

# Trinity Health Evidence-Based Selection System



A group of four diverse business professionals in a modern office setting, looking upwards with a determined expression. The group includes a man in a dark suit, a woman in a white blouse, a man in a brown jacket, and a woman in a dark suit. The background is a light blue wall with faint, horizontal lines and text.

ASSESSMENTS

CERTIFICATION

TRAINING & CURRICULUM

BREAKING

# THE TALENT CODE

JOB ANALYSIS

Tom Karel and Mike Stebbins

RESEARCH & ANALYTICS

# Organization Talent and Effectiveness (OTE)

“Create an extraordinary work experience inspiring our associates to create an extraordinary care experience”

# Health Care is Our Ministry



# The Change Pyramid

## A common approach to change

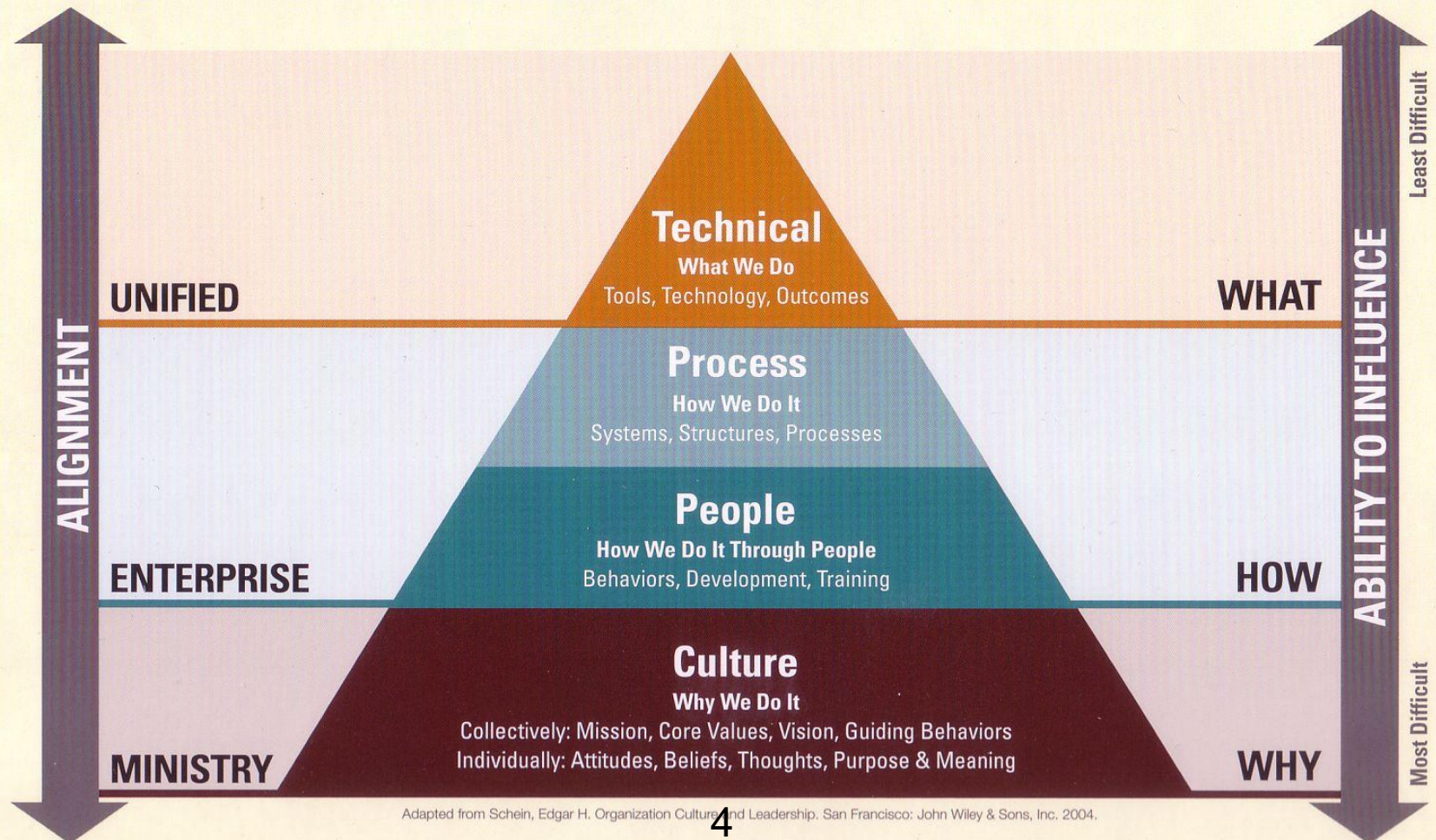
*Change is the event. Transition is the impact of change on People and Culture.*

The Change Pyramid is an effective tool to begin a conversation with your team about what it will take to accelerate meaningful and sustainable change across the Unified Enterprise Ministry® (UEM).

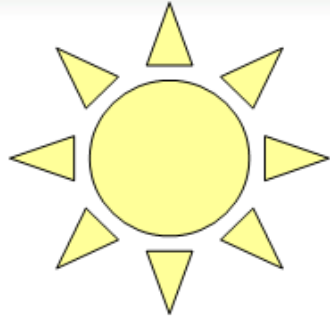
To be successful, we need to be intentional about engaging all four levels of the Change Pyramid: Technical, Process, People and Culture. Most organizations are very adept at managing the change, which typically occurs at the Technical and Process levels of the pyramid. At Trinity Health, we understand managing the change is not

enough; we must also *lead* the change, which means becoming equally skilled in navigating the transition – the impact of change on People and Culture.

The gray arrow on the left of the pyramid indicates that in order for us to become a UEM, we must align our change efforts across all four levels. And although none of the levels are without its challenges, the gray arrow on the right of the pyramid indicates that the deeper you go, the more difficult it is to influence and lead change.



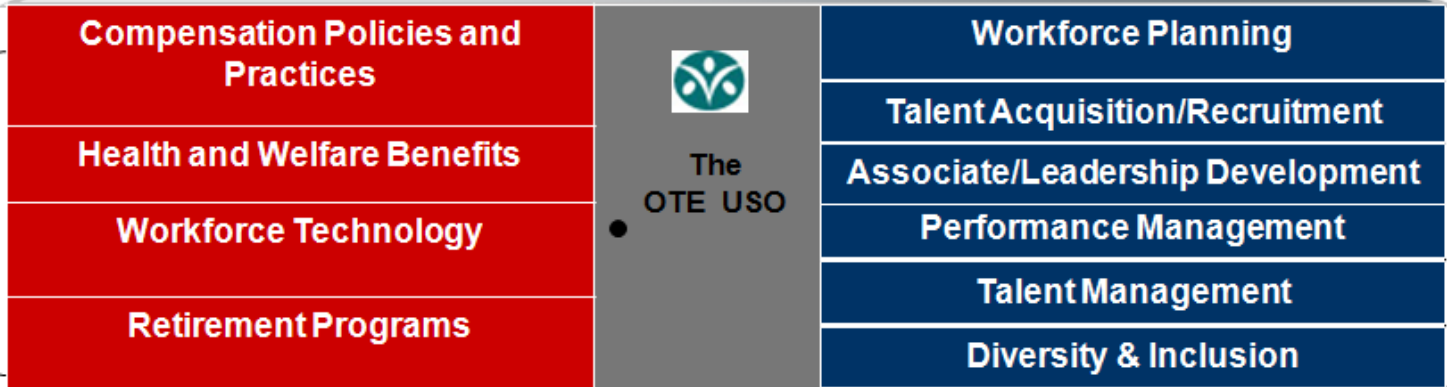
# Trinity OTE Framework



1. OTE USO: Create a framework within which the UTRO and other OTE functional USOs will operate ('frame out the house')

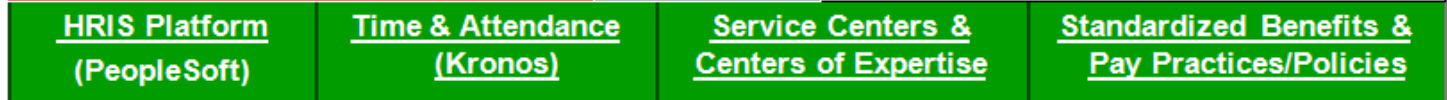
Supporting Our Business Partners at the MOs and Associates

2. UTRO: Create a Unified Total Rewards Organization model



Future USOs: Other OTE Functional Areas

Foundation Enablers: Build these while doing Parts 1 & 2

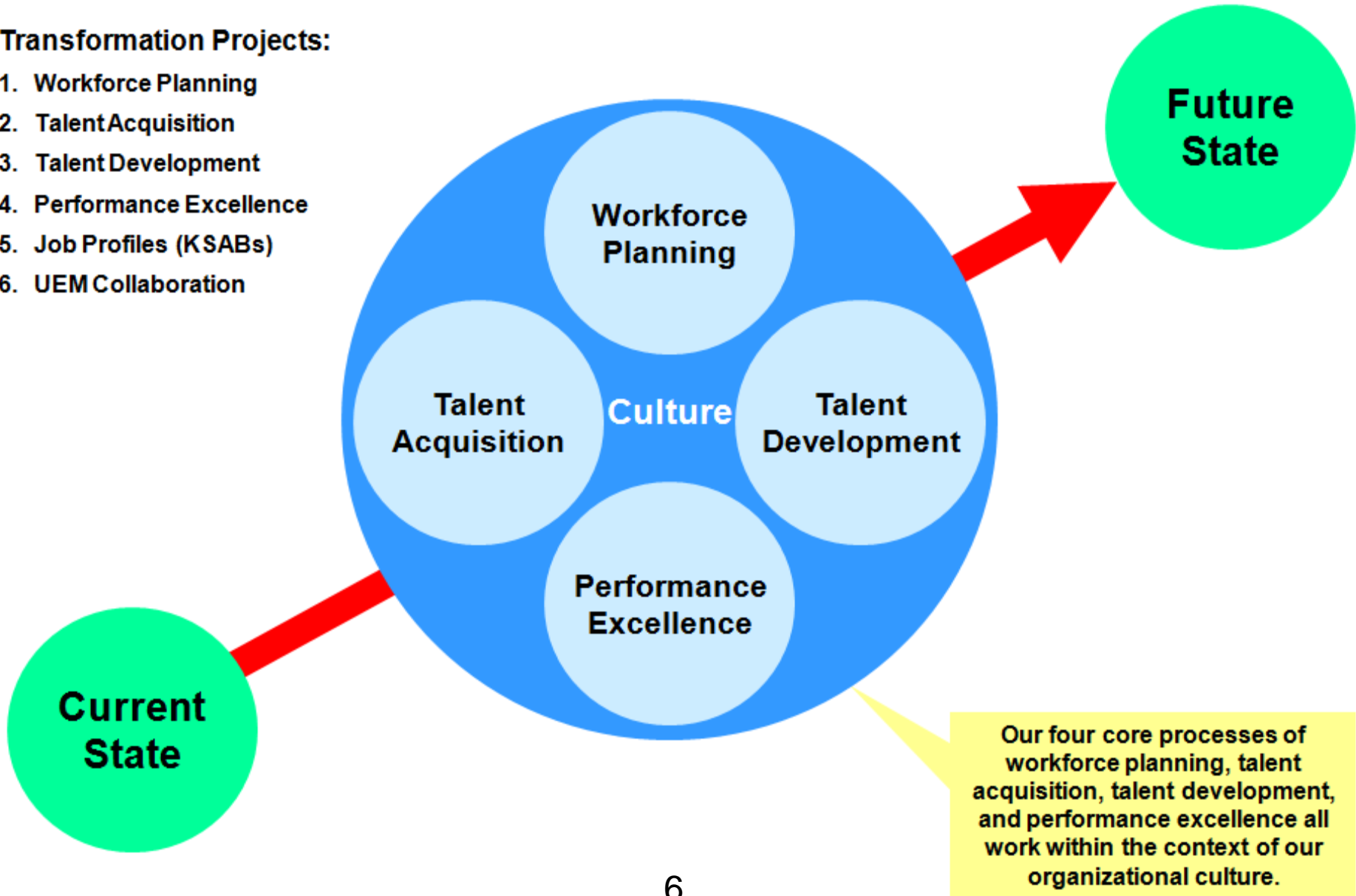


**Culture Transformation, Stakeholder Engagement, Associate Communications and Change Leadership**

# Trinity Best People / Spiritual Workplace Model

## Transformation Projects:

1. Workforce Planning
2. Talent Acquisition
3. Talent Development
4. Performance Excellence
5. Job Profiles (KSABs)
6. UEM Collaboration



# Strategy Map - The OTE Value Equation

## Intangible Asset Perspective

Workforce Planning

Talent Acquisition

Talent Development

Performance Excellence

Culture Guiding Behaviors

## Internal Perspective

Physician Alignment

Highly Skilled & Engaged Workforce

Culture of Safety and Quality

Efficiency & Productivity

Speed of Acquisition Integration

## Customer Perspective

Outstanding Clinical Outcomes

Patient Loyalty

Serve the Poor and Underserved

## Financial Perspective

Solid Financial Outcomes

Savings from Acquisition Integration

Attractive to Philanthropy

# Steering Team

Tom Karel, Vicky Hilliard, Cynthia Hines, Kirsten Korth-White,  
Scott Pegg, Heather Sprague, Mike Stebbins, Sam Tower, Aaron Austin

## Workforce Planning

- Mike Stebbins
- Julie MacFarland
- Vicky Hilliard
- Mike Johnson
- Sandy Lewis (ext.)
- Tina Filoromo (ext.)

## Talent Acquisition

- Cynthia Hines
- Alexis Howard
- Faith Shovein
- Camile Van Dyke
- Tom Reynolds (ext.)
- Mike Stebbins (ext.)
- Katrina Back (ext.)
- Kathy Clark (ext.)
- Scott Pegg (ext.)
- David Luna (ext.)
- Jene' Allen (ext.)

## Talent Development

- Scott Pegg
- Mary Rosser
- Sarah Bankard
- Sandy Lewis
- Judy Herrick (ext.)
- Heather Sprague (ext.)
- Cindy Hines (ext.)
- Deb Rockey (ext.)
- Dawn Klem (ext.)

## Performance Excellence




- Heather Sprague
- Judy Herrick
- Kirsten Korth-White
- Deborah Guyton
- Sarah Bankard (ext.)
- Scott Pegg (ext.)
- Robin Belcourt (ext.)
- Ken Uganski (ext.)

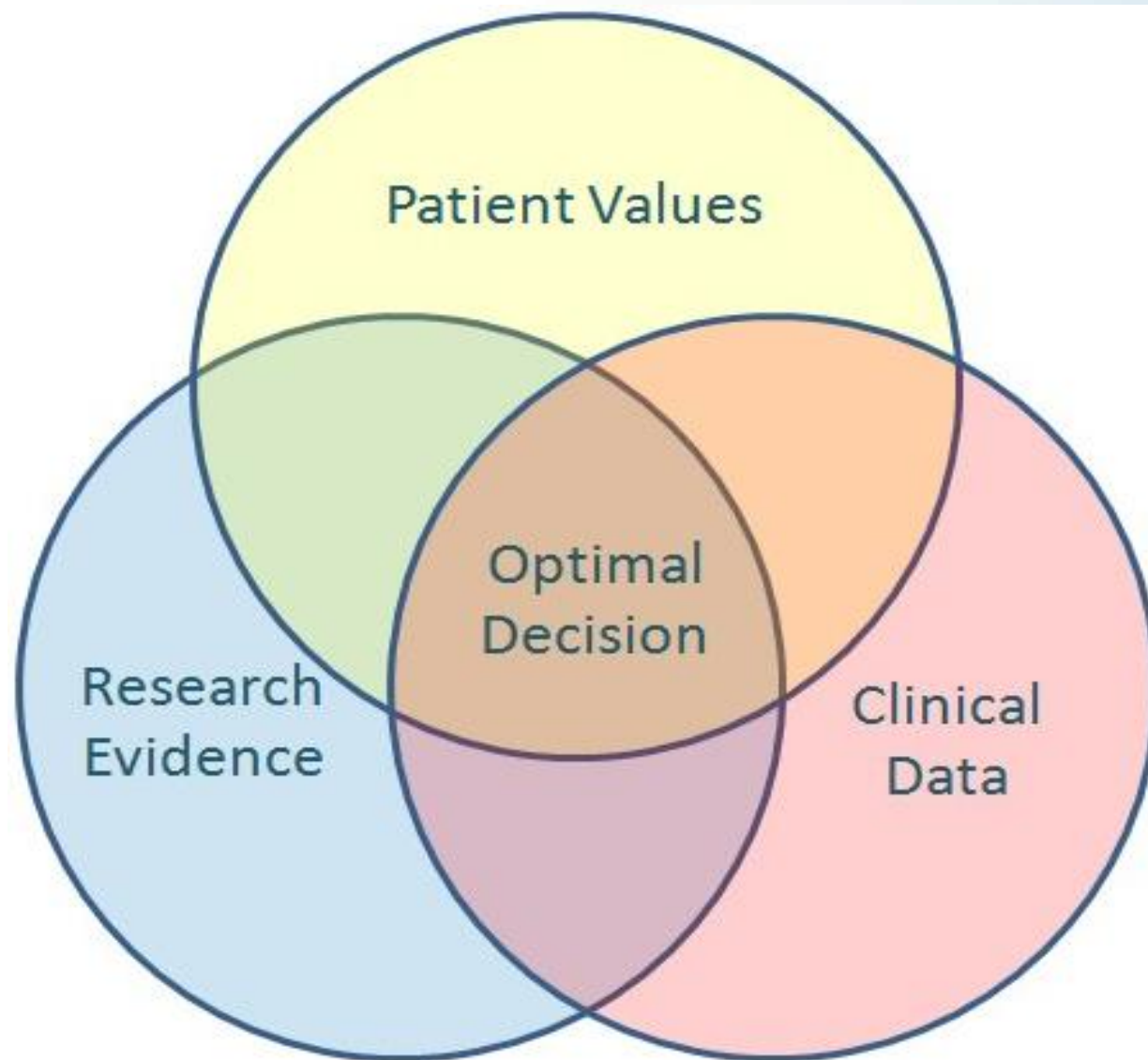
# Levers of Transformational Change

1. Evidence-Based Advancement\* Decisions
2. Closed-Loop Process Control for Consistent Quality of Hire
3. Personal Responsibility for Career Literacy (and IDPs)
4. Pull System to Balance Supply-Demand with Analytics
5. Standard Taxonomy of Occupations to Leverage Job Data

\*Note: **Advancement** includes **hiring** and **promotion**. It is the task of filling a position from inside or outside the organization.

# 1. Evidence-Based Advancement Decisions

- Evidence of cognitive skills  task performance
- Evidence of behavioral skills  GB & patient loyalty
- Evidence of occupational skills  clinical outcomes
- Evidence of personal responsibility for career development and progress
- OTE parallels the clinical discipline of evidence-based medicine

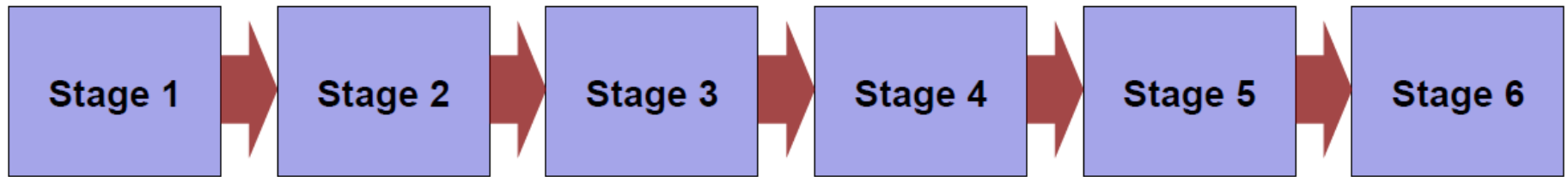


**Evidence Based Medicine:** when best evidence from research meets clinical information and patient values, optimal decisions are possible.

## **2. Closed-Loop Process Control for Consistent Quality of Hire Outcomes**

- Process controls anchored in job performance
- Job performance based on supervisor rating of performance
- Performance based on clinical outcomes, teamwork, patient loyalty, and guiding behaviors
- Scientific validation of OTE processes reduces variation and improves compliance

# Trinity Talent Acquisition Process



## Stages:

1. Sourcing
2. Screening
3. Selection
4. Hiring
5. On Boarding
6. Development

### **3. Personal Responsibility for Career Literacy with Extraordinary Supports for Development**

- Defined expectations for evidence of career literacy communicated to education and community partners
- Evidence-based process for: (1) self-understanding, (2) career exploration, (3) career decisions, and (4) action
- Evidence-based outcomes: career portfolio of assessments, plans, and progress

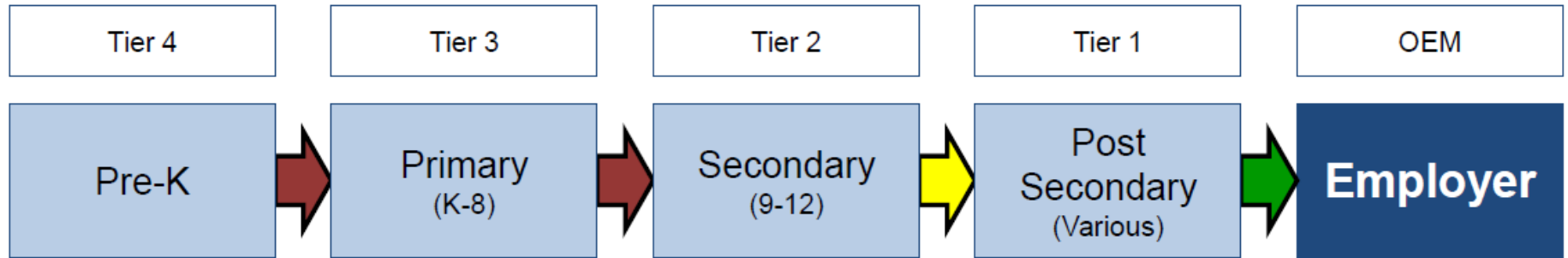
# Career Coaching Process



## 4. Pull System to Balance Supply-Demand with Workforce Analytics

- Goal: right person, right skills, right behaviors, right place, at the right time
- Clear requirements defined for “Quality of Hire”
- Clear Taxonomy of occupations to enable planning
- Strategic workforce planning and analytics drive a proactive talent system
- Clear schedule of quarter-by-quarter hiring communicated to education and community partners

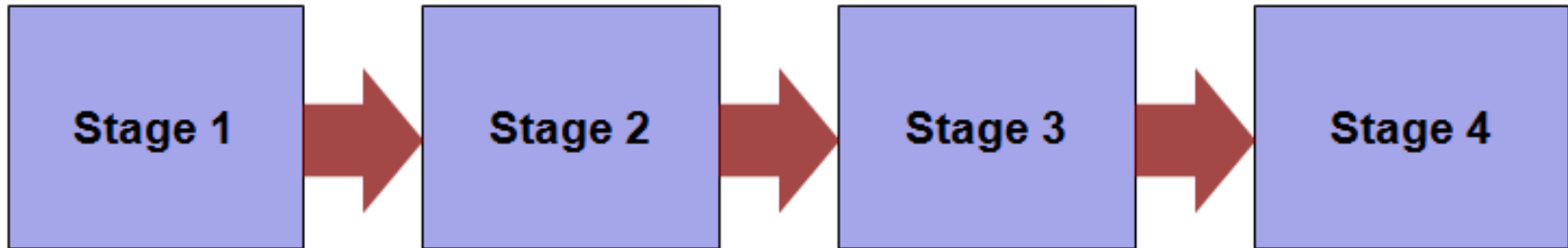
# The Talent Supply Chain



**Push or Pull?**



# Trinity Workforce Planning Process

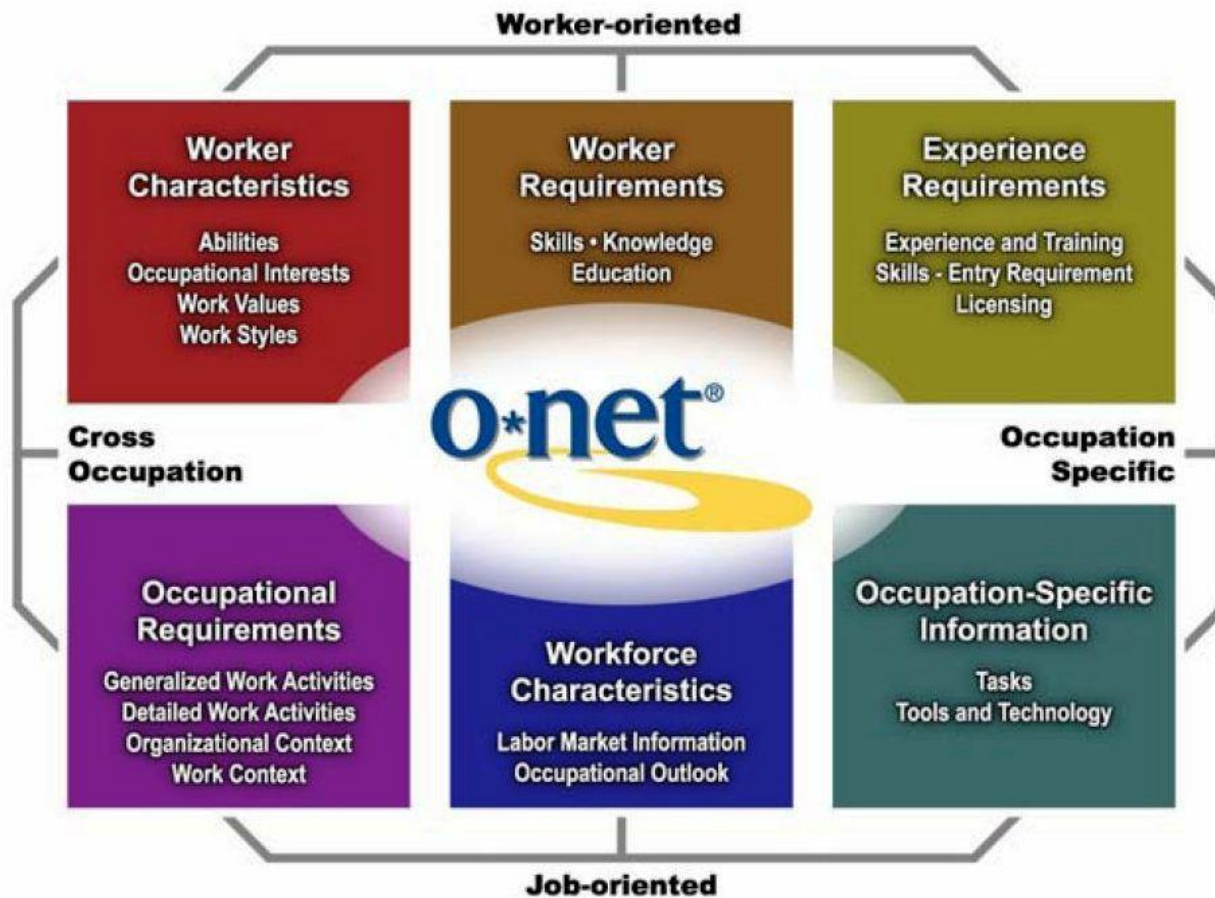


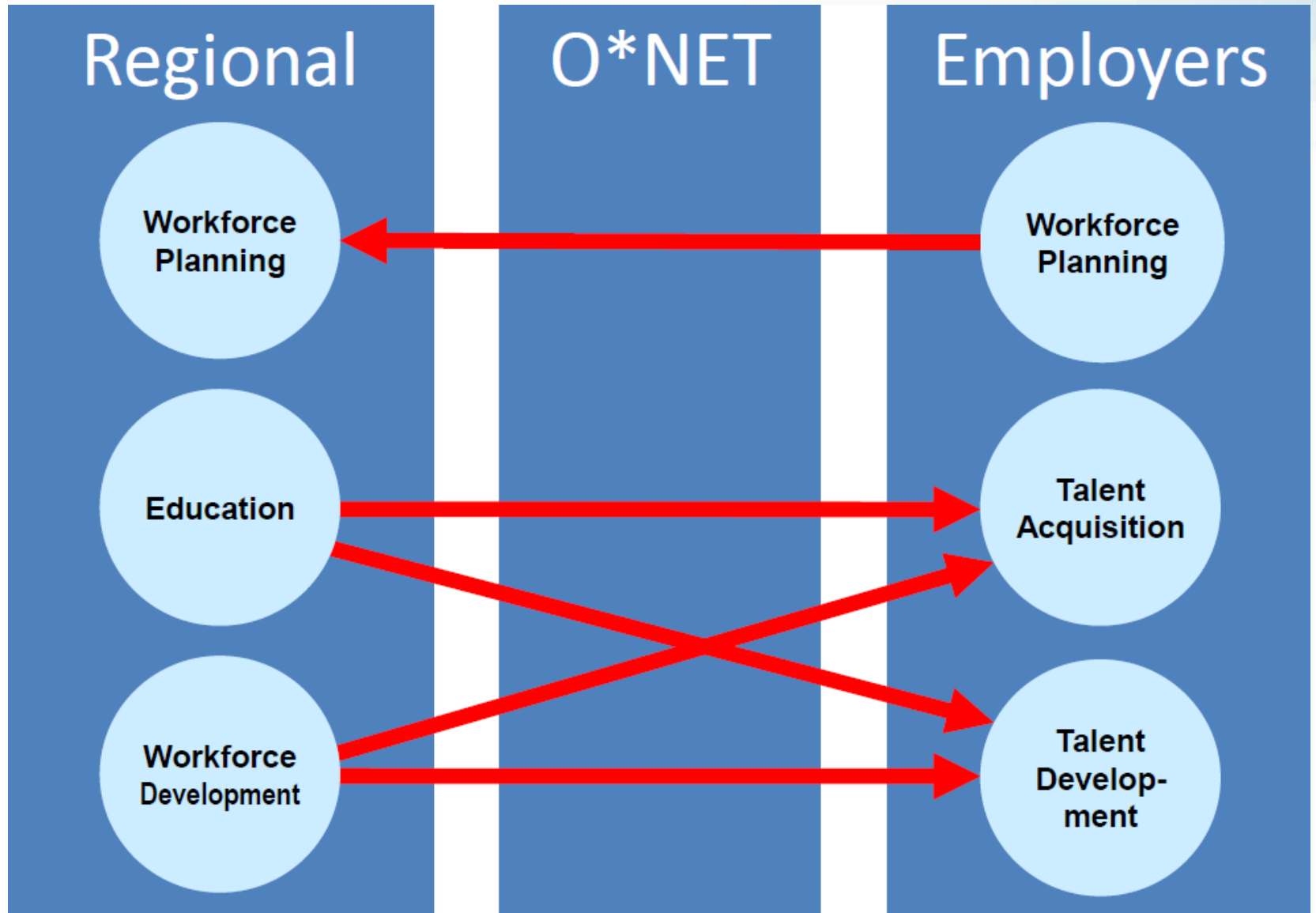
## Stages:

- 1. Annual Strategic Planning**
- 2. Operational Planning and Stakeholder Communication**
- 3. Continuous Workforce Intelligence Analytics**
- 4. Monthly Reporting**

## 5. Standard Taxonomy of Occupations to Leverage the Nation's Best Job Data

- Standard Occupational Classification (SOC) codes as the taxonomy
- O\*NET the nation's largest database for job descriptions, competencies, and wages
- ACT Job Pro database the world's largest empirical database on job skills
- Easy to cross-walk to local job descriptions





# Health Care Employer Council

**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.

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  - Advocates
  - Employers
  - Employer Councils
  - Talent SCM**
  - Career Coaching
  - Career Pathways
  - Skills Now!
  - Alignment Model
  - Alignment Process
  - High Schools
  - Colleges

# Talent SCM

Talent Supply Chain Management (SCM) will become a core competency for all managers. Managers who have learned to manage global material supply chains will master the management of global talent supply chains.

Employers will focus on work team productivity. Work teams will work effectively together to accomplish results for which the skills needed to accomplish work outcomes effectively meet the requirements for role entry.

Competencies will be evidence-based. Credentials will be reliable based on third party assessment of competency. Learning on-demand from multiple sources will drive independent validation of outcomes so employers can ensure that their workforce is ready to meet the needs of the future.

The **Talent SCM 2025 Vision Statement** is a document that is right also provide example diagrams and a presentation.

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- Colleges
- Boot Camp for Jobs
- Workforce Development
- Economic Development
- WorkReady Community

# Employer Councils

Employer councils in their region focused on

The West Michigan to create an care worker documents

The Right P region. The resolution in System. See

Rev: 2011.01.25

**Health Care Employer Council**  
Executive Summary  
Mission, Vision, Strategies, and Projects  
October 2010

Regional	O*NET	Employers
Workforce Planning		Workforce Planning
Education		Talent Acquisition
Workforce Development		Talent Development
Human Services		Talent Retention

**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 Kohruss, Holland Hospital  
Phillip Weaver, Hope Network  
Floyd Wilson, Metro Health

Health Care Employers Council – Mission, Vision, Strategies, and Projects – October 2010 Page 1

together for the benefit of employer councils are region.

HCEC has as its vision and compassionate health next 15 years. A few HCEC

for the West Michigan council. They passed a NAM Skills Certification



### Employer Council Documents

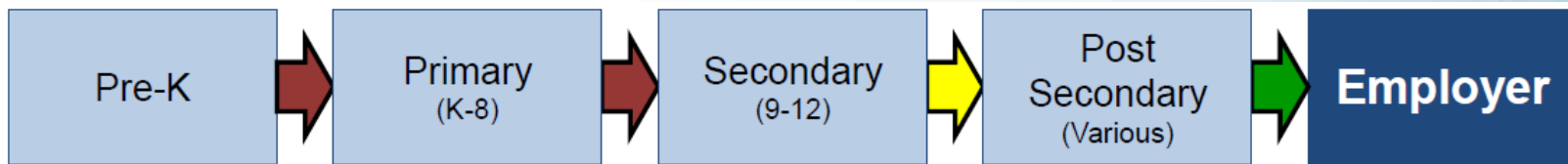
- Name
- [ACT NCRC Employer Handbook](#)
- [Disrupting College Christensen FEB 2011](#)
- [Employer LOC Form for NCRC](#)
- [Employer Presentation Guest DEC 2010](#)
- [HCEC Mission Vision Strategies OCT 2010](#)**
- [Health Care Employers Council Position Paper OCT 2010](#)



# Please Help Us Nationwide

Note: The Iowa organizations are part of Mercy Health Network, a joint operating arrangement between Trinity Health and Catholic Health Initiatives.

- 46,000 full-time equivalent employees
- More than 8,000 active staff physicians
- 19 Ministry Organizations, encompassing 46 hospitals (34 owned, 12 managed)
- 379 outpatient clinics/facilities, 33 long-term care facilities, numerous home health and hospice programs in nine states
- Revenues of \$7 billion in FY10
- More than \$455 million in community benefit ministry



## ? - Evidence-Based Hiring and Promotion

**NCRC**

- **Evidence of Cognitive Skills**

- Reading, Math, etc.
- Reasoning – Critical Thinking & Problem Solving

**Personal Skills Assessments**

- **Evidence of Behaviors**

- Integrity
- Personality Traits and Characteristics
- Interests & Values

- **Evidence of Work-Related Content Knowledge**

- Degrees, Licenses, Certificates

**Career Coaching**

- **Evidence of Personal Responsibility**

- Resume, Career Plan, Education Plan

- **Analysis to Correlate Competency Evidence to Outcomes**

- Valid Reliable Performance Feedback

# Contact Information

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