

UNIVERSITY HEALTH SYSTEM

San Antonio, Texas



A BUSINESS MODEL BASED ON FRONTLINE EMPLOYEE DEVELOPMENT

University Health System is a nationally recognized 716-bed teaching and research hospital and network of more than two dozen primary care, specialty, preventive and school-based health centers in San Antonio. Celebrating 100 years of service to the community in 2017, University Health System has been regularly named best hospital in the San Antonio region and the sixth-best in Texas by U.S. News & World Report. It operates in partnership with the physicians of the University of Texas Health Science Center at San Antonio.

Alignment with Organizational Priorities

University Health System believes strongly in growing its own employees and grooming entry-level frontline staff for larger roles. Programs for frontline workers are aimed at helping staff reach their career goals and expanding their skills while also filling high demand positions and improving business performance. For example, University Health System has created robust internal career paths for clerical and environmental services staff to advance to clinical positions. They provide mentorship and guidance along with career exploration and academic readiness programs to help staff succeed. Since frontline workers understand the culture and mission, University Health System believes that developing its frontline staff makes it more competitive.

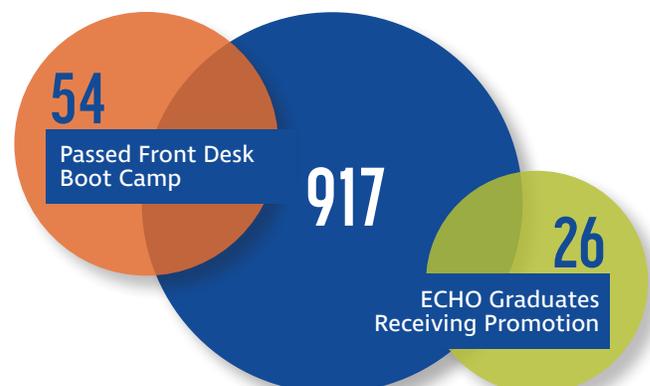
Inclusive Hiring - Recruit from the Community

When hiring, University Health System makes a concerted effort to recruit underrepresented members of the local community. University Health System is an active member of their local workforce board and invests in marketing and outreach that positions the Health System as an organization committed to equitable talent development. To that end, it hires many community members who do not speak fluent English, including immigrants and refugees. Their career development programs have expanded to keep pace with the evolving language and literacy needs of their employees, including offering onsite English for Speakers of Other Languages (ESOL).

Senior Leader Support and Sponsorship

Since its creation in 2004, senior leaders have strongly supported the Center for Learning Excellence and its frontline workforce development programs. In addition to providing sustained financial support, leaders and managers encourage staff to participate in available programs and make time to celebrate accomplishments. The CEO hosts a party celebrating the graduates of their School at Work program, and the Center holds a reception for ESOL graduations. The Center invites the executive team, hands out certificates, and posts success stories and photos on the intranet and in the internal newsletter after every graduation. These celebrations help sustain the programs by highlighting its successes.

917 FRONTLINE WORKERS OR COMMUNITY MEMBERS WERE TRAINED IN 2016



Culture of Continuous Learning

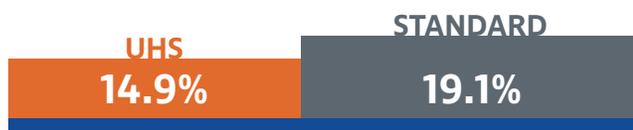
In an effort to improve efficiency, University Health System offers an array of programming and trainings to its frontline staff. Created collaboratively by a cross-functional leadership team, the Boot Camp is designed to reduce errors and improve the speed of patient admissions. Additionally, the on-the-job learning and career development system known as ECHO (Expanding your Career and Health Opportunity) gives frontline workers the chance to move into more advanced roles within the organization.

Enhanced Training Opportunities

University Health System has capitalized on the language skills of its many bilingual frontline workers, and has developed a medical interpreter training program, which they deliver on-site in collaboration with local language schools. Participants learn how to communicate medical information to patients who do not speak English. In exchange, graduates of the training program are eligible for a raise of 35 cents an hour, along with \$250 bonuses awarded after graduation and after serving six months as an interpreter. This program gives employees advancement opportunities and avoids the need for keeping costly medical translators on-site.

BUSINESS RETURN ON FRONTLINE INVESTMENT

- > **San Antonio's highest patient satisfaction scores**
- > **14.9% turnover, compared with the statewide rate of 19.1%**



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.



Frontline Success Story

Laura Hernandez has been at University Health System for 18 years. The organization's commitment to workforce development, she says, gave her the confidence to pursue a degree in Health Administration, which she successfully attained. Today she is an operations manager, and served as a coach for the ECHO program in 2014 and 2015 -- a volunteer position. "I love that this organization strives for the best," she says. "I believe in the UHS mission. I am now and always have been proud to be a UHS employee."

NOTE FROM THE CEO



"At University Health System, we have developed workplace learning programs aimed at lifting any and every member of our staff -- including and especially those providing frontline care to our patients,"

says University Health System President and CEO George B. Hernández, Jr. "We mentor them, encourage them, and challenge them. In doing so, we foster pride and loyalty, reduce turnover and build a workforce ready to help us achieve our common mission of quality, efficiency, a great patient experience, and improved access to care."

- President and CEO George B. Hernández, Jr.

Number of Employees: 7,510
Number of Frontline Workers: 3,622