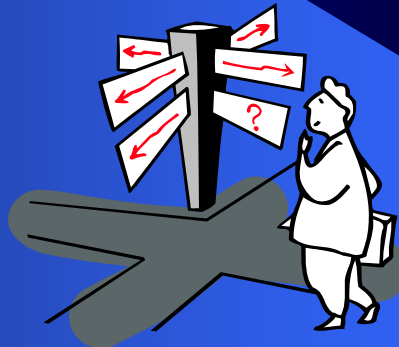
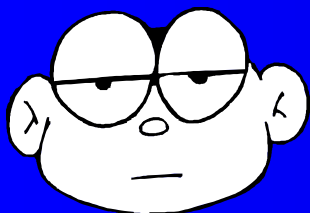




Sherman Health  
*always leading the way*

# 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

# Health Care Workforce

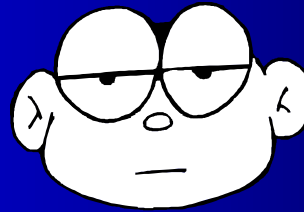


*“The (health care) system is very, very broken. We’re behind. There’s been a reluctance to view human capital the way we do other investments and we’re ignorant in how to record, guard, & treasure it. This is not your mother’s health care workforce shortage. There weren’t enough people born to staff 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**

# 12-02 Healthcare Workforce Summit

## Investment in Employee Learning

<u>Healthcare</u>	<u>Other Industries</u>
➤ <i>1/2 All Industry Average</i>	➤ <i>In-house universities</i>
➤ <i>1/4 Benchmark Employers</i>	➤ <i>Career map counseling</i>

# Historical Note

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!



From 1991  
through Today!

# Sherman Advocacy Model of Employee Benefits

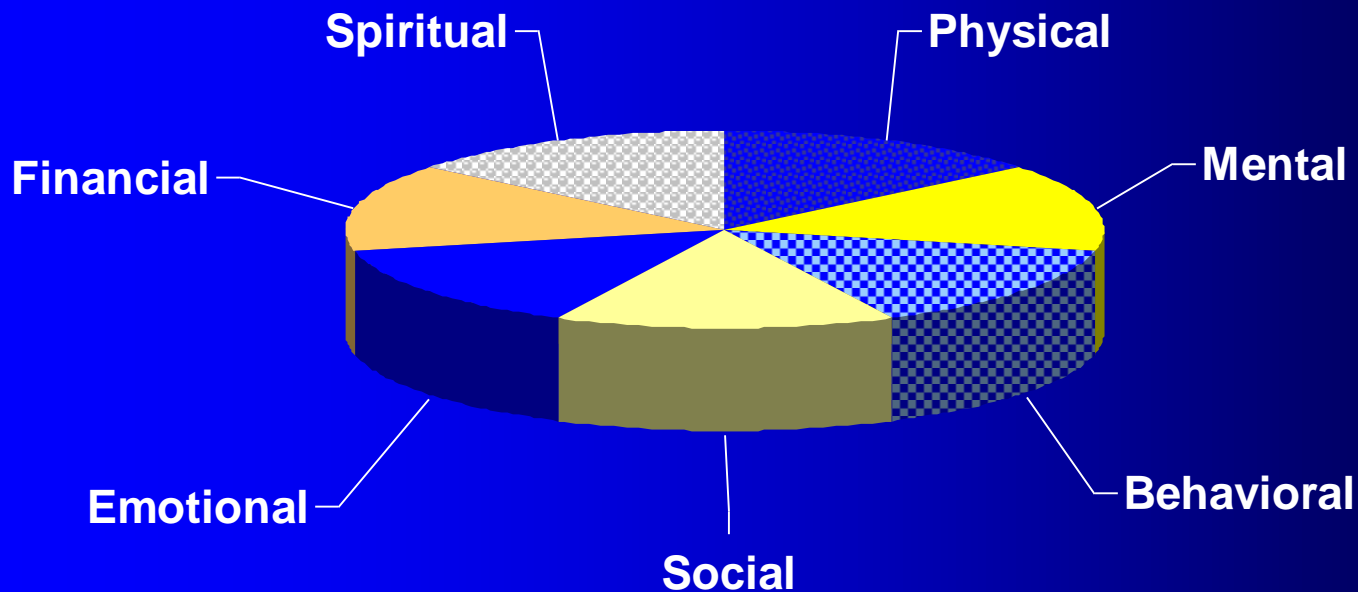
## Benefits redesigned to:

- 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



**Sherman Advocacy  
Model of  
Employee  
Benefits**

**A Necessary Balance  
In the Context of Our Environments**



# **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.***

**Sherman Advocacy  
Model of  
Employee  
Benefits**

**FROM:**

**Illness & Disability →**

**Risk Transfer →**

**TO:**

**Health & Productivity**

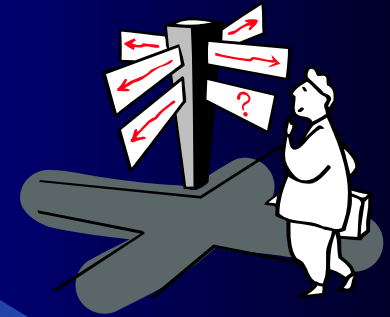
**Asset Accumulation  
& Risk Management**

**Includes:**

- *Workers' Comp*
- *Life*
- *PTO/Disability*
- *Retirement Savings/Short Term Savings*
- *Child Care*
- *Health/Behavioral Health/Prevention & Wellness*

**Systematic Restructuring  
of Employee Benefits to  
Reallocate Resources!**

# Career Focus



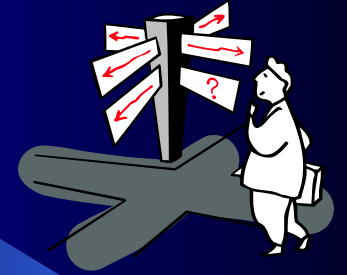
***Joseph Bucolo & Claudia Voisard***

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*.

# Career Pathways

An internal  
career development  
program designed  
to...



- Promote
  - ***Career resilience*** for a changing environment
- Build
  - A sense of ***intreprenurship***
  - ***Career self-reliance***
  - A sense of how ***individual competencies*** contribute to ***total culture of competency***

# Employment Policy Context

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*”

*Instead...*

**Sherman  
has chosen to**

**GO**

**(into a “healthier” Future)**

**with a...**

**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!!*

# Employment Policy Concept



*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.*



# Career Pathways

*Encourages  
Participants  
to view their  
current jobs  
as opportunities  
to:*

## Win-Win

### 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**

# Career Pathways

- 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



**Win-Win**

# Career Pathways

*...is how*

*Strategic Market Intelligence*

*finds a functional outlet in day-to-day work*

*& how the organization*

*can continuously reinvent itself.*

# Sherman Health Career Pathways

*“If you knew who you were,  
you could be who you are!”\**

**“Spa Day”**

...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.

# Workshop Concepts

**Big Picture =**

**Employee + Customer + Organization**

**Importance of  
Adding Value**

**Need  
for**

**Self-Reliance**

**THE  
BOX**

**Old vs. New Social Contract**

# 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!)*

**A**ssessment: *Know Yourself*

**I**nvestigation: *Know Your Environment*

**M**atching: *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**

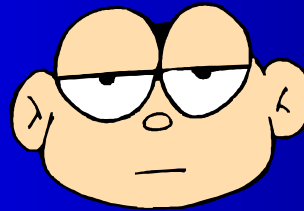


High

CHALLENGE



Anxiety



Boredom

Burnout

Been There / Done That

FLOW CHANNEL

Low

STRESS

High

Possibilities?



# Career Pathways

You Are Here



You Can Do It  
You Like It





## Performance Review

- *Mandated*
- *They control*
- *Hierarchal*
- *Stressful*
- *Can be Punitive*
- *Past*

## Career Meeting

- *You initiate*
- *You control*
- *Person-to-Person*
- *Relaxed*
- *Is win/win*
- *Future!!*



# Your Pie of Life

**Personal**

- Health
- Learning
- Leisure
- Financial
- Spirituality

**Family**

- Leisure
- Financial
- Social History
- Health – *Mental*  
*Physical*

- Skills
- Capabilities
- Teaching
- Prestige
- Growth

- Local Involvement
- Global Concern
- Environmental
- Teaching

**Professional**

**Community**

# Amenities

## Sherman Health Career Pathways

- **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*
  - *@ 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



*We look at overall context  
of HR / Employee Benefit  
strategy & outcomes.*

**Outcomes  
&  
Measures**

**ROI**

**Instead!!!**

**REALLOCATION  
of  
BENEFIT \$\$\$\$\$\***

**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:

## Outcomes & Measures

### Morehead

#### *Opinion Survey*

Highest

**Scores & Percentile  
Rankings**

*“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...

## Outcomes & Measures

**"TYPICAL"**

"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



## Outcomes & Measures

### *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!

# 12-02 Healthcare Workforce Summit

*“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.”*

Possibilities?



# Sample Career Path Progression Part 1

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.

# Sample Career Path

## Progression

### Part 2

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 1<sup>st</sup> 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...***

**Sample Career Path  
Progression  
Part 3**

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



**Special programs  
to rescue potential drop-outs,  
reducing program attrition**

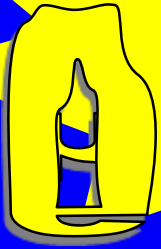


# Sample Career Path

## Progression

### Part 4

**Graduation from  
ECC's ADN program  
& promotion to RN**



**2**

**a**

**n**

**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*

Other end of spectrum:

Future Plans

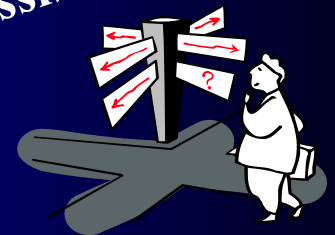
# "Career Pathing" ...

*Retention of older workers beyond traditional retirement age*

*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.*

Possibilities?



# "Career Pathing" ...

**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

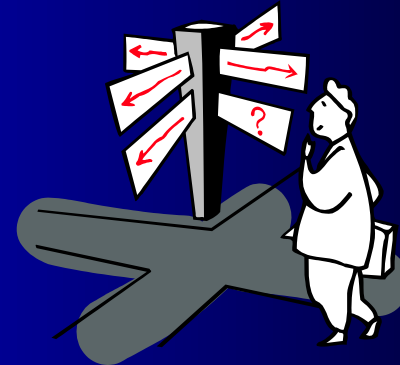
**Management  
Development**

**Coaching**

**Strong Leadership**

**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



Sherman Health  
*always leading the way*

# Career Pathways

