

# Trinity Health Evidence-Based Selection System

A group of four diverse business professionals in a modern office setting, looking upwards with serious expressions. The background is a light blue wall with faint, repeating text: "ASSESSMENTS", "CERTIFICATION", "TRAINING & CURRICULUM", "JOB ANALYSIS", and "RESEARCH & ANALYTICS".

ASSESSMENTS  
CERTIFICATION TRAINING & CURRICULUM  
JOB ANALYSIS RESEARCH & ANALYTICS

BREAKING  
**THE TALENT  
CODE**

Tom Karel and Mike Stebbins

# Organization Talent and Effectiveness (OTE)

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

# Health Care is Our Ministry

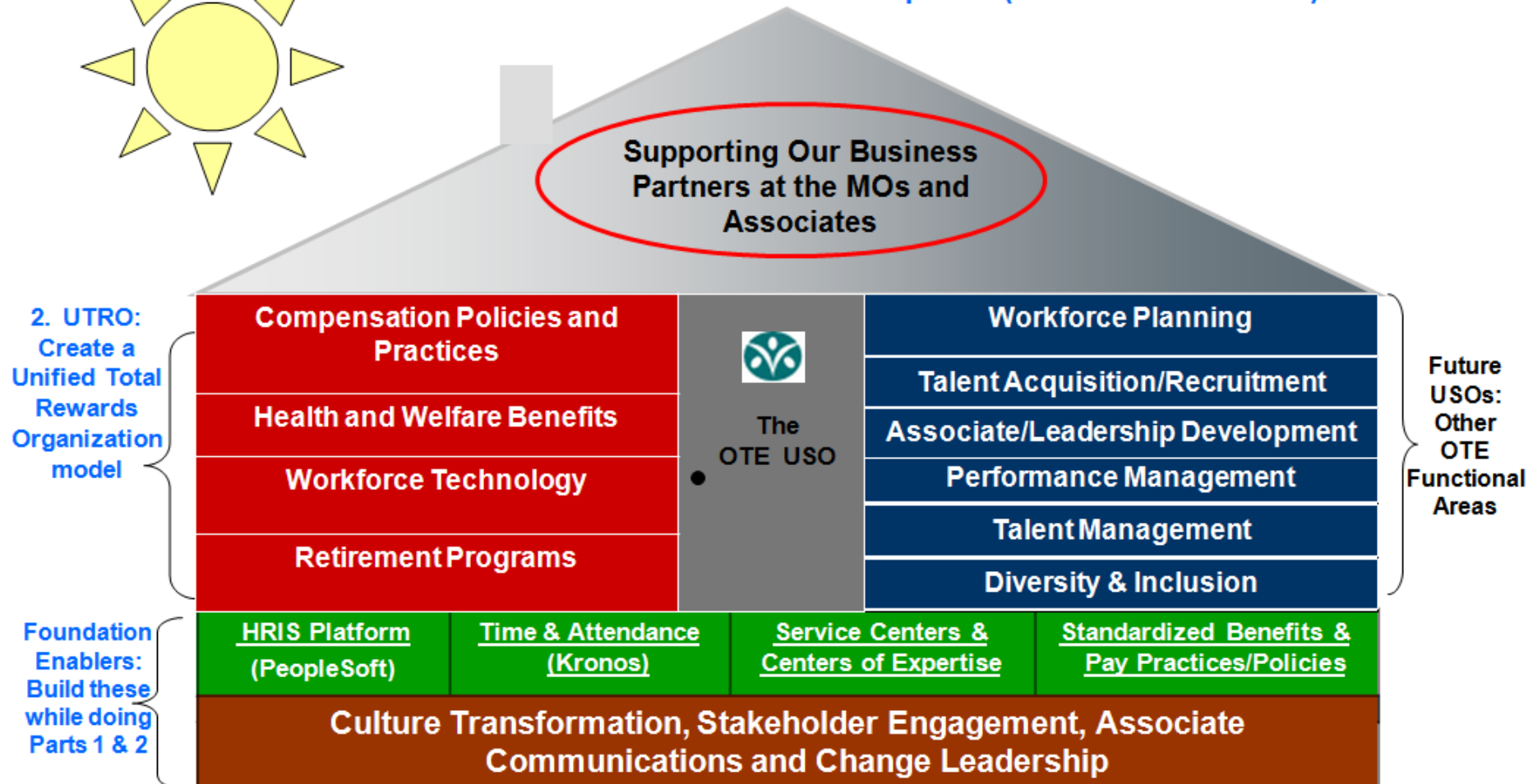


[Video Link](#)

# Trinity OTE Framework



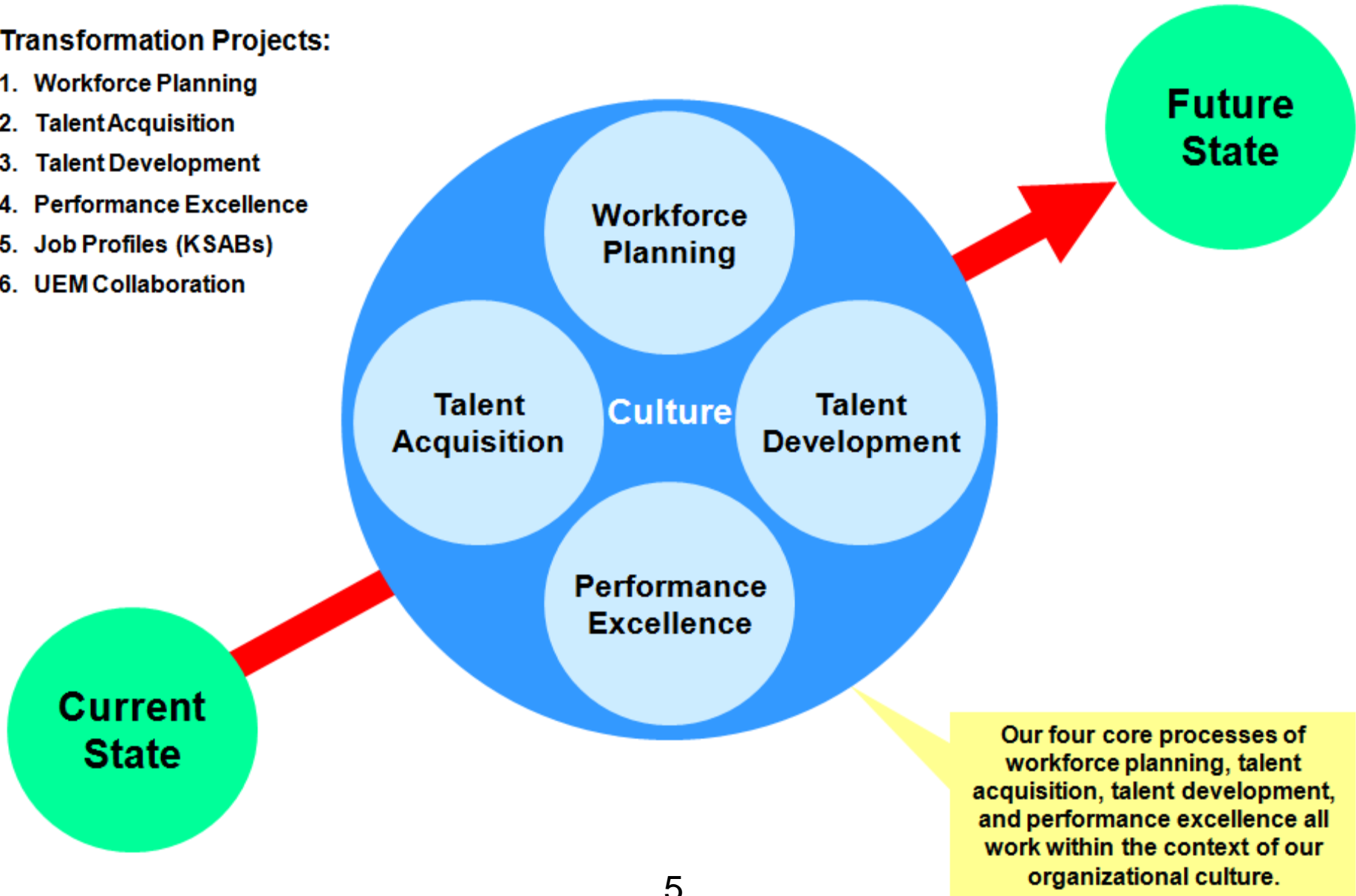
1. OTE USO: Create a framework within which the UTRO and other OTE functional USOs will operate ('frame out the house')



# 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

Associate Engagement

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

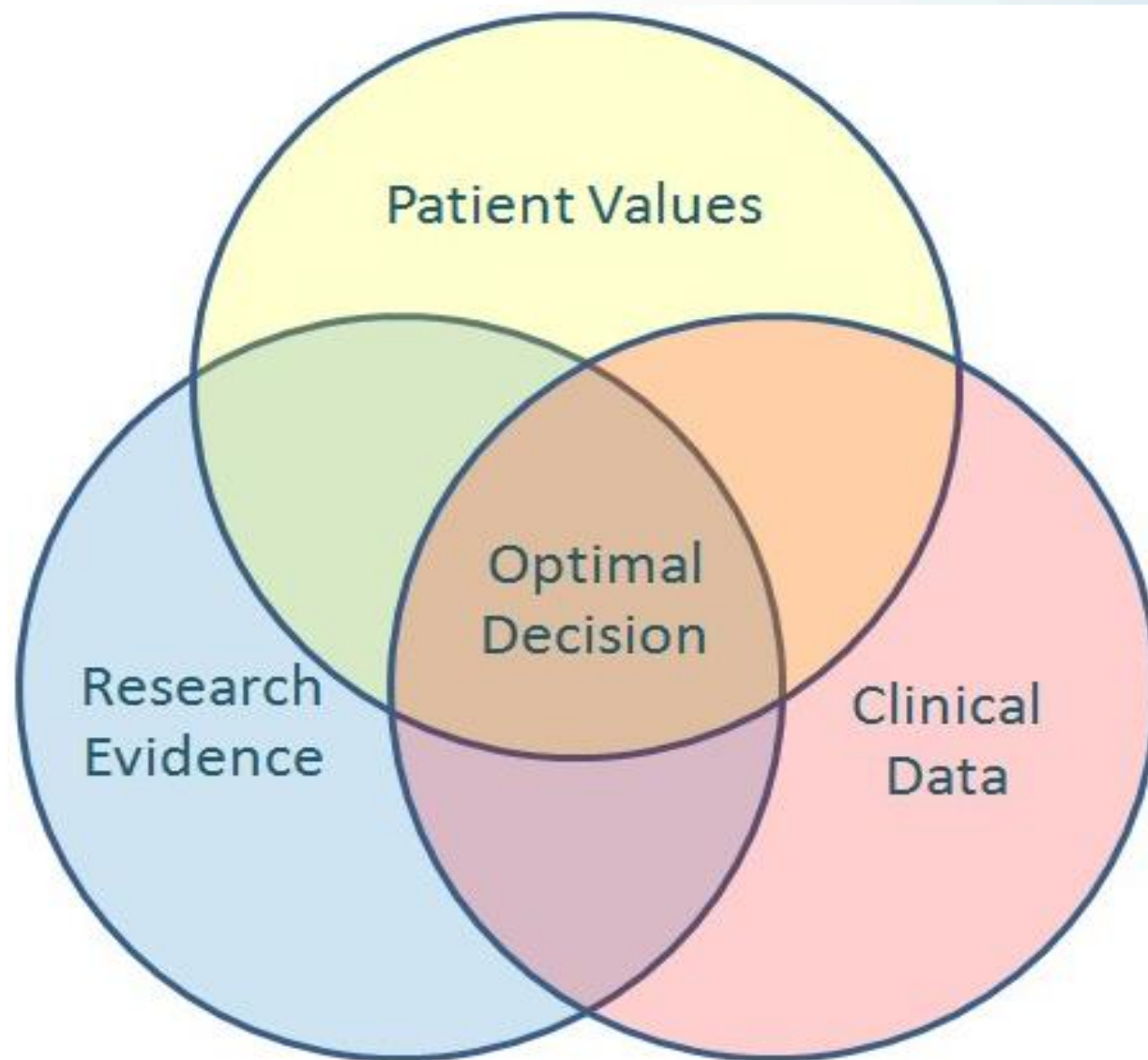
# Levers of Transformational Change

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

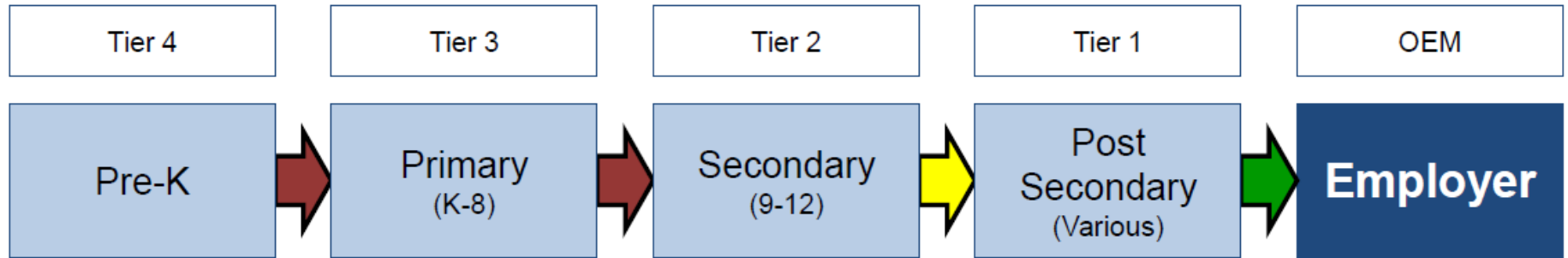
### **3. Personal Responsibility for Career Literacy with Extraordinary Supports for Development**

- 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

## 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

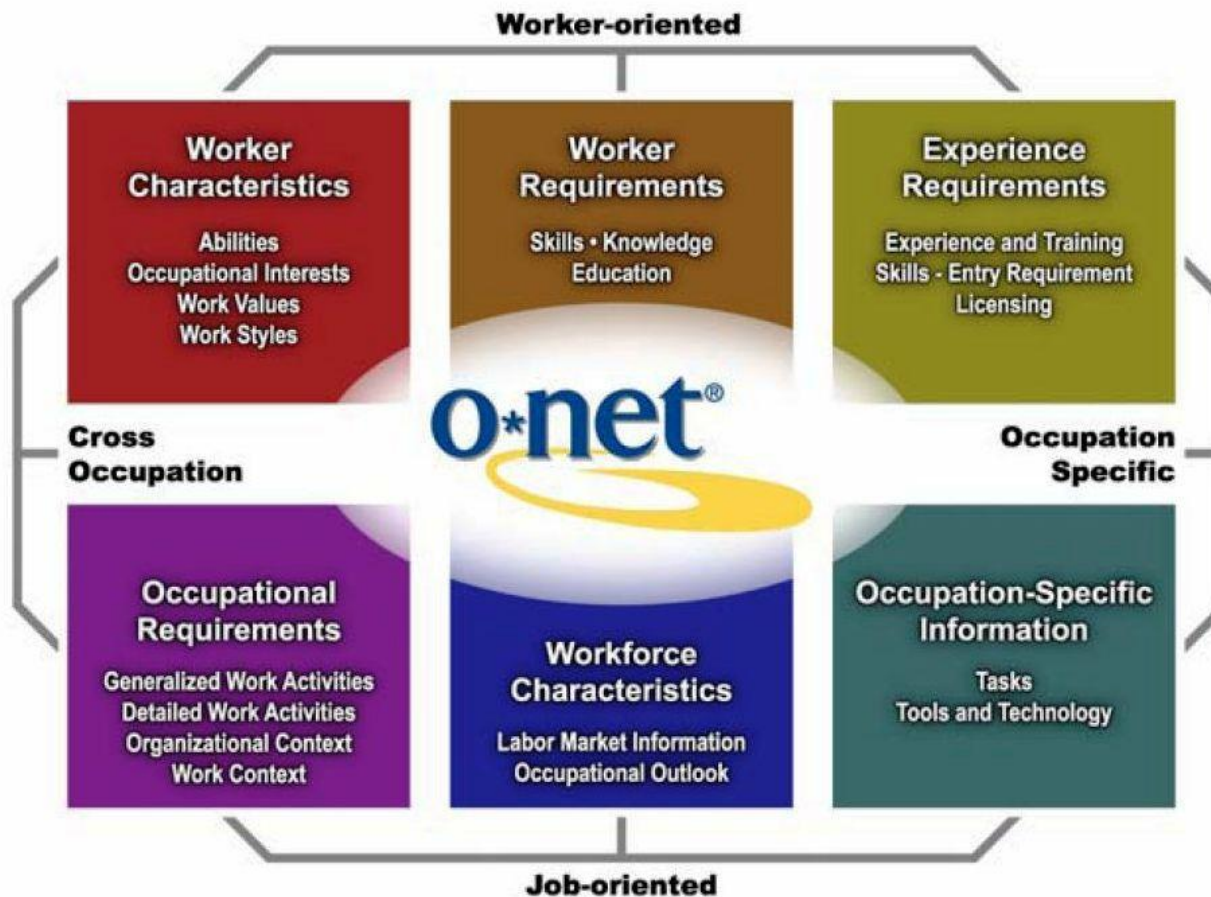


**Push or Pull?**



## 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



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  - 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 the organization. Skills needed to accomplish work outcomes effectively will be defined by 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 performance. Independent validation of outcomes so employers can trust the results.

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

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Advocates > EmployerCouncils

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

# Employer Councils

Employer councils in their region are focused on...

The West Michigan region is focused on creating an advanced care worker documents...

The Right Place in the region. They passed a resolution in the 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 in region.

The West Michigan Council (HCEC) has as its vision to create a skilled and compassionate health care workforce over the next 15 years. A few HCEC...

for the West Michigan Council. They passed a resolution in the NAM Skills Certification...



### Employer Council Documents

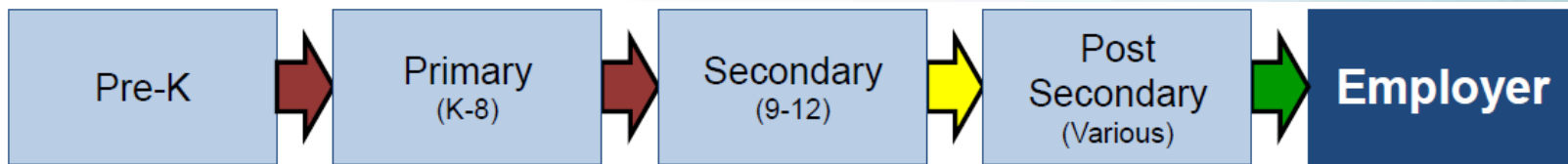
- Name
- [ACT NCRC Employer Handbook](#)
- [Disrupting College Christensen FEB 2011](#)
- [Employer LOC Form for NCRC](#)
- [Employer Presentation Guest DEC 2010](#)
- [HCEC Mission Vision Strategies OCT 2010](#)**
- [Health Care Employers Council Position Paper OCT 2010](#)



# 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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