Workforce Focus

St David's HealthCare

Presenter:
Rich Lowe, Senior Vice President, Human Resources
Human Resource Organization

- Senior VP
  - DIRECT REPORTS
    - Compensation & Benefits
    - Recruiting
    - Service Excellence
    - Institute for Learning
  - Facility CEOs
  - Facility HR Teams
Human Resources Coordination

- Strategically aligned across market
- High degree of collaboration
  - Hospitals, surgery centers, physician practices
- HR strategy driven by strategic planning process
  - Key metrics identified and tracked — productivity, turnover, engagement
  - Execution and accountability
Integrated Human Resources

Standardized Functions

› Policies
› Compensation & Benefits
› Recruiting
› Performance Management
› Learning & Organizational Development
Commitment to Culture

Promote

Drive

Reinforce

Enhance
Promoting Culture

Company Outreach

- Community outreach program participation
- Education partner relationships
- Active participation in local, state, regional associations and coalitions
Promoting Culture

Recruiting

- Centralized recruitment function
- Standardized application process
- Annual recruitment plan supporting strategic plan

Selection

- Applicants accept ICARE values prior to application
- Peer interviews ensure cultural fit
Commitment to Culture

Promote

Drive

Reinforce

Enhance
Driving the Culture

- New employee orientation
- Rounding (30/90 days)
- Competency assessment & development
- Performance management
- High-Solid-Low assessments
- Leader rounding
Driving the Culture

System Performance Goals

- Anchored in the ICARE values
- Consistent across all entities
- Standardized by job function
- Adaptable to meet unique needs
Commitment to Culture

Promote

Drive

Reinforce

Enhance
Reinforcing the Culture

Rewards & Recognition

- Caregiver of the Year
- Nurse of the Year
- Frist Humanitarian Award
- ICARE & Employee of the Month events
- Annual Service Awards banquet
- Employee Appreciation Day
- Nurses Week
- Ongoing recognition
Reinforcing the Culture

‣ **Employee Voice (Engagement Survey)**
  • Annual process
  • Five dimensions measured
  • Process to manage feedback
  • Aggregated by facility and system

‣ **Employee Forums**
  • All employees invited
  • Offered at all shifts
  • Conducted quarterly at all facilities

‣ **Employee Advisory Group**
  • Employee-led teams
  • Purpose of obtaining employee feedback upward to hospital executives
Commitment to Culture

Promote

Drive

Reinforce

Enhance
Enhancing the Culture

Employee Development

- Development goals aligned during annual performance review
- Development opportunities:
  - Tuition reimbursement
  - Multiple classroom and online course offerings:
    - Harvard ManageMentor
    - HealthStream (LMS)
    - CE Direct
    - Online language services
    - American Heart Association training center
    - Grants, scholarships, and certifications
Institute for Learning

Academy for Clinical Excellence
- New Graduate Nurse Immersion Residency
- Specialty Nurse Accelerated Program (SNAP)
- Preceptor Development
- PCT Intensive
- Clinical Educator Coordination
- Continuing clinical education offerings
- Competency development & coordination

Leadership Academy
- Leadership Development Program – Charge Nurse/Sup/Dir-Mgr
- New Employee Orientation
- Leadership Academy Quarterly Offsites
- Additional L&D offerings supporting Service Excellence and other initiatives
- Talent and Performance Management processes and technologies
- Implementation and management of e-learning programs and technologies
- Competency development & coordination

Service Excellence
- Service Excellence Initiative strategy & implementation
- Facility-based coaching
- Skills lab training & assessment
- Patient experience results tracking & reporting
- Competency development & coordination
Academy for Clinical Excellence

Major programs include:

- SNAP fellowship
- STaR residency
- GN immersion
- PCT intensive
- Preceptor development
- Conference and symposia
- Clinical specialty courses
Leadership Academy

- **Leadership development center**
  - Mandatory, blended learning curriculum assigned to all leaders
  - Leaders have one year to complete

- 3 tracks:
  - Charge Nurse Track
  - Supervisor & Team Leader Track
  - Manager & Director Track

- **Leadership Academy Quarterly** (LAQ)

- **Leadership Development Quarterly** (LDQ)
Service Excellence

- Patient experience improvement program
- Service excellence curricula
  - Delivered via Academy for Clinical Excellence and Leadership Academy
- Onsite facility coaching and skills development
  - Skills labs on site at all facilities
- Monitoring and reporting
  - Quarterly service excellence reviews
Results: SNAP Retention

1 year

Source: SDH
Results: Caregiver Certification
Advanced Certifications for Direct Caregivers

- Employees reimbursed for caregiver certification expense

Source: SDH
Results: Employee Engagement

% Employees Engaged

- Recognized by Austin American-Statesman as “Top Workplace”: 4 consecutive years

![Bar Chart showing employee engagement percentage from 2008 to 2014.](chart.png)
Panel Discussion

- **Lisa Talbot**
  Director of Human Resources
  St. David’s South Austin Medical Center

- **Bernie Snow**
  Director
  St. David’s Institute for Learning

- **Cindy Nicholas**
  Chief Nursing Officer
  St. David’s Georgetown Hospital