisfaction with the quality of care received and services provided. Patient satisfaction scores improve.
	Community Impact	Organizations demonstrate greater positive impact in the communities they service by hiring local residents, increasing workforce diversity, and improving health outcomes in the community.
	Quality & Safety	Organizations improve performance by expanding the role of frontline workers and enhancing their skills to reduce such measures as medical errors and avoidable re-admits

Areas of Business Impact – Metrics for ROI

Increase Workforce Availability

1. Turnover/retention rates
2. Vacancy rates
3. Days required to fill vacant positions
4. Orientation time (Days required to bring new hires up to productive performance)
5. Overtime costs
6. Temporary agency usage and costs
7. Recruitment costs (agency fees, advertising, orientation and training)

Employee Competency & Advancement

1. New knowledge, skills, and behaviors
2. Internal hiring and advancement
3. Courses completed and credentials obtained
4. Skill upgrades and promotions
5. Revenue from new or expanded service lines

Areas of Business Impact – Metrics for ROI

Improve Employee Engagement

1. Engagement and satisfaction measures
2. Attendance
3. Turnover/retention rates

Improve Patient Experience

1. Cleanliness of hospital environment
2. Quietness of hospital environment
3. Responsiveness of hospital staff
4. Discharge information
5. Transition of care

Areas of Business Impact – Metrics for ROI

Community Impact

1. Community resident hire rate
2. Diversity of workforce
3. Wage gains
4. Community health outcomes

Quality & Safety

1. Medical error rates
2. Preventable hospital readmission rates
3. Patient falls
4. Infection rates
5. Hospital or facility-acquired pressure ulcer rates

Best Practices for Effective Investments

Inclusive Hiring

- Recruit from the community
- Create an incumbent worker pipeline
- Provide structured onboarding of new hires

Accessible Learning

- Basic skills development
- Work-based learning
- Competency-based instruction
- Flexible learning options

Career Advancement

- Enhanced training to meet new performance standards
- Career exploration tools and opportunities
- Career coaching and counseling
- Career pathways

Engaging Leaders

- Alignment with organization priorities
- Senior leader support and sponsorship
- Managers as coaches and champions

Develop Infrastructure

- Dedicated workforce units or staff
- Employee skill and educational assessments
- Supportive HR policies
- Workforce planning and analytics

Leveraging Resources

- Secured seed funding and develop co-investment strategies
- Form industry partnerships with other employers
- Leverage partner expertise and resources
- Integrate with business operations