

CAREER QUEST®
CAREER DEVELOPMENT AT
CLARIAN HEALTH

**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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CLARIAN HEALTH

- 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

HEALTH SCIENCES EDUCATION PROGRAMS

Central Service Technician

Emergency Medical Technician

Clinical Laboratory Scientist

Radiation Therapist

Respiratory Therapist

Pharmacy Technician

Surgical Technologist

Medical Coder

Echocardiography

Cardiac Cath Technologist

Telemetry Technician

Electroneurodiagnostic Technologist

Paramedic

Nuclear Medicine Technologist

Radiographer

Clerical Skills

Medical Assistant

Certified Nursing Assistant

Healthcare Maintenance Tech

Rehabilitation Technician

EKG Technician

Physician Assistant

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.)

CAREER QUEST®

- 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