

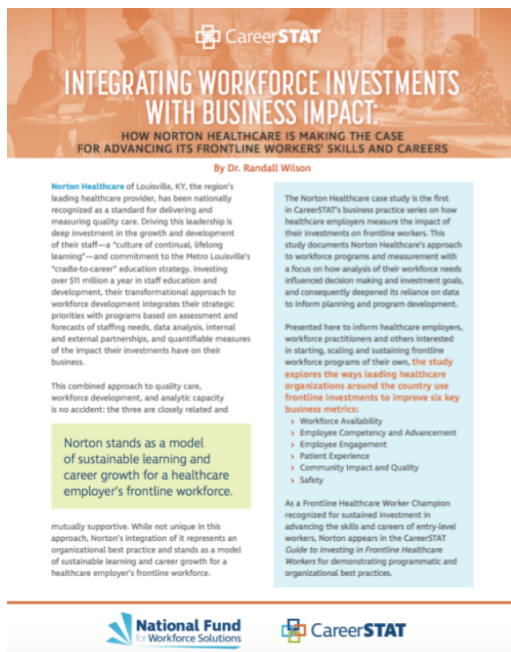


New Business Impact Case Study: Norton Healthcare

A 2014 Frontline Healthcare Worker [Champion](#), Norton Healthcare is a [national leader](#) in developing the skills and careers of its frontline workers. Based in Louisville, KY the five-hospital system invests \$11 million annually in its 14,000 employees. With more than 6,000 frontline workers, Norton operates three distinct programs—the Office of Workforce Development, Norton University, and the Institute of Nursing to grow and advance entry-level workers. It utilizes an advanced workforce forecasting tool to proactively address workforce needs and direct employees into growing and higher-wage jobs.



Norton Healthcare makes these investments because a skilled and engaged workforce is critical to its business success. As President and CEO Russell Cox says, *"Our analytics easily make the case for investment. There is clear correlation between our commitment and our employee's loyalty, but financial ROI is only one benefit. The real return is in employee engagement, self-fulfillment, and self-actualization of the people working with patients and families."* We interview workers, managers and senior leaders to understand how Norton Healthcare advances its frontline.



[Workforce Investment with Business Impact: How Norton Healthcare is making the Case for Advancing its Frontline Workers' Skills and Careers](#)" documents how Norton uses frontline investment to drive business impact. It explores the tools that inform Norton's investments, the programs and partnerships used to develop employees and the ROI measure in engagement, retention and performance generated from these programs.

Read How Norton Healthcare Invests in its Frontline

11 Frontline Healthcare Worker Champions Recognized at 2017 Leadership Convening

With almost 200 employers and 94 healthcare leaders in attendance, CareerSTAT [recognized](#) four organizations as Frontline Healthcare Worker Champions and seven organizations as Emerging Champions. These healthcare providers are making substantial investments in the skills and careers of their frontline workers and using workforce development to drive improvements in safety and performance.

Frontline Healthcare Worker Champions:

- [Hebrew SeniorLife](#), Boston MA
- [Mercy](#), Missouri, Oklahoma, Arkansas and Kansas
- [Ochsner Health System](#), Jefferson, LA
- [University Health System](#), San Antonio, TX

Emerging Frontline Healthcare Worker Champions:

- [Boston Children's Hospital](#), Boston, MA
- [The Boston Home](#), Boston, MA
- [Mercy Health](#), West Michigan
- [SEIU Healthcare PA Training & Education Fund](#), Harrisburg, PA
- [Seton Healthcare Family](#), Austin, TX
- [Yale New Haven Hospital](#), New Haven, CT
- UC Davis Health, Sacramento, CA



Healthcare Leadership at 2017 Leadership Convening

With almost 100 healthcare representatives at the convening, the state of the healthcare workforce was a major topic at the 2017 Leadership Convening. Even if you did not attend, you can access workshop resources and presentation on our [event app](#) or join the conversation by searching [#NFMeeting](#) or [#CareerSTAT](#).

Top Healthcare Sessions:

- [Plenary: What Motivates Business Executives to Invest in Their Frontline Workforce?](#)
- [Apprenticeships in Healthcare](#)
- [CareerSTAT Healthcare Network](#)
- [Improving Worker Self-Sufficiency and Retention through Improved Financial Coaching](#)
- [Hiring Individuals with Criminal Records: Strategies for Healthcare](#)
- [Hospitals as Anchor Institutions: Inclusive Hiring and Advancement Strategies that Build Healthy Communities](#)
- [Workers as Parents: Strengthening CBO-Employer Partnerships to Better Support the Success of Working Families](#)
- [The Critical Role of Supervisors in Frontline Worker Success](#)
- [CareerSTAT Frontline Worker Champions & Emerging Champions](#)

Resources for Healthcare Leaders

The CareerSTAT network pulls together [resources for healthcare providers](#) interested in

understanding labor trends and implementing innovative workforce programming. Here is a short list of materials we're interested in this month:

- Race Forward: [Race-Explicit Strategies for Workforce Equity in Healthcare and IT](#)
- Democracy Collaborative: [Hospitals Aligned for Healthy Communities](#)
- JPMC's Chauncy Lennon in Forbes: [Boosting Skills Is Key To Health Care Workforce](#)
- Prudential Foundation's Lata Reddy in Washington Monthly: [Filling The "Skills Gap"](#)
- FSG: [Investing in Entry-Level Talent - Retention Strategies that Work](#)
- UpSkill America: [UpSkilling Playbook for Employers](#)
- SHRM: [These HR Leaders Are Going 'All In' to Bridge the Skills Gap](#)

Events and Webinars

Events:

September 8, 2017, *Health Workforce Consortium*: The National Center for Healthcare Leaders in partnership with the Health Workforce Consortium will host an Apprenticeship Accelerator Meeting on Friday, September 8, 2017 in Chicago. For event registration, questions or inquiries please contact Chelsea Johnson at cjohnson@nchl.org.

Webinars:

Save the following dates for the CareerSTAT Wednesday webinar series on effective development practices. Registration details are coming soon.

- September 13, 2:00PM EST: *Integrating Workforce Investments with Business Impact: How to Use Data to Drive Decision Making*
- October 11, 2:00PM EST: *Pathways and Partnerships: Strategies to Advance Incumbent Workers*
- November 15, 2:00PM EST: *Investing in your Backyard: Strategies to Hire, Retain and Advance Local Community Members*
- December 13, 2:00PM EST: *Making Learning and Advancement Accessible: Work-Based Learning Programs and HR Practices that Support Frontline Workers*



CareerSTAT
Advancing Healthcare's Frontline Workers

CareerSTAT is a [network](#) of almost 200 healthcare and workforce leaders with the goal of advancing

Employer Members:

- Boston Children's Hospital

healthcare's frontline workers. CareerSTAT works to encourage peer learning, spread innovative practices, and support organizations in developing their frontline.

[Join the CareerSTAT network](#) to access technical assistance, peer learning opportunities, and industry-vetted best practices. Each quarter we welcome new partners that come with innovative ideas and a desire to learn from peers across the country. **Membership is free and open to all.**


- Methodist Health System
- Genesis Medical Associates, Inc.
- HCI VNS Care Services
- ProMedica

Workforce & Education Members:

- Massachusetts Senior Care Foundation
- Hawkeye Community College
- EmployIndy
- West Harlem Development Corporation
- ConxusNEO
- National Healthcareer Association
- City & County of San Francisco
- Central Iowa HealthWorks

Join the CareerSTAT Network

New Reports



EMPLOYER PROFILES OF JOB QUALITY

UNIVERSAL WOODS

THE BUSINESS LOGIC OF TRUST

By Steven L. Dawson, Advisor to the National Fund


The workforce strategy of Universal Woods starts here: "We trust the people we've hired," says Paul Neumann, CEO. From that premise flows all major workforce decisions:

- Eliminate the role of supervisor
- Share financial information
- Build team-managed teams
- Invest in everyone's education
- Encourage participation throughout the organization

"And that logic of trust," emphasizes Neumann, "extends beyond our 200 employees to every person who has a stake in the success of Universal Woods: our customers, our suppliers, our shareholders, our banker."

The result of this organization-wide business logic is a company that over the past four years has grown 20 percent per year, doubled the size of its workforce, maintained 95 percent customer retention rate for 10 years, and is the leader in its two major markets. Headquartered in Louisville, Kentucky, Universal Woods now has operations in Ohio, Australia and Belgium, serving over 200 customers in more than 80 countries.

"Our business strategy," says Neumann, "is to align the economic interests of all our stakeholders—and you can only do that if you share information transparently across all parties—and treat each with respect. If you do that consistently enough, long enough, then those you work with every day will reward you in turn with their trust. And a trusting relationship is incredibly efficient and productive—you're not slowed down by lawyers, lengthy negotiations, layers of supervision, or assignment of blame."





UNIVERSAL WOODS SHOP FLOOR

Universal Woods manufactures hand-surface panels for the photo, art and personalized/customized gift markets, as well as high-durability mezzanine flooring for the material-handling industry. Product brands include UniSub® and ChromaLux® for the sublimation panels, and ResinGel® for the industrial flooring. For the UniSub and ChromaLux lines, Universal Woods applies an ultrathin, "sublimatable" polymer coating to a variety of hand-surface substrates. Unlike traditional printing, which applies ink to the surface of an object, sublimation uses heat and pressure to bond the image directly into the coating at the molecular level. After applying the sublimatable coating, Universal Woods cuts the panel to the desired shape—anything from a name tag to a wall panel—and the customer then applies the desired graphic. The final "sublimated" graphic is remarkably vibrant yet exceptionally durable. For the ResinGel line, flooring panels are custom-manufactured for Universal Woods' customers. After applying specialized coatings, the resulting industrial flooring durably withstands heavy equipment, rolling carts and pallet jack loads.

UNIVERSAL WOODS • THE BUSINESS LOGIC OF TRUST | 1

Guide to Investing in Frontline Health Care Workers





EXECUTIVE SUMMARY

- Executive Summary
- Why Invest in Your Frontline Health Care Workforce?
- Employer Best Practices for Making Effective Investments
- A Framework for Integrating Workforce Investments with Business Impact
- Resources for Investing in Frontline Workers

EXECUTIVE SUMMARY

Frontline Workers Are Essential in Today's Changing Health Care Landscape

Few U.S. industries have experienced as much change recently as health care. Approximately 20 million new consumers have health insurance coverage due to the Affordable Care Act. Care is shifting from the hospital to the home, clinic, and other community sites. Financing arrangements are shifting from payment for volume to payment for value. And providers at every point along the health care continuum must meet higher standards of quality or face financial penalties.

**Universal Wood: The Business
Logic of Trust**

Read

**CareerSTAT Guide to Investing in
Frontline Healthcare Workers**

Read

[Contact Us](#)



Copyright © 2017 National Fund for Workforce Solutions, All rights reserved.

Want to change how you receive these emails?
You can [update your preferences](#) or [unsubscribe from this list](#)