

MERCY HEALTH

West Michigan



EVIDENCE-BASED HIRING FOR FRONTLINE SUCCESS

Mercy Health, a regional health ministry of Trinity Health, is a regional partnership of hospitals and healthcare providers throughout Western Michigan. As one of the largest health systems in the region, Mercy Health is a multi-campus healthcare provider with 700 hospital beds and over 8,600 total employees including 400 physicians and nearly 3,000 frontline workers.

Making Career Advancement Accessible

Mercy Health makes career advancement accessible by investing in entry-level training programs such as the Certified Healthcare Environmental Services Technician (CHEST) credential, which provides career advancement opportunities to frontline workers and positively impacts quality of care and patient experience. Over the last year, 28 out of 100 environmental service employees have received the CHEST credential. Reflecting their increased value to the organizations, employees who obtain the credential receive a wage increase.

Evidence-Based Approach to Recruiting and Hiring

In February 2010, Mercy Health initiated an evidence-based selection and hiring process for acquiring and onboarding frontline talent. With the goal to improve the quality of new hires and reduce first-year turnover, the new process incorporates assessment of cognitive skills, behavioral skills, and professional references to ensure a fair and objective hiring experience. Mercy Health uses objective tests for specific skills, along with structured interview questions to assess specific competencies. Since the launch of this initiative, over 10,000 external hires have been made resulting in an 11% increase in minority hires, a six-day reduction to the time to fill open positions, a 6% reduction in first-year turnover rates.

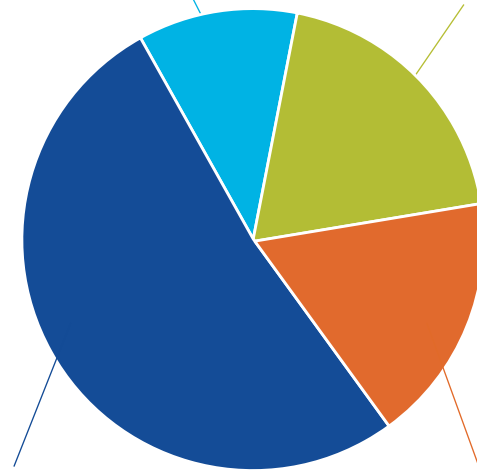
SINCE 2015, 147 INDIVIDUALS HAVE PARTICIPATED IN INNOVATIVE PROGRAMING

Medical Assistant Apprenticeship: 16

CHEST Program: 28

Community-led Career Portfolio Programs: 75

Incumbent Worker Career Coaching: 25



Partnering to Expand the Talent Pipeline

To expand its talent pipeline, Mercy Health is working with local community colleges, a workforce agency and others to develop multiple efforts including a Career Portfolio and the West Michigan Health Careers Council which is an employer-led initiative aiming to introduce non-traditional students to a career in healthcare. To fill a key position, Mercy Health launched the Medical Assistant (MA) Apprenticeship program with 13 employees resulting in all graduates receiving their MA credential and moving into MA positions. Due to the success of the program, Mercy Health is launching three new apprenticeship programs in 2017.

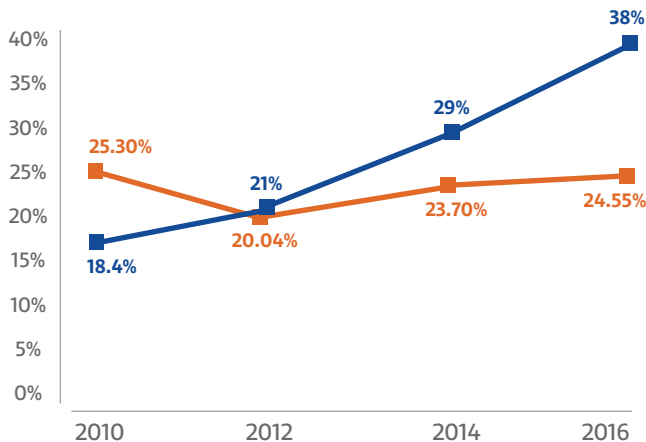


Frontline Success Story

Robin Tufts had spent 20 years working in the manufacturing industry. She always wanted to go to college, but between balancing work and family life she couldn't find the time. When confronted with a health diagnosis that resulted in multiple visits to the hospital and physician offices, she discovered her passion for healthcare. Unsure of where to start, she learned about the Medical Assistant (MA) Apprenticeship program through one of Mercy Health's community partners. After applying, she participated in their evidence-based selection process. The competency-based hiring model demonstrated that she possessed the skills required to be successful in a patient care role. As a result, she was hired into the MA Apprenticeship program. She successfully completed and graduated from the MA Apprenticeship program and moved into the MA position in January 2017.

BUSINESS IMPACT

Quality of Hire & Diversity



- Reduced first-year turnover to a low of 19.66% in 2013 and maintain lower than average rates.
- Increased hiring diversity from an 18% baseline to 38% in 2016 with a regional minority population of 21.6%.



A detailed case study of Mercy Health's training and development programs is available at www.NationalFund.org/CareerSTAT/resource.

NOTE FROM LEADERSHIP



"These practices have had an incredible impact, not just on our financial bottom line, but also on health care quality measures and employee satisfaction. The diversity of our excellent front-line workers reflects and even exceeds the diversity of

our West Michigan community. Our dedication to our frontline colleagues and the development of their careers is just one example of our Mission and Core Values at work in the communities we serve."

- John Schwartz, Regional Vice President, CHRO

Number of Employees: 8,634

Number of Frontline Workers: 2,892



The Frontline Healthcare Worker Champion Recognition Program

The CareerSTAT Frontline Healthcare Worker Champion program recognizes healthcare organizations making exemplary investments in the skills and careers of their frontline workers. Organizations are designated as Champions and Emerging Champions. Champions meet all of CareerSTAT's recognition criteria, including making skill and career development accessible, offering programs at a significant scale, measuring program business impact, and building sustainable programs, while Emerging Champions are in earlier stages of investment and are working with CareerSTAT leaders to strengthen their programs and achieve Champion status. CareerSTAT is an employer-led initiative of the National Fund for Workforce Solutions. Learn more at www.NationalFund.org/CareerSTAT.