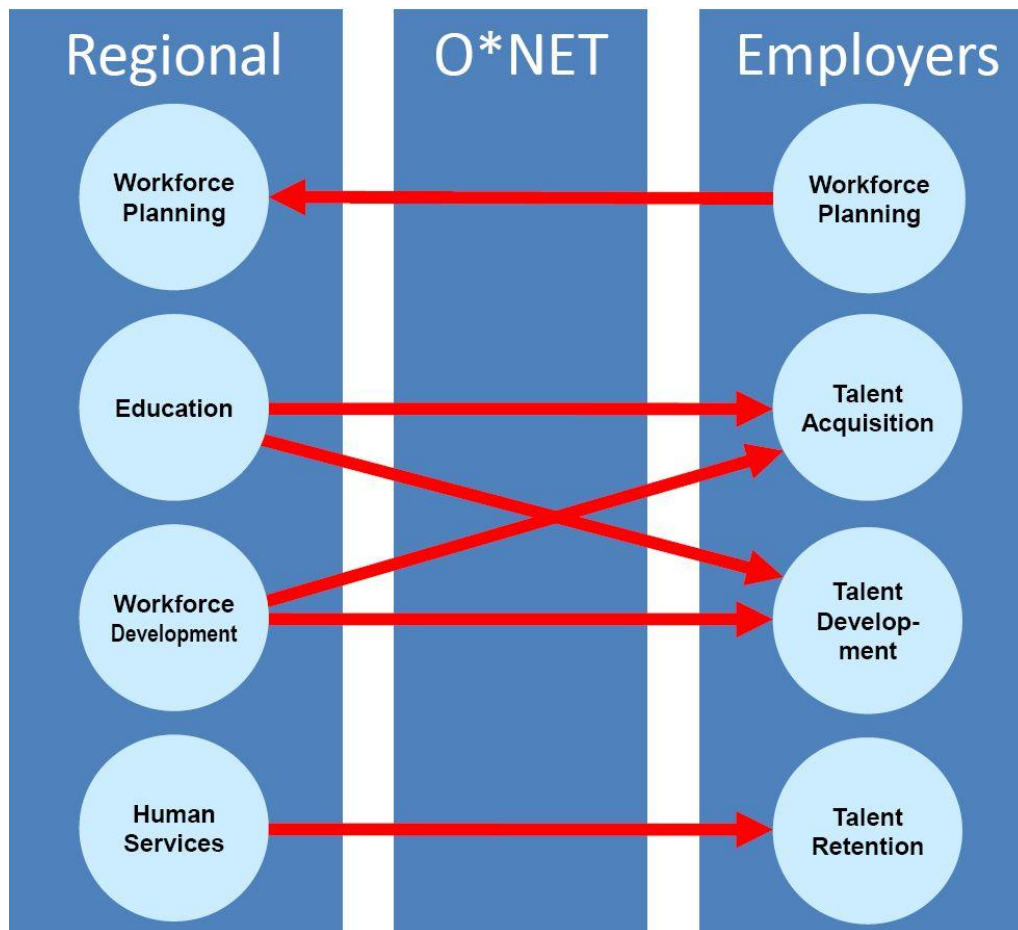


Health Care Employer Council

Executive Summary

Mission, Vision, Strategies, and Projects

October 2010



Council Steering Committee Members:

Tom Karel, Saint Mary's – Chair
 Vicky Hilliard, Mercy Health Partners
 Doug Himmelein, Holland Home
 Crystal January-Craft, Spectrum Health
 Chuck Kohlruss, Holland Hospital
 Phillip Weaver, Hope Network
 Floyd Wilson, Metro Health

MISSION: Collectively act as caretakers of the West Michigan health care labor shed. We all draw from the same pool of workers, therefore we must all work together to build the quantity and quality of workers in the pool. To act as joint caretakers we must forecast needs, communicate our requirements, solve regional problems, and work collaboratively with our talent supply-side partners to improve our workforce and education systems.

VISION: Create an adequate pipeline of qualified, competent and compassionate health care workers to meet the needs of the region for the next 15 years.

STRATEGIES:

- Workforce Planning
- Talent Acquisition
- Talent Development
- Talent Retention

WORKFORCE PLANNING: Create a workforce planning system that can be used by employers individually and collectively to plan our talent needs on an occupation-by-occupation basis. Aggregate the plans of major employers in the region so that our supply-side partners have an accurate forecast of the workforce needs for our region.

TALENT ACQUISITION: Improve public and private systems to increase the quality and availability of talent for our members. Increase the number of applicants that have completed the career coaching process and improve the balance of supply and demand for all occupational categories (ONET codes).

TALENT DEVELOPMENT: Improve public and private systems that support talent development of our current employees. Improve our ability to diagnose specific training needs by increased use of the competency models based on the ONET Content Model. Increase the availability of on-demand targeted training to address specific skills gaps.

TALENT RETENTION: Improve talent retention for our members and our region by organizing programs to support low-wage workers and by increased support for mentoring programs.

METHOD: The Health Care Employers Council is an organization composed of the health care employers in a 12 county region in West Michigan. We intend to meet our mission through the implementation of four key strategies that are designed to drive systemic change and a return on investment from the projects that support these strategies. The Council will collaborate with leaders of K-12 schools, postsecondary institutions, and workforce development organizations to improve the talent development systems in our region. Specifically, the council has published a position paper and hosted public discussions of that paper. We will publish annual updates to the paper, continue hosting public discussions, and engage with our supply-side partners to seek funding and make progress on the issues identified in our position paper.

Matrix View – Alignment of Strategies and Projects:

	<u>Talent Acquisition</u>	<u>Talent Development</u>	<u>Workforce Planning</u>	<u>Talent Retention</u>
Workforce Labor Planning and Forecasting System project	X	X	X	X
Career Coaching for Incumbent Workers		X		
Health Care Career Coaching for Students and Transitional Workers	X			
Health Care Career Coaching Certified Training	X	X		
Health Care Employer Workforce Tools for Coaches and Employers	X	X		
Health Care Career Website	X	X		X
Health Care Education LEAN Occupational Studies	X	X		
Language, Literacy, Multicultural and Diversity programs	X	X	X	X
Providing specialized programs with DHS services to help retain “At Risk” Employees		X		X
Develop the MiSA as a Sectoral Skills Alliance supported by DELEG			X	
Secure funding for operations through voluntary member fees, private sources and foundations			X	
Increase participation in the Council from 44% to 75% of all health care employees			X	
Develop a public relations and communications program			X	
Develop return on investment (ROI) models by project to demonstrate the return to the members for their fees and participation			X	

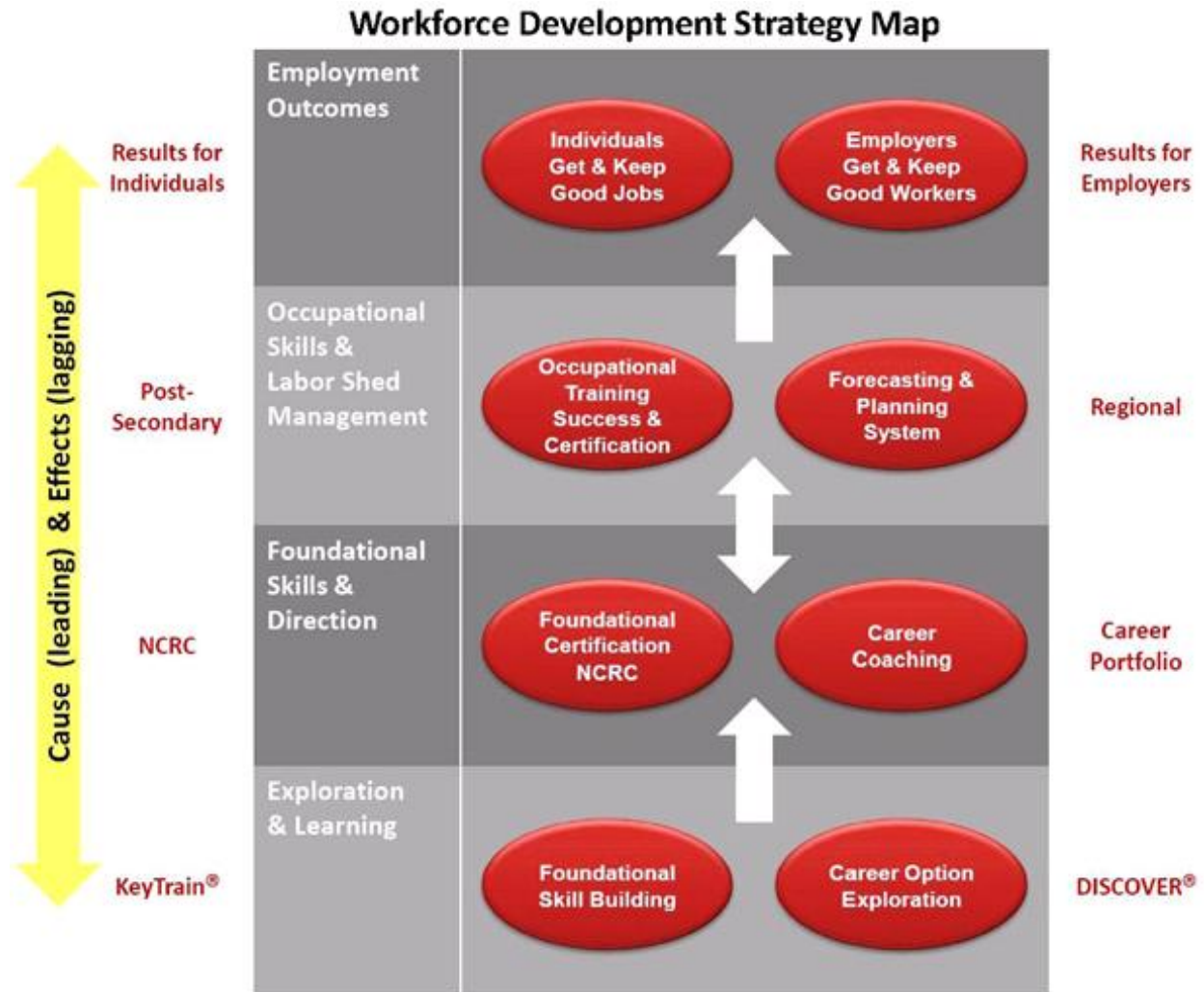
Defining the Collaboration Space – Roles and Responsibilities:

PROJECTS	EMPLOYERS	WORKFORCE	POST SEC.	K-12
Labor Planning and Forecasting	P	P	P	
Council Funding and Sustainability	P			
Career Coaching for Incumbent Workers	P			
Career Coaching Certification Training	P	S	P	
Career Coaching for Students and Transitional Workers		P	P	P
LEAN Occupational Stakeholder Studies	P			
Health Care Workforce Tools (Career Ladders, HC Hot 50)	P	P	S	
Health Care Careers Website	P	S	S	S
Employee Literacy, Language and Multicultural Programs	P			
Contracted Retention Services	P			
MiSA/HC SSA	P	S	S	S
ROI Studies on Projects	P			
PR. Marketing and Communications	P			
Increase Council Participation to 75%	P			

P = Primary Role

S = Supporting Role

Appendix A



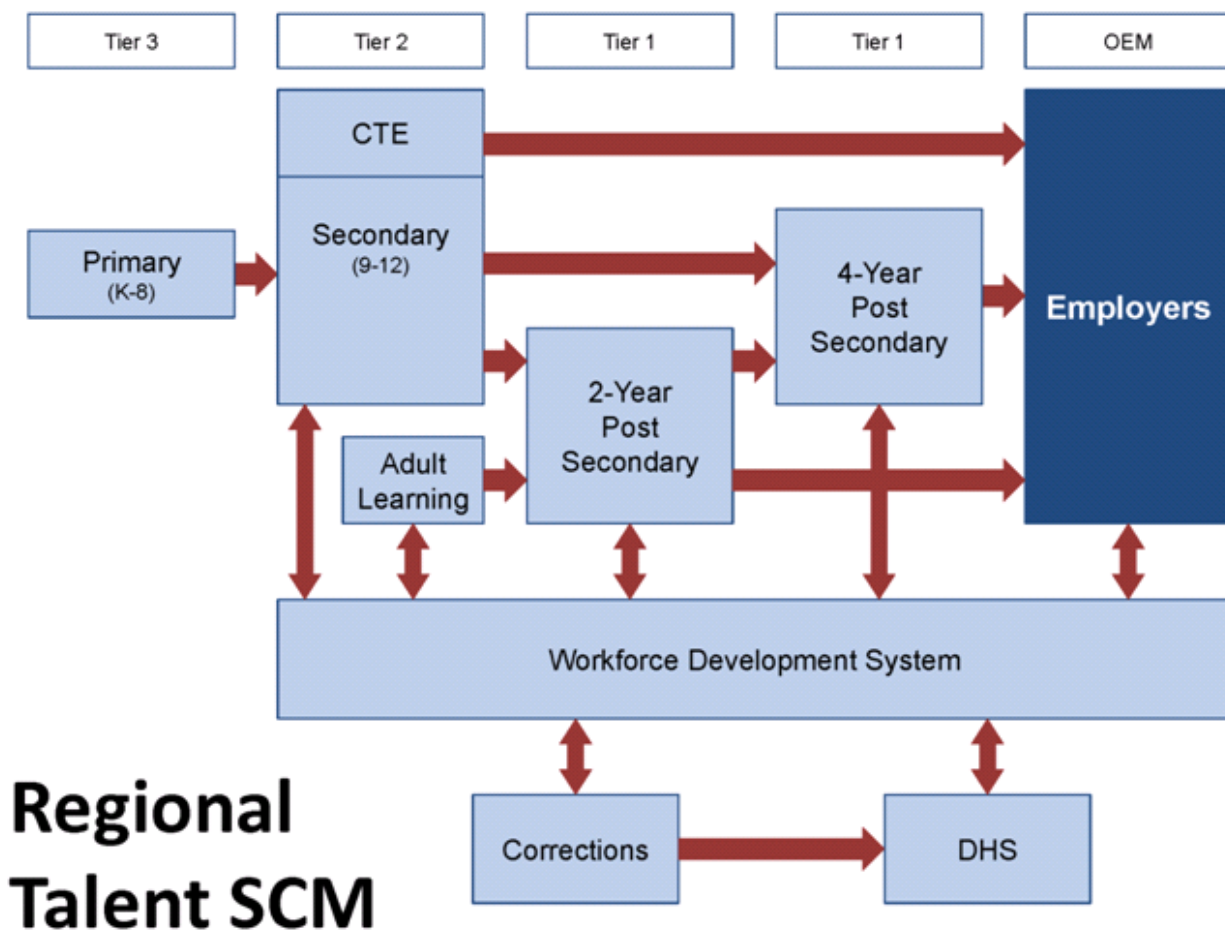
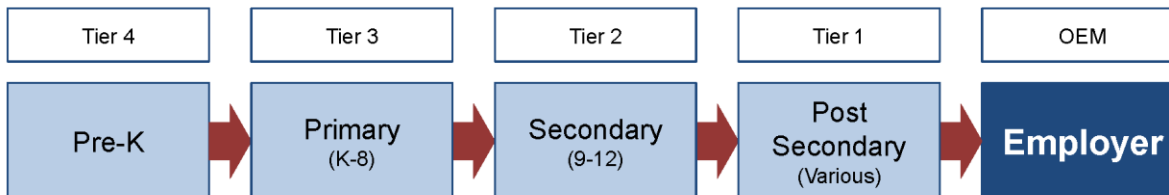
Footnotes: Our earlier work identified two important weak/missing elements:

Forecasting and Planning System – The workforce development system has a long-term (10-year) forecasting system based on Federal and State labor statistics. We lack a short term (24-month) planning system to plan supply and demand of labor needs on a quarter-by-quarter basis for each ONET occupation. The lack of a planning system results in chronic shortages, chronic surpluses, and funding restrictions that exacerbate the problems.

Career Coaching – Too few individuals possess adequate “career literacy” to manage their careers. This results in “uninformed self-selection” into career paths and educational paths that are not a good fit for the individual. Many individuals find out far too late in their educational experience or career where they belong. This causes large inefficiencies.

Appendix B

The Talent Supply Chain



Talent development needs to become more predictable, uniform, and certain. As employers we need to develop the skills to manage talent supply chains just as we have developed skills and methods to manage our material and service supply chains.

Appendix C

Alignment of Strategies and Projects:

I. Talent Acquisition

- Workforce Labor Planning and Forecasting System project
- Health Care Career Website
- Health Care Career Coaching for Students and Transitional Workers
- Health Care Career Coaching Certified Training
- Health Care Employer Workforce Tools for Coaches and Employers
- Language, Literacy, Multicultural and Diversity programs
- Health Care Education LEAN Occupational Stakeholder Studies

II. Talent Development

- Workforce Labor Planning and Forecasting System project
- Health Care Career Website
- Career Coaching for Incumbent Workers
- Health Care Career Coaching Certified Training
- Health Care Employer Workforce Tools for Coaches and Employers
- Providing specialized programs with DHS services to help retain “At Risk” Employees
- Language, Literacy, Multicultural and Diversity programs
- Health Care Education LEAN Occupational Stakeholder Studies

III. Workforce Planning

- Workforce Labor Planning and Forecasting System project
- Develop the MiSA as a Sectoral Skills Alliance supported by DELEG
- Secure funding for operations through voluntary member fees, private sources and foundations
- Increase participation in the Council from 44% to 75% of all health care employees
- Develop a public relations and communications program
- Develop return on investment (ROI) models by project to demonstrate the return to the members for their fees and participation.

IV. Talent Retention

- Workforce Labor Planning and Forecasting System project
- Health Care Career Website
- Health Care Career Coaching for Students and Workers
- Providing specialized programs with DHS and retention services to help retain “At Risk” Employees
- Language, Literacy, Multicultural and Diversity programs

Appendix D

Health Care Employer Council membership: The following chart indicates health care organizations that have been involved in the formation of the council and the position paper. This chart indicates membership participation in four categories: full member, associate member, pending membership decision, and decision not to become a member. Members pay dues to support the work for the council. Member engagement has been evolving throughout 2009 and 2010. The council currently represents 50% of the health care employment in West Michigan and is making progress toward its goal to increase representation to 75% of employment. This is a snapshot of our progress on this journey.

Full Member	Associate Member	Pending	Nonmember	Position Paper	Member	Organization	Title	Number of Employees
		X			Shannon Bailey	Heartland Home Health Care	Administrator	250
X				X	Jennifer Becksvoot	Zeeland Hospital	Employment and Compensation Coordinator	376
	X				Mark Breon	Spectrum Regional Hospital Network	Operations Manager	50
		X			Ted Britton	Gerber Memorial Health Services	Director, Human Resources	581
		X			Gary Davis	Brookhaven Care Facility	Administrator	225
		X			Annie Fields	Clark Retirement	Human Resources Director	450
X				X	Andrew George	Pine Rest Mental Health	Director of Human Resources	941
X				X	Vicky Hilliard	Mercy Health Partners	Director of Human Resources	3270
X				X	Doug Himmelein	Holland Home	Director of Human Resources	1100
		X			Donna Jacobs	Newaygo Co. Medical Care Facility	Administator	180
X					Crystal January-Craft	Spectrum Health System	System Director, Talent and Organizational	11453
	X				Vicki Jensen	United Mem. Hospital	Chief Human Resources Officer	600
X				X	Tom Karel	Saint Mary's Health Care	Vice President of O.T.E.	2711
		X			Shelli Karsten	American Medical Response	Human Resource Representative	183
X				X	Chuck Kohlruss	Holland Hospital	Vice President, Human Resources	1300
X				X	Bob Lackey	Cherry St. Health Services	Human Resources Director	335
		X			Susan Sullivan	Mecosta County Med.Ctr.	Human Resources Manager	314
X				X	Jeffery Swain	Homewatch Care Givers	President	35
		X			Chad Tuttle	Sunset Association	Executive Director	350
		X			Carla Wallis	N. Ottawa Comm. Hospital	Human Resources Director	380
		X			Diana Baker	Kent County Health Dept.	Chief Public Health Nurse	255
X				X	Phillip Weaver	Hope Network	President and CEO	1171
X					Floyd Wilson, Jr.	Metro Health	Executive Vice President of Human Resources	1560
		X			Kay Van Stee	Freedom Village	Human Resource Manager	403
		X			Jim Wood	Memorial Med Ctr of West Michigan	Director Human Resources	500
X				X	Paul Ippel / Louise Yowitz	Network 180	Executive Director / Human Resources Director	106