

# UC DAVIS HEALTH

Sacramento, California



## PROMOTING TALENT FROM WITHIN

Serving 33 counties in California, UC Davis Health covers a 65,000 square mile region. As the only medical healthcare center in the region, it drives research and medical innovation in the area while serving hundreds of thousands of patients each year in its 627-bed hospital and clinics.

### Career Exploration, Coaching, and Mentoring

UC Davis Health offers career coaching and an array of educational opportunities designed to help employees further develop their skills and advance their careers. Each year non-union, full-time career employees may take up to 80 work hours to pursue professional development, while most union career employees have 40 hours.

Adopted by UC Davis Health in 2006, the School at Work (SAW) program uses a combination of career and skill development training to encourage entry-level employees to explore advanced career opportunities. As a feeder of talent candidates, the SAW program provides meaningful growth opportunities to frontline workers while reducing recruitment and on-boarding costs.

One-on-one career coaching is also available for employees to assist them in reaching their professional goals. Career coaches work with employees to define goals and connect them to internal and external services such as the School at Work program, Career Management Academy, and mentoring and cross-training toolkits. These services help UC Davis Health grow talent in key areas and increase employee engagement.

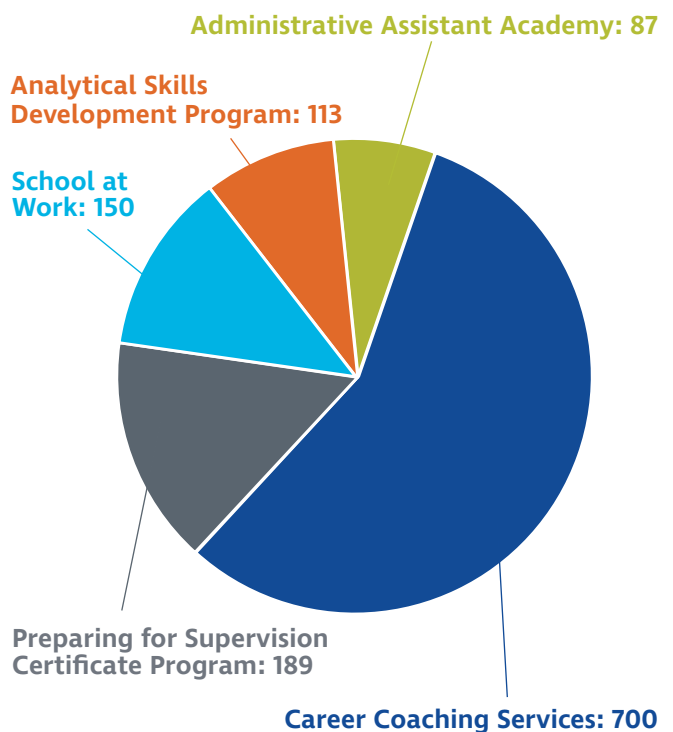
### Developed Career Pathways

Piloted in 2014 and modeled after the SAW program, the Administrative Assistant Academy (AAA) trains UC Davis Health's frontline workers in the knowledge and skills necessary to pursue a career as an administrative assistant. The program has become so popular that it recently expanded its class size from 20 to 30 students. Using

e-course offerings from the UC Learning Center combined with input from Catalyst Learning, a healthcare-focused workforce development company, AAA's curricula and course materials are designed to be repeatable and sustainable.

### PROGRAM PARTICIPATION\*

*\*Cumulative data through 2017*



## Employer-Led Industry Partnerships

UC Davis has partnered with regional healthcare providers to develop the Sacramento Health Careers Pathways. The core objective of the program is to utilize employer-led, evidence-based career pathways as an essential component in the region's strategy to support individuals' entry and advancement in healthcare careers. Executive leadership is partnering with education and training providers in the region to develop common solutions to shared challenges.

## Tuition Reimbursement Program

UC Davis Health also offers tuition reimbursement for current employees who are advancing their careers through education and development programs. Eligible employees may receive up to \$4,000 per year and up to \$16,000 during their employment for degree and specific vocational programs. Since 2004, an average of 350 employees utilize this service annually. Since 2004, \$9.3 million in tuition reimbursement have been awarded to eligible employees through UC Davis Health's Staff Tuition for Education Program (STEP).

## BUSINESS IMPACT

**> UC Davis has promoted 1/3 of SAW graduates reducing recruitment and on-boarding costs.**

**“As UC Davis Health CEO Ann Madden Rice says, this program is “a win-win situation — engaged employees are achieving personal goals of advancement and UC Davis Health is able to internally fill positions.”**



## Frontline Success Story

Between 2009, when Robin Shelton entered the SAW program, and 2014, she advanced four levels in her career, becoming an Analyst II Supervisor. Catalyst Learning even named her a Dream Achiever, a title reserved for people who inspire their co-workers and members of the community as they strive for—and achieve—professional growth. “This is all due to the SAW classes,” Robin says, adding that SAW “gave me the tools and the confidence that I could do anything I set my sights on.”

## NOTE FROM THE CEO



CEO Ann Madden Rice believes investing in staff not only improves employee engagement and satisfaction, but it also reduces turnover and helps to build and sustain a strong and capable workforce. “Employees are our most valuable resource,” she said.

“Our goal is to strengthen our training and development programs, which give frontline workers the opportunity to realize their full potential and grow into the many career paths focused on improving health that are available at UC Davis Health.”

- UC Davis CEO Ann Madden Rice

**Number of Employees: 10,300**

**Number of Frontline Workers: 3,209**



## 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](http://www.NationalFund.org/CareerSTAT).