

SETON HEALTHCARE FAMILY

Austin, Texas



IDENTIFYING EMERGING LEADERS AND HELPING THE COMMUNITY

Founded in 1902, Seton Healthcare Family is the leading healthcare provider in Central Texas. Its 100-plus clinical locations, including four teaching hospitals, strive to provide the highest quality person-centered care at a low cost. Seton is a member of Ascension, the world's largest Catholic health system. In early 2017, Seton Healthcare Family began the implementation of a dedicated and coordinated workforce development strategy with three main goals:

- 1 Increase the number of skilled candidates for high-demand and/or high-turnover positions;**
- 2 Promote more frontline incumbent employees into higher-responsibility positions; and**
- 3 Boost retention while decreasing turnover in high-demand/hard-to-fill positions.**

Senior Leader Support and Dedicated Workforce Development Resources

Seton Healthcare Family's executive leaders are deeply committed to removing institutional barriers so employees can enter, grow and develop within the organization. To achieve this, they established the Workforce Development Council, which includes the Vice President of Human Resources, Chief Nursing Officer and Chief Advocacy Officer, to facilitate strategic decision making and resource allocation. Thus far, the Council has aligned the Advocacy, Diversity, Nursing Education, and Human Resources efforts to shape the Office of Workforce Development & Diversity and maximize its impact. The Office oversees the coordination of Seton Healthcare Family's workforce development strategy and works to empower employees and fill high-demand positions. Currently, the department is making learning and career pathways more accessible by expanding existing efforts to employees and the local community. The department also oversees institutionalized internship efforts such as Project SEARCH, Ann Richards School for Young Women Leaders Internship and the San Juan Diego Catholic High School Work Study Program.

Career Advancement Opportunities

To build an internal pipeline of qualified candidates to address hard to fill positions like the frontline manager positions, Seton developed two initiatives: the Emerging Leader Program (ELP) and the Clinical Leader Pipeline Program (CLPP). Launched in 2014, ELP offers associates the chance to advance to a leadership or supervisory position through a structured experience focused on providing a realistic job preview of a leader's role and responsibilities. Current leaders share successful practices and helpful organizational tools. By June 2015, 112 workers graduated from ELP with more than 40 moving into leadership positions. Seton plans to grow the program with a specific focus on frontline employees within the next three years.

In 2016, nursing built on the success of ELP to create the Clinical Leader Pipeline Program (CLPP). Both programs focus on preparing individuals for high-demand clinical manager positions. Participants are chosen by Senior Nursing Leaders, and take part in a five-month experience providing a realistic job preview, group sharing & discussions, and unit exposure with a mentor. fifteen participants from the first cohort were promoted into leadership positions and Seton is currently running a second group.

Co-Investment Strategies

Seton has committed to be the industry partner in the Austin Independent School District's (AISD) launch of its new Health Science Academy, Career Launch. Seton and AISD developed a co-investment strategy leveraging \$100,000 of in-kind support from Seton. Through this partnership, Seton will provide leadership and support to AISD's innovative plans to expose young adults to healthcare careers, such as high demand positions like nursing, radiological tech, and surgical tech.

Inclusive Hiring

In 2007, Seton was the first employer in Texas to implement Project SEARCH, a workforce development best practice established at Cincinnati Children's. To date, 158 young people with intellectual disabilities have gained critical experience and professional exposure to a variety of healthcare careers. Through rigorous internships in areas such as pharmacy, materials management, clinical lab, emergency department and sterile processing, Project SEARCH interns build critical vocational skills while filling key business needs. Over the past ten years, 91% of Project SEARCH graduates have successfully obtained competitive employment, with Seton hiring approximately 40% of the graduates.

BUSINESS IMPACT

- > Since 2007, Project SEARCH interns have contributed **173,250** hours, or more than **\$1.8 million** worth of productive time, to the organization
- > In 2016 alone, Project SEARCH interns contributed a total of **35,000** hours of work at an estimated value of **\$372,000**



Frontline Success Story

Before participating in Project SEARCH at Seton, Aleisha was considering dropping out of high school. She could not imagine finding a full-time career doing something she loved. The individualized training provided by Project SEARCH changed Aleisha's ideas about her future. During her internship, Aleisha worked with three different teams at Seton's adult Level I trauma center—Dell Seton Medical Center at The University of Texas—where she learned valuable skills including stocking medical supplies, assembling case carts for surgeries, performing data entry and preparing educational materials for classes. During the last-leg of her internship, Aleisha found her true passion in the Simulation Lab. After graduating from Project SEARCH, Aleisha was offered a part-time job in the Simulation Lab, and was recently promoted to a full-time position. Because of her participation in Project SEARCH, Aleisha successfully leveraged her skills and talents and positioned herself for a new career path. "I love that I get to help nurses and doctors provide the best care possible for all patients," she said.

NOTE FROM THE CEO



"We realize there is great need and opportunity to build a coordinated workforce development strategy throughout our entire healthcare system. This coordinated approach to workforce development will focus on establishing pipelines to our hard-to-fill positions and pathways into high-demand careers which will, in turn, strengthen the middle class in our community."

- President and CEO Jesús Garza

Number of Employees: 12,500
Number of Frontline Workers: 8,000



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.