Malcolm Baldrige
National Quality Award
2011 Award Recipient

HENRY FORD HEALTH SYSTEM

Category 5
Workforce Focus

April 16, 2012

Kathy Oswald
SVP and Chief Human Resources Officer

HenryFord
HEALTH SYSTEM

Panelists

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"The biggest learning disability

is knowing all the answers"

…Dr. Donald Walker

Author & Educator

Integration Across 9 Business Units

- 4 acute care hospitals
  - Henry Ford Hospital staffed by Henry Ford Medical Group
  - 3 Community hospitals supported by both employed and private practitioners
- Henry Ford Medical Group
- Henry Ford Physician Network
- Community Care Services
- Behavioral Health Services
- Health Alliance Plan

"The Henry Ford Experience" 7 Pillars of Performance

Mission To improve people's lives through excellence in the science and art of health care and healing.

Vision Transforming lives and communities through health and wellness – one person at a time.

People	Service	Quality & Safety	Growth	Research & Education	Community	Finance

THE HENRY FORD EXPERIENCE

System Values — Respect for people — High Performance — Learning & Continuous Improvement — Social Conscience — Each Patient First

Core Competencies — Innovation — Care Coordination — Collaboration

Organizational Framework — Leadership — Strategic Planning — Patient/Customer Focus — Performance & Knowledge Management — Staff Focus — Safe & Reliable Process Focus — Accountability for Results

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What Differentiates HFHS in the Workforce Category?

- Diversity
- Culture of development
- Community
- Integration
- Innovation
- Leadership
  - "Walks the Talk"
  - Leaders as Teachers
  - Commitment to our People, especially during difficult economic times (Job Preservation)

Workforce Focus Category Lessons Learned

Lesson 1: Integrate the Baldrige Workforce Focus Framework into People Pillar Work Plan

2012 H.F.H.S. People Pillar Update

Strategic Objective: National leader in healthcare employee retention and engagement
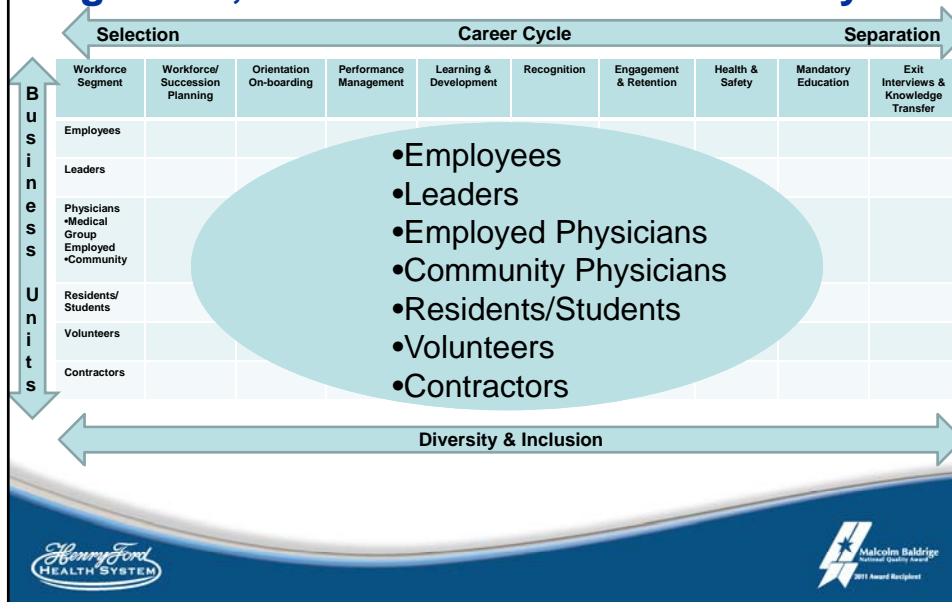
Aligned with Baldrige

2012 Components:

- Workforce Capability and Capacity: Recruitment & Retention (5.1a)
- Workforce Climate: Safety & Wellness; Policies & Benefits (5.1b)
- Workforce Engagement: Satisfaction; Performance Management; Succession Planning & Development (5.2a/b)

Lesson 2: Deploy Across All Workforce Segments, Business Units and Career Cycles

	Selection			Career Cycle					Separation
	Workforce Segment	Workforce/ Succession Planning	Orientation On-boarding	Performance Management	Learning & Development	Recognition	Engagement & Retention	Health & Safety	Mandatory Education	Exit Interviews & Knowledge Transfer
Employees										
Leaders										
Physicians •Medical Group Employed •Community										
Residents/ Students										
Volunteers										
Contractors										

Business Units

- Employees
- Leaders
- Employed Physicians
- Community Physicians
- Residents/Students
- Volunteers
- Contractors

Diversity & Inclusion

Lesson 3: Connect Workforce Initiatives to Strategic Advantages

	Community	Diversity	Integration	Innovation
5.1a Workforce Capability & Capacity	•Hire Detroit	•Candidate Slates •Turnover •Retention	•Physician Turnover •Time to Fill •All Turnover	•Agency Utilization •Health Engagement •Flu Mandate
5.1b Workforce Climate	•Needle sticks •Recognition •Workforce Violence •Wellness	•Tailoring Benefits needs to Diverse population •Health Equity	•Workers Compensation •OSHA Dart •GPA	•Istrive •Stress free living •Enhanced Flexible Benefits
5.2a Workforce Engagement	•Volunteer Hours •Heart Walk •CTO Donation	•Engagement •Diversity Inc •Academies Participants	•Physician •Volunteers •Residents •Researchers	•Midtown •Health Engagement •MTI-Team Up for Wellness
5.2b Workforce Development	•Tuition •HF Early College •Midtown Hire	•Careers for Life •Talent Profiles	•Kirkpatrick metrics •$ Spent/Empl.	•Simulation Center •Private portals •Physician Institute

Lesson 4: Identify and Monitor Well-defined Metrics and Trends
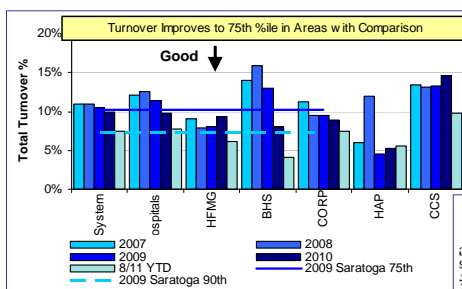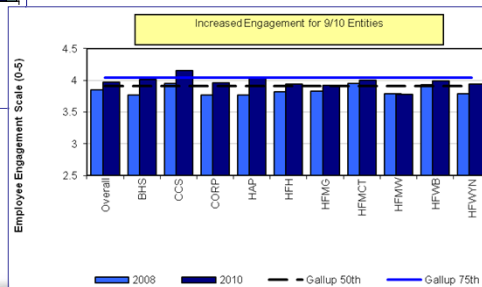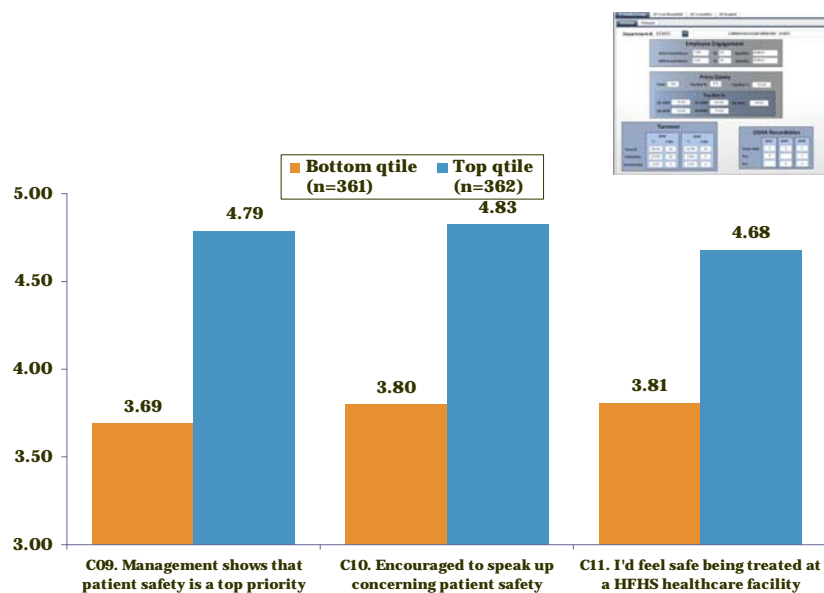
Fig. 7.3-3: Overall Employee Turnover

Fig. 7.3-10: Employee Engagement

Metrics Aligned With Business Outcomes

Lesson 5: Ensure Results (LAG Metrics) Drive Process (Lead Metrics) and Initiatives

2012 Plan
5.1a Workforce Capability and Capacity; Recruitment and Retention

Lag	Lead	2012 Initiatives:	Responsible Leaders
Workforce Voluntary Turnover metrics are at 90th percentile or better by 2013	• Track quality of hire *(target >4.0 rating)* and first-year retention *(target >90%)* in pilot groups	• Implement New Hire Assessment tool in pilot areas by end of second quarter 2012 • Convert turnover metrics from percentage to cost • HFHS University and Talent Selection team partner to launch Structured Behavior-Based Interview training • Launch SBBI in Leader Academies; ensure all HR Business Partners and Talent Selection team members are well-versed in Structured Behavior-Based Interviewing • Implement Realistic Job Previews in two highest turnover areas (considering pilot programs in Housekeeping and Home Health Care)	• NB/AP/BU Leads • AP • LJ/NB • LJ/BU Leads • WB Lead/PS
First Year Nurse Turnover >90th percentile by 2013	• Track quality of hire *(target >4.0 rating)* and first-year retention *(target >90%)* in pilot groups	• Convert turnover metrics from percentage to cost • Require Nurse Managers to have retention target in performance goals • Train Nurse Managers to conduct Structured Behavior-Based Interview training	• AP • BU Leads • LJ/NB/BU Leads

Henry Ford HEALTH SYSTEM

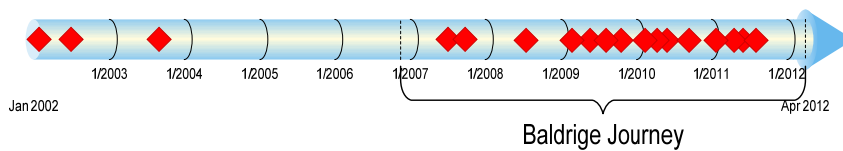*Malcolm Baldrige National Quality Award 2011 Award Recipient*

Lesson 6: Realize It's a Journey, Not a Destination

- It doesn't happen overnight
- Understand strengths and opportunities
- What we've learned over time…

  – Category 5.1 – Workforce Capability, Change Management, Workplace Environment, Policies and Benefits

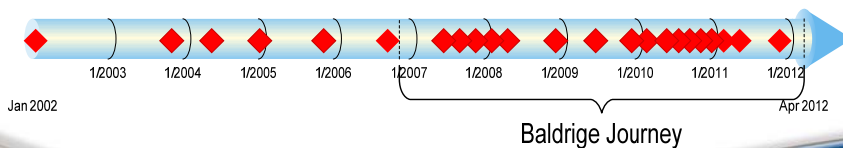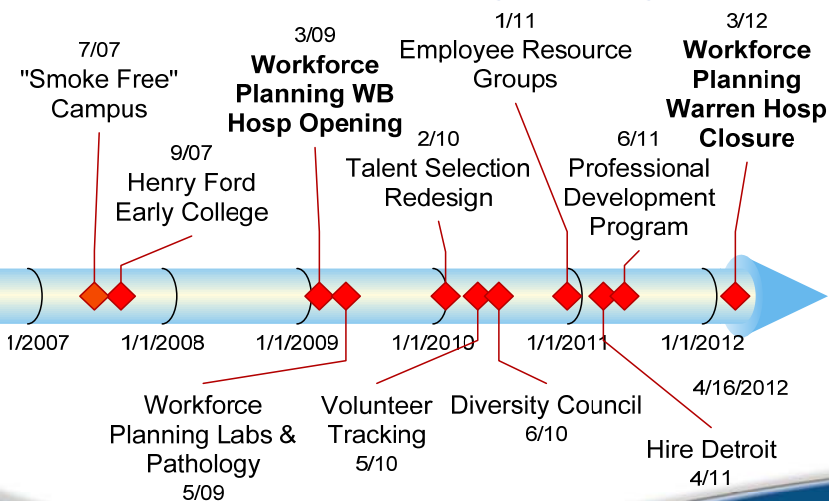 – Category 5.2 – Workforce Performance, Engagement and Development

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Workforce Category Deployment Timeline

Category 5.1

Jan 2002 | 1/2003 | 1/2004 | 1/2005 | 1/2006 | 1/2007 | 1/2008 | 1/2009 | 1/2010 | 1/2011 | 1/2012 | Apr 2012

Baldrige Journey

Category 5.2

Jan 2002 | 1/2003 | 1/2004 | 1/2005 | 1/2006 | 1/2007 | 1/2008 | 1/2009 | 1/2010 | 1/2011 | 1/2012 | Apr 2012

Baldrige Journey

Workforce Category 5.1a – Capability, Work Accomplishment & Change Management

7/07
"Smoke Free"
Campus

9/07
Henry Ford
Early College

3/09
**Workforce
Planning WB
Hosp Opening**

2/10
Talent Selection
Redesign

1/11
Employee Resource
Groups

6/11
Professional
Development
Program

3/12
**Workforce
Planning
Warren Hosp
Closure**

1/2007 | 1/1/2008 | 1/1/2009 | 1/1/2010 | 1/1/2011 | 1/1/2012

4/16/2012

Workforce
Planning Labs &
Pathology
5/09

Volunteer
Tracking
5/10

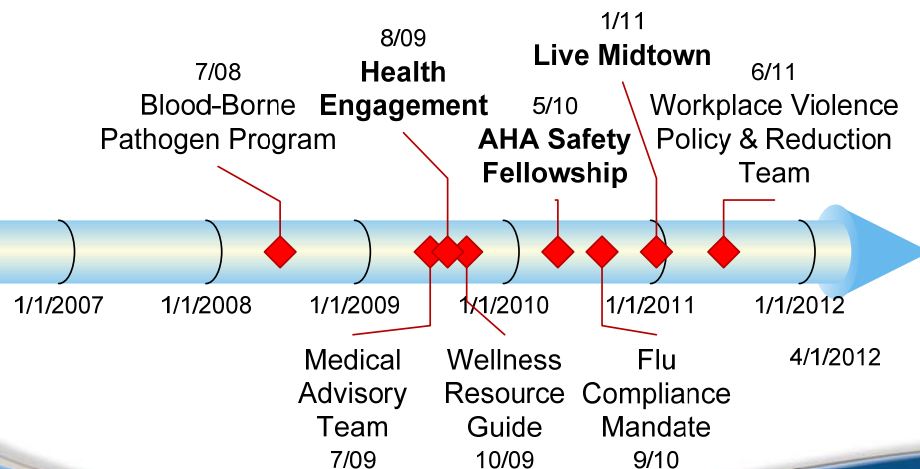Diversity Council
6/10

Hire Detroit
4/11

Workforce Category 5.1a – Capability, Work Accomplishment & Change Management

Henry Ford West Bloomfield Hospital

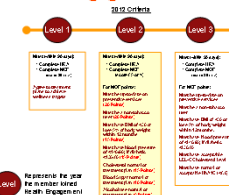## Workforce Category 5.1b – Workplace Environment, Policies & Benefits

7/08
Blood-Borne
Pathogen Program

8/09
Health Engagement

5/10
AHA Safety Fellowship

1/11
Live Midtown

6/11
Workplace Violence
Policy & Reduction
Team

1/1/2007 1/1/2008 1/1/2009 1/1/2010 1/1/2011 1/1/2012

Medical
Advisory
Team
7/09

Wellness
Resource
Guide
10/09

Flu
Compliance
Mandate
9/10

4/1/2012

Workforce Category 5.1b – Workplace Environment, Policies & Benefits

Hand Hygiene Measurement and Education

Compliance improvement can be successful, sustained, and cost effective.

By John Govednik, MS, and Maryanne McGuckin, ScEd, MT(ASCP)
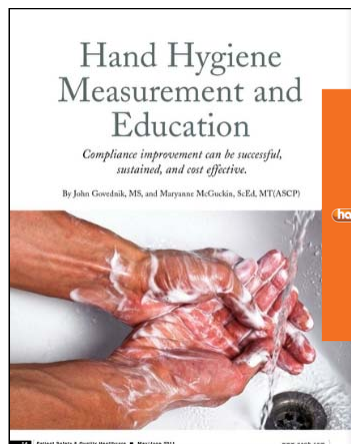
Closing the Gap
Health Engagement – Next Gen

Health Engagement

livemidtown

AHA Fellowship

Workforce Category 5.2a – Workforce Performance

7/07
Leadership Competencies

2/09
Executive Competencies

1/11
Employee Performance Management

1/2007 1/1/2008 1/1/2009 1/1/2010 1/1/2011 1/1/2012

Online Performance Management System (PMS)
12/07

Leadership PMS
3/08

Team Member Standards Updated
10/10

4/16/2012

10
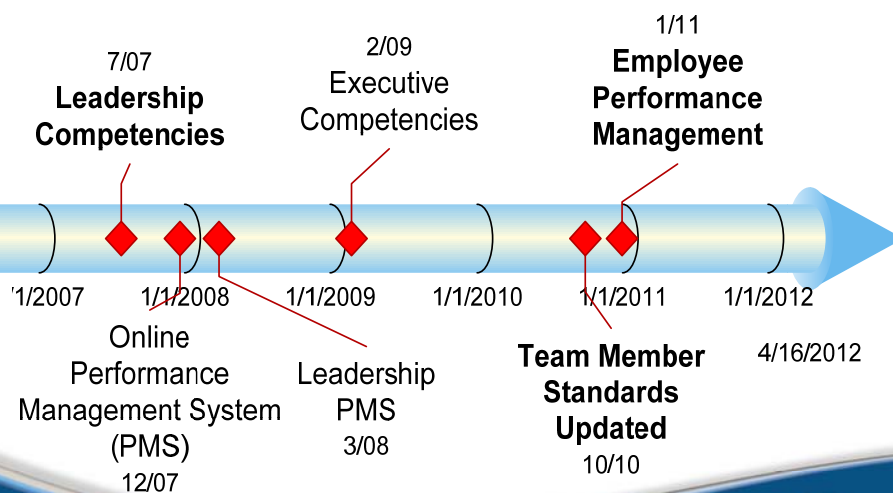
Specific Competencies & Standards: Leadership Competency Model

Leadership

Patient/ Customer Focus

Strategic Planning

Performance Analysis & Knowledge Management

Staff Focus

Accountability for Results/ Execution

Process Management/ Focus on Safety

Aligned with The Henry Ford Experience, Organizational Framework, & Malcolm Baldrige Model for High Performance

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Team Member Standards

Making the Henry Ford Experience come alive in all we do

I am POSITIVE
Display a positive attitude.

I am ACCOUNTABLE
Take ownership and be accountable.

I am a COMMUNICATOR
Offer open and constructive communications.

I am RESPONSIVE
Respond in a timely manner.

I am PROUD
Take pride in the System.

I am RESPECTFUL
Respect and be sensitive to privacy/confidentiality.

I am COMMITTED
Commit to team members.

I am METICULOUS
Maintain a clean and safe workplace environment.
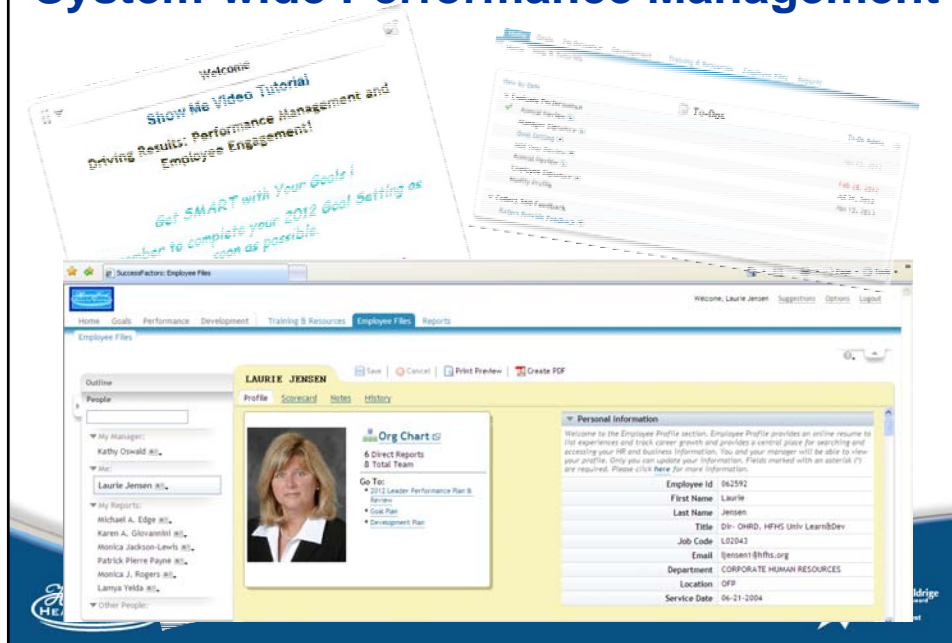
I am INNOVATIVE
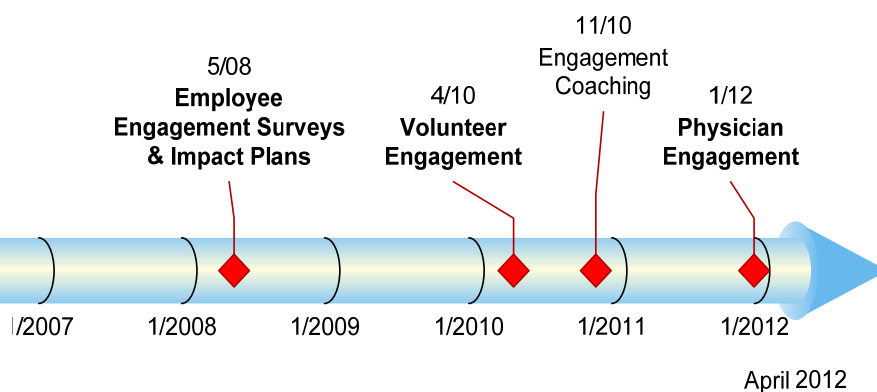*Foster and support innovation.*

I honor DIVERSITY
Honor and respect diversity.

System-wide Performance Management

Workforce Category 5.2b - Workforce Engagement

5/08
Employee Engagement Surveys & Impact Plans

4/10
Volunteer Engagement

11/10
Engagement Coaching

1/12
Physician Engagement

1/2007   1/2008   1/2009   1/2010   1/2011   1/2012

April 2012

Employee Engagement Hierarchy

Q^{12} Engagement Items:

Q12. Opportunities to learn and grow
Q11. Progress in last six months

Q10. I have a best friend at work
Q9. Coworkers committed to quality
Q8. Mission/Purpose of company
Q7. At work, my opinions seem to count

Q6. Someone encourages my development
Q5. Supervisor/Someone at work cares
Q4. Recognition last seven days
Q3. Do what I do best every day

Q2. I have materials and equipment
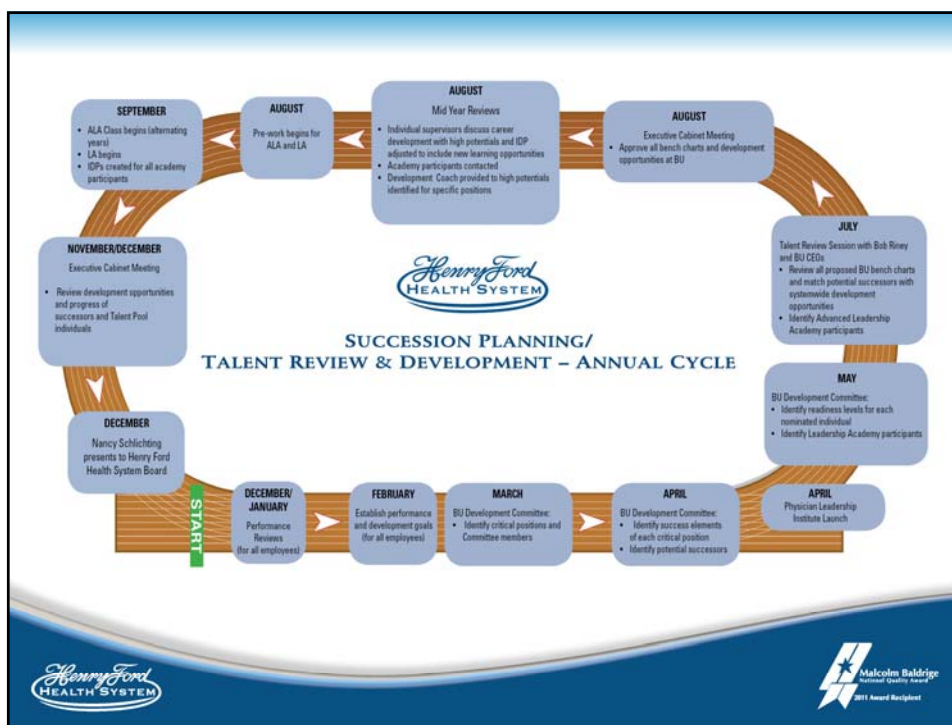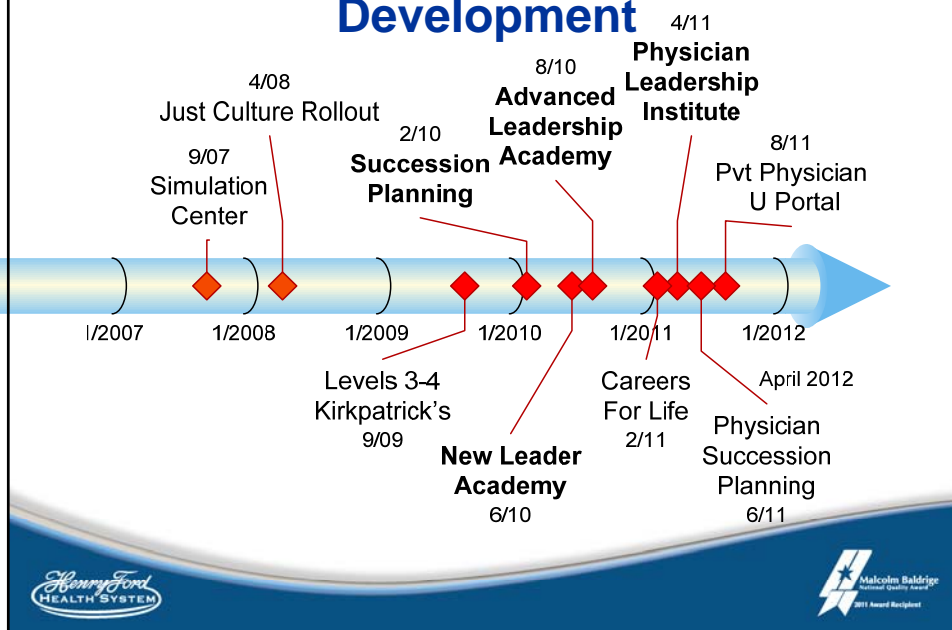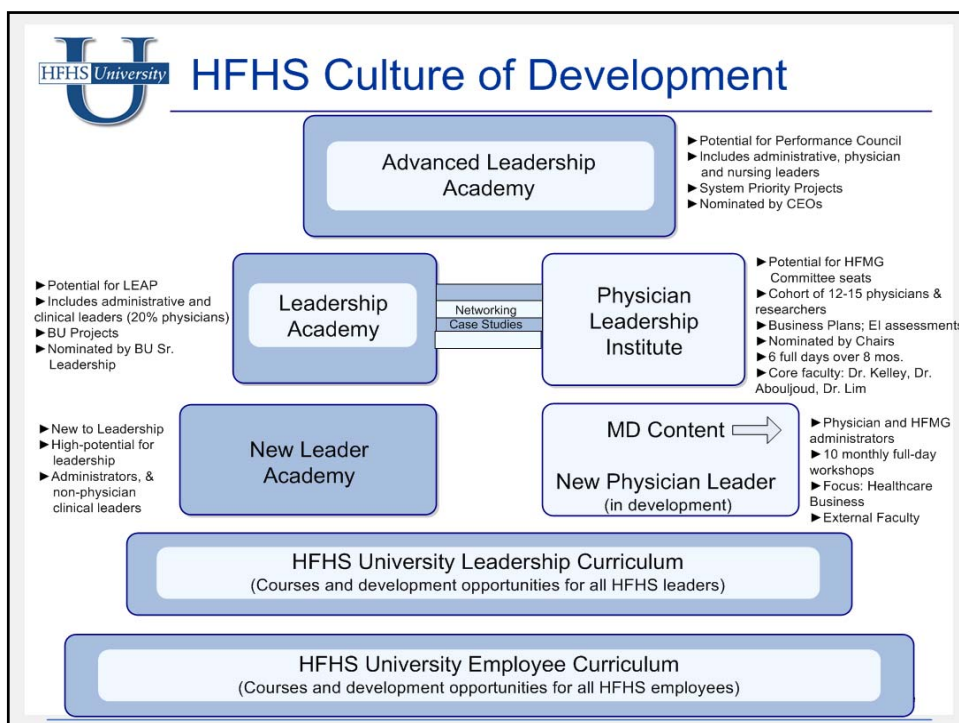Q1. I know what is expected of me
    at work

How do we grow? — Growth

Do I belong? — Teamwork

What do I give? — Management Support

What do I get? — Basic Needs

Source: Gallup Consulting

Workforce Engagement

Workforce Category 5.2c - Workforce Development

SUCCESSION PLANNING/ TALENT REVIEW & DEVELOPMENT – ANNUAL CYCLE

Final Thoughts

1. Integrate the Baldrige Workforce Focus Framework into your People Pillar Work Plan

2. Deploy across Workforce Segments, all Business Units, and Career Life Cycle

3. Connect Workforce initiatives to OP and Operating Results

4. Identify and Monitor Well-defined Metric Trends

5. Ensure Results (LAG Metrics) Drive Process (Lead Metrics) and Initiatives

6. Realize It's a Journey

Panel Discussion

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