Career Pathways
Introducing...
Sherman Health

- An independent health system
  - 350 bed hospital
  - Performs 2nd highest number of Open Heart Surgeries in the Chicago area
  - 120 bed long-term care facility
  - 3 ambulatory care facilities
  - Home health entity
  - Physician services entity

- Elgin and other far northwest suburban locations with 2400 employees
“The (health care) system is very, very broken. We’re behind. There’s been a reluctance to view human capital the way we do other investments and we’re ignorant in how to record, guard, & treasure it. This is not your mother’s health care workforce shortage. There weren’t enough people born to staff health care needs over the next 20 years even if we could have them all. Be afraid, be very, very afraid.”

- Sandra Bennett Bruce, CEO
St. Alphonsus Regional Medical Ctr., Boise, Idaho
3 of 5 study groups recommended Career Path initiatives...

- Remove the dead-end stigma from health care professions
- Tap current human resources
- Provide job enrichment
- Access untapped, disadvantaged, displaced, and diverse population segments
**Investment in Employee Learning**

<table>
<thead>
<tr>
<th>Healthcare</th>
<th>Other Industries</th>
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<tbody>
<tr>
<td>½ All Industry Average</td>
<td>In-house universities</td>
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<tr>
<td>¼ Benchmark Employers</td>
<td>Career map counseling</td>
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Early 1980s...

Evangelical Health Systems received

a major grant from the Kellogg Foundation
to study career advancement & retention strategies

**EHS staff recommended two opposing models:**

**Classic Succession Planning**
- with designation and development of “high potential” employess

**Self-directed Career Development Program**
- with emphasis on personal responsibility and career self-efficacy
Genesis of Sherman’s Career Program

Long term employees facing layoffs or performance challenges they could not handle in a changing environment:

- No marketability, no job search skills, poor self esteem
- Result: Victimization and Tragedy!
Benefits redesigned to:

- Help employees recognize - *Personal responsibility is essential for their success*
- Reward/Encourage employees to - *Optimize their health, talent & financial well being*
- Improve personal and organizational creativity and productivity
- Emphasize long term risk management
A Necessary Balance
In the Context of Our Environments

Sherman Advocacy Model of Employee Benefits
Sherman Advocacy Model of Employee Benefits

3 Initiatives

1. A PERSONAL financial plan
2. A PERSONAL health status improvement plan
3. A PERSONAL career self management plan

Facilitated by

Employer-provided Education & Decision Support
to form the basis for a solid, responsible relationship between each employee and Sherman.
FROM:
Illness & Disability  →  Health & Productivity
Risk Transfer  →  Asset Accumulation & Risk Management

Sherman Advocacy Model of Employee Benefits

Systematic Restructuring of Employee Benefits to Reallocate Resources!

Includes:
- Workers’ Comp
- Life
- PTO/Disability
- Retirement Savings/Short Term Savings
- Child Care
- Health/Behavioral Health/Prevention & Wellness
Joseph Bucolo & Claudia Voisard first adapted AT&T’s Career Partner program for Sherman’s needs.

Later, Claudia worked with Ruth Peterson, Sherman’s Training & Development Coordinator, to create Career Pathways.
An internal career development program designed to...

- **Promote**
  - *Career resilience* for a changing environment

- **Build**
  - A sense of *intrepreneurship*
  - *Career self-reliance*
  - A sense of how *individual competencies* contribute to *total culture of competency*
We believe that promotion-from-within policies & designated position successors (Traditional Model)

➢ Potentially provide disincentives for maintenance of current & market-relevant skills

➢ Can lead to corporate stagnation & “inbreeding”
Personal Responsibility Model

- Open competitive recruitment and selection
- Best Qualified candidate
- Industry leading support for career self-efficacy

Employment Policy Context

We believe this encourages Employees to stay Current, Competitive & Engaged!!

Sherman has chosen to GO (into a “healthier” Future)
If our employees are **tuned-in** to the marketplace, and truly **engaged** in our business, they become Sherman’s best source of **Strategic Market Intelligence**.
Win-Win

<table>
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<th>Keep work priorities aligned with organizational business strategies</th>
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**Career Pathways**

Encourages Participants to view their current jobs as opportunities to:

- Develop
  - Internal & external networks of career resource people
  - Market-relevant skills & competencies
  - A track record of significant accomplishments

- Keep work priorities aligned with organizational business strategies

- Strengthen collaboration between managers & employees
Ideally, employees:

- Assume greater *personal responsibility* for career performance & development
- Develop plans for *continuous learning & development* by actively engaging in organizational strategic objectives
- Learn how their unique style, skills, strengths & personal competencies can *contribute to both personal & organizational success*
- Learn to *identify barriers* to personal & organizational success & make plans to address them
Career Pathways

...is how

Strategic Market Intelligence
finds a functional outlet in day-to-day work
& how the organization
can continuously reinvent itself.
“If you knew who you were, you could be who you are!”*

...aka 6-Hour Workshop

- Self-paced pre-work assignments
- Self assessments (*MBTI, Career Anchors, etc.)
- Long term career choices
- Networking for learning/problem solving
- Internal Career Support Plan for sharing with manager
- External (confidential) Career Plan, etc.
- 15-minute massage included

Up to 5 one-on-one sessions with external career counselor – *can be used over several years.*
Big Picture = Employee + Customer + Organization

Importance of Adding Value

Need for Self-Reliance

Old vs. New Social Contract

THE BOX

Workshop Concepts
Basic Principles

It’s all about **YOU**…

- **YOU** are not your job title
- **YOU** can create a career consistent with your goals in life
- **YOU** are responsible for managing your own career

*(No one said it would be easy!)*
AIM

Assessment: Know Yourself

Investigation: Know Your Environment

Matching: Know Yourself in the Work Environment

Choose - Develop targets

Manage - Plan
  Obtain feedback
  Work it
  Evaluate results
  Revise
Self Esteem

- Assess personal qualities / “gifts”
- Understand how to overcome barriers
- Acknowledge skills one “owns”
- “Flow” / “Soar” with one’s strengths
- Present accomplishments orally and in writing
CHALLENGE

HIGH

STRESS

Boredom
Burnout
Been There / Done That

FLOW CHANNEL

Low

High

Anxiety
Possibilities?

You Are Here

You Can Do It
You Like It

Career Pathways

X
<table>
<thead>
<tr>
<th>Performance Review</th>
<th>Career Meeting</th>
</tr>
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<tbody>
<tr>
<td>Mandated</td>
<td>You initiate</td>
</tr>
<tr>
<td>They control</td>
<td>You control</td>
</tr>
<tr>
<td>Hierarchal</td>
<td>Person-to-Person</td>
</tr>
<tr>
<td>Stressful</td>
<td>Relaxed</td>
</tr>
<tr>
<td>Can be Punitive</td>
<td>Is win/win</td>
</tr>
<tr>
<td>Past</td>
<td>Future!!</td>
</tr>
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Your Pie of Life

Personal
- Health
- Learning
- Leisure
- Financial
- Spirituality

Professional
- Skills
- Capabilities
- Teaching
- Prestige
- Growth

Family
- Leisure
- Financial
- Social History
- Health – Mental, Physical

Community
- Local Involvement
- Global Concern
- Environmental
- Teaching
Amenities

- Career Center with Internet PC-equipped workstations, resource library, etc.
- On-site BSN, Masters of Health Administration, MSN, MBA programs
- Enhanced Tuition Reimbursement
  - From $2000 annual max to $4000 at 100% of tuition, fees, books

Same benefit down to 20 hr/week regular schedule; 50% advances available
Challenges

- Tying into tuition reimbursement encouraged participation, but also allowed some “entitlement mentality”
  - Demanding behavior
  - Lack of responsibility for outcomes
  - Missed counseling sessions

- Some who already set goals resented having to look at them again
Solutions

- Keep full and accurate records
- Make certain that requirements for enhanced tuition are known up front
- Have a Sherman representative at first session, who now explains both *what we hope* for them and *what we expect* of them
- Address potential negative behavior from start
Retention

- Increased self esteem of the individual
- Affirmation regarding present position
- Seeing opportunity within the hospital
  - Same job – different department
  - Same department – different job
  - Different job – different department
  - Clinical to managerial
  - Administration to clinical
  - Managerial to clinical
- Informal testimonial – Colleague to Colleague
- STAY IN THE INDUSTRY
An MCHC Benefit Survey of 65 hospitals shows Sherman’s benefits (as percentage of payroll) OVER $6,000,000 CHEAPER annually than average! *

*Despite TWICE average expenditures on Tuition Reimbursement & Career Support!!!
Employee Satisfaction:

Morehead

Opinion Survey

Highest

Scores & Percentile Rankings

Outcomes & Measures

“Organization provides opportunities for career development.”

“I consider this organization the healthcare employer of choice in this area.”
**Employee Satisfaction:**
From Morehead Analysis of Employee Comments...

"I have stayed with Sherman because of the tuition reimbursement program & health benefits offered to part time employees."

"The benefits such as wellness/fitness & tuition reimbursement for employees are two big reasons why I work at Sherman."

"Employee benefits (i.e., 401(k) & tuition reimbursement) are very important to my family and me."

As of September 2004, Sherman has ONLY a 2.5% RN vacancy rate
Elgin Community College (ECC)

...with Sherman financial guarantees, faculty assistance & increased clinical site capacity, received State approval for doubling the size of their A.D.N. Fall 2004 entry class.

McHenry County College (MCC)

...using above guarantor model, is aggressively building RN & Ancillary health career programs - both 2 & 4 year!
“Today’s youth envision a career as a series of opportunities for growth & development, with each opportunity providing the means to harvest the value of personal investment (growth of competency, knowledge, experience) from the previous. Their expectation of employers is that they understand & support this process.”
A high school student in District U-46 can participate in health career programs and in Sherman’s *award winning* shadowing program.

That student can become CNA-certified *by graduation*!

Thanks to an Articulation Agreement with ECC, he/she graduates with all prerequisites for their RN program.
The CNA-certified graduate is then eligible to work at Sherman in a regular part time position.

This includes...

Regular Income Plus Part Time Benefits (e.g., Health, Childcare Subsidy & Full Tuition Reimbursement)

- - Through the 1st year of nursing school

Or...

In special health career student status — minimal hour commitment, with select benefits:

Tuition Reimbursement, Health Insurance, & Child Care Subsidy
At end of 1st year...

The Student / Employee
sits for LPN exam & is
promoted to LPN wage rate.

Sample Career Path Progression
Part 3

Special programs
to rescue potential drop-outs,
reducing program attrition
Graduation from ECC’s ADN program & promotion to RN

- Commits to hire x new grads - *with or without openings.*
- Offers special orientation / assimilation programs.
- Provides in-house programs to train for specialty areas - *nursing, imaging, etc.*
Sample Career Path

Progression

Part 5

That high school student from District U-46 has certainly come a long way!!!

There's More...

Participation in on-site:

- BSN or Bachelors in Health Arts program
  - Bonus paid at graduation

- MSN or MBA program
  - Moving to new horizons in or out of Sherman
Surveys taken by “Baby Boomers” reveal:

- 80%+ want to stay engaged in meaningful work
- They require flexible schedules, time off without penalty, customized compensation and benefits.

Retention of older workers beyond traditional retirement age
Career Planning Focus: Age 55+ Retention Strategy

- Personal vision of retirement
- Career transition strategy
- Personal financial planning adapted to health, income/wealth, dependent liabilities, age, increased longevity -- budgeting
- Long Term Care options
- Eldercare resources
- Employment status options 55-65 & >65
Future Plans

Management Development

Strong Leadership

Coaching

Mentoring

Possibilities?
Other Workforce
Future Plans

Supply Side Initiatives
- Info systems initiative designed to establish evidence based care, reducing error and suboptimal variation/inefficiency in care. Also, initiatives to tackle futility, offer palliative care, support informed consumer decision making, etc.

Demand Side Initiatives
- IHAP tertiary level prevention program designed to reduce systemic demand – expand to secondary prevention level reducing unnecessary stays
Career Pathways