



**CareerSTAT**

JOBS FOR THE FUTURE AND THE  
NATIONAL FUND FOR WORKFORCE SOLUTIONS

## NORTON HEALTHCARE

LOUISVILLE, KY | 12,328 EMPLOYEES | 140 LOCATIONS

School at Work Graduation 2013. School at Work® success coach Del Spear celebrates with his students. School at Work® is one of the many programs Norton Healthcare uses to advance frontline employees.

# CREATING A CULTURE OF LIFELONG LEARNING FOR FRONTLINE EMPLOYEES

One of Kentucky's largest healthcare systems, Norton Healthcare, has built a culture of continual, lifelong learning. Norton Healthcare's Office of Workforce Development serves as the primary career and financial support mechanism for frontline employees. In 2013, the office supported 550 frontline employees working toward degrees and certifications in health-related fields.

Norton has partnered with over 100 colleges to develop and finance education for frontline employees around in-demand healthcare jobs, such as medical assisting, limited medical radiography, coding, health information management, and technology certifications. Tuition for employees is paid in advance for increased accessibility, some with negotiated lower rates.

Norton Healthcare also supports its frontline employees and the larger community by providing mentoring, internships, on-site certified career

management coaches, and a forecasting tool Norton Healthcare created to identify in-demand jobs and the future needs of the organization. Coaching consists of career development, school selection, financial options, and support for academic success.

In the two-year period from 2011-2012:

- > **22** frontline employees at Norton attained a certificate or diploma
- > **52** attained an Associate's degree
- > **219** attained their Bachelor's degree

Of these **293 graduates**:

- > **225** received a new job or promotion as a result of their new credential
- > **99 percent** of students who received upfront tuition payments completed the semester

## RETURN ON INVESTMENT

- > A two-year retention rate of **93 percent** for new nurses who received scholarships
- > **86 percent** of employees responding to Norton's 2013 employee engagement survey agreed with the statement: "Norton Healthcare provides me with the opportunity to improve my professional knowledge and job skills." This score surpasses the 85 percent best-in-class threshold.

Norton Healthcare takes investment in its frontline employees seriously, using 100 percent operating funds to invest over \$9 million annually in workforce development initiatives.

For Norton Healthcare CEO Stephen A. Williams, commitment to frontline worker advancement is personal. He began working in healthcare as an orderly while in high school, joining Norton Healthcare 37 years ago, rising to CEO of one of Kentucky's largest healthcare systems. As he sees it, *"Our employees are by far our biggest assets. I want our valued employees to have the same opportunity and support I did in growing their Norton Healthcare career."*

**The 2014 CareerSTAT Frontline Healthcare Worker Champions recognition program is generously funded by The Joyce Foundation.**

## FRONTLINE SUCCESS



**Kaylee Bui** began her career at Norton Healthcare as a frontline employee in dietary, delivering food to patients. Through support from Norton Healthcare, she now serves as a nurse practitioner at the Norton Neuroscience Institute. Her 12-year career progression has taken her from food service associate, to certified nursing assistant, unit secretary, registered nurse, and nurse practitioner. Thanks to financial support from Norton's Healthcare Scholars program, she enrolled in nursing school. After Kaylee earned her Bachelor's degree and became a registered nurse, Norton worked with her to find a flexible, part-time role to enable her to pursue a nurse practitioner Master's degree, which she earned in 2011. "Norton Healthcare has been very accommodating with my school and work schedule," says Kaylee.



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