Retaining Your Healthcare Workforce: Creating Career Development Programs for Valued Employees

Oak Brook, Illinois
September 28, 2004
OBJECTIVES

1) Describe Clarian Health Partners
2) Describe Clarian’s Career Quest® career development program
3) Identify outcomes, successes, and lessons learned
4) Discuss future plans
Panelist

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1997 consolidation of Methodist Hospital, Indiana University Hospital, Riley Hospital for Children

- outpatient clinics, physician practices, occupational health centers, community health centers, home care agency, billing services, health insurance company

- founders: Indiana University and the Methodist Church
CLARIAN HEALTH

- Private, nonprofit
- Employs 10,000+ people
- Three downtown hospitals
- Two new hospitals under construction
- Statewide network
WORKFORCE CHALLENGES

- Economic problems at State level
- Unemployment and dislocated workers
- Bio Crossroads: life sciences, biotech
- Competition with area health care employers, limited pool qualified workers
- 6 hospital networks, 4 heart hospitals
- Labor shortages—RNs, allied health professionals
EDUCATION AT CLARIAN

- 450+ grads in 3 yrs; 40% work at Clarian
- Educational Services/Academic Affairs
  - Employee Education and Career Development
  - Nursing and Allied Health Continuing Education
  - Health Sciences Education Programs
  - Informatics Education
  - Library and Media Services
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<th>HEALTH SCIENCES EDUCATION PROGRAMS</th>
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<td>Central Service Technician</td>
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<td>Emergency Medical Technician</td>
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<td>Clinical Laboratory Scientist</td>
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<td>Radiation Therapist</td>
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<td>Respiratory Therapist</td>
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OUR APPROACH

Use training and development opportunities to enhance employee recruitment, retention, job performance, and job satisfaction

GROW OUR OWN WORKFORCE
ADDRESSING CHALLENGES

- Array of classes, courses, training programs, and educational support services
- Variety of educational methods (classroom, e-learning, self-directed learning, tutoring)
- eLMS and Learning @ Clarian
- Informatics education (computer training) for all levels of workers
- Basic Skills
CAREER QUEST®

- Started in 1997 to enhance job performance and retention in Environmental Services
- Open to all employees
- Provides free career counseling, occupational and skill assessments, classes
CAREER QUEST®

- Opportunity for people at all levels of the organization to achieve their potential
- Employees set realistic goals
- Progress from “where they are now” to “where they eventually want to be” within the Clarian system
- Based on “promoting from within”
CAREER QUEST®

Choose One of Four Pathways

Enhance performance in current job
Get accepted into a training program
Get a new job within Clarian
Life-long learning for personal growth
CAREER QUEST®

Choose One of Five Tracks

– Clinical (patient care, nursing, allied health)
– Business (clerical, finance, IS, secretarial, insurance, billing, coding, etc.)
– Support (dietary, customer service, communications, etc.)
– Facilities (environ. svcs, maintenance, etc.)
– Leadership (team leader, supervisor, mgr., etc.)
– During first 6 months of employment
  » get acclimated to new job and do well
  » CQ to “Enhance Skills in Current Job” OR
    “Life-Long Learning for Personal Growth”
– After first 6 months of employment
  » begin efforts to gain acceptance into a training program OR get new job within Clarian
– CQ activities done on employee’s own time unless supervisor approves otherwise
CAREER QUEST®

- Uses a travel and adventure theme
- Learning and advancing should be fun
- Questors (employees enrolled in CQ)
- Guides (career counselors in Educational Services, Environmental Services, etc.)
- Career Gear (passports, MAPS, pocket calendars, pins, compasses, etc.)
CAREER QUEST®

– Career Resource Centers on both campuses
– Career reference materials
– Computer tutorials
– GED preparation and Basic Skills instruction (reading, writing, English, math)
– English as a Second Language, Spanish courses
– Enrichment classes, Life Skills classes
– Job shadowing
– Resume writing, interviewing skills
CAREER QUEST®

- New CQ2 launched September 2004
- Uses educational technology
- 6 new Web-based courses
- First step: “Computers Don’t Byte” class
- Interactive and individualized
- New courses provide virtual “guide”
CAREER QUEST®

- Self-paced, questors have 24/7 access
- Courses include on-line assessments, learning assignments, resources, and MAPs
- Check-Points between courses for face-to-face contact with CQ Coordinator & staff
- Questors interact electronically with other questors, educational counselors, and subject matter experts
OUTCOMES

- CQ is improving recruitment and retention
- New hires “waiting for job at Clarian” due to opportunities available here
- Current employees “want to stay at Clarian” since other employers don’t have CQ
- Managers report improved attendance and job performance among questors
OUTCOMES

- Increased employee morale
- Enhanced service excellence provided by happy employees
- Promoting entry-level workers expands diversity throughout the organization
- Strengthens the community and families
CAREER QUEST®

- CQ recognized as “Best Practice” by American Hospital Association and other organizations
- Clarian awarded Goodwill Industries’ “Employer of the Year” for 2nd time for helping area residents overcome employment barriers and advance in their careers
MAKING IT WORK

- Administration invests in employees (human capital)
- Managers support career development; flex schedules
- Foster a “promote from within” philosophy
- Remove stigma of entry-level service workers
- “Internal attrition” is good for the organization
- Leaders involved (SME’s, job shadowing, teaching)
EDUCATIONAL ASSISTANCE

Career Quest® Scholarships

» $500 every 6 months
» complete 42+ hours of approved education
» basic skills, GED, ESL, classes, computer training
» Env. Svcs, Transportation, Dietary, Clinical Eng.
» Offsets less income from not working 2nd job
» Must be in Career Quest®, not on corrective action
CAREER RESOURCE CENTERS

- Both campuses, employee access 24/7
- Basic skills instructors, career counselors
- Assessments (interests, TABE, ACT Work Keys)
- Career resources (job descriptions, salary ranges, labor projections, education/license requirements)
- Internet searches, CAI modules, ELLIS software
- Information on training programs, colleges, scholarships, etc.
SCHOOL AT WORK PROGRAM

- Employees working on advancement
- DOL grant; Anne Arundel Community College in Maryland and Catalyst Learning
- Two semesters, DVDs and Web assignments
- Topics: Intro to Health Care, math, ethics, communication, professionalism, medical terminology, anatomy, leadership, etc.
- CQ scholarships for participants
IMPACT OF T&D INITIATIVES

- Motivates, empowers educators because they see the results every day
- Motivates, empowers employees because they have resources available to them that are not available elsewhere
- Timing couldn’t be better due to labor shortages and interest in career development
APPLICATIONS & CONSIDERATIONS

- Can be scaled down and customized for smaller organizations and in other industries
- Start small and build on successes
- Set goals, priorities and expect to take longer than you estimate
- Watch for opportunities when you least expect them
Applications & Considerations

- Search internally and externally for partners
- Seek a win-win situation for everyone
- Nurture partners and relationships
- Be creative with funding, not just budgets
- Administration must be on board with you
- How does career development support your organization’s mission and values?
THINGS TO KEEP IN MIND

- Ensure that educators are fully committed to helping everyone grow and advance
- Culture of “promoting from within”
- You can never communicate too much
- Celebrate successes and make them visible
- Consider newsletter like the Pathfinder
- Be patient
FUTURE PLANS

- Seek external funding to increase career counseling resources
- Connect staff development with corporate initiatives (Contribution Management, Quality Improvement, Retention, etc.)
- Continue to enhance on-line CQ courses, increase interactivity
- Investigate licensing CQ for other hospitals