

# YALE NEW HAVEN HOSPITAL

New Haven, Connecticut



## OFFERING A FULL SLATE OF CAREER DEVELOPMENT SERVICES

Founded in 1826, Yale New Haven Hospital (YNHH) is the primary teaching hospital for Yale University School of Medicine and serves the entire state of Connecticut. The 1,541-bed facility offers a range of services, including oncology, transplantation and pediatrics. In 2016, U.S. News & World Report ranked YNHH in the top 50 hospitals in the country in 11 different specialties including geriatrics (10th), psychiatry (10th) and pulmonology (12th).

### Career Exploration Tools and Career Coaching

Yale New Haven Hospital offers a wide range of career development services to its frontline workers. Some of these services include one-on-one career counseling, resume assistance, a direct tuition payment program (known as the Tuition Loan Forgiveness program), college fairs and access to internet-based online, career-development tools. YNHH further offers a School at Work® (SAW) program, which gives frontline workers the chance to learn, or relearn, a variety of skills that prepare them for new roles. The majority of SAW graduates have continued on to earn an associate's, bachelor's or master's degree.

### Basic Skills Development

Yale New Haven Health System's training department, known as the Institute for Excellence, offers four specially targeted workshops for frontline employees. Examples of these workshops include Achieving Communications

Effectiveness, Conflict Management Skills, and Effective Presentation Skills. The workshops are another example of YNHH's commitment to enhancing its employees' skills, boosting their confidence, and encouraging a positive outlook for their career advancement opportunities within the hospital. By increasing an employee's skills base, this strategy improves quality of care for patients.

### Enhanced Training to Meet Higher Performance Standards

Thousands of employees have participated in the High Reliability Organization Training workshop focused on improving safety and communications in both clinical and business settings. The Performance Improvement Department has determined that these flexible trainings help prepare all frontline employees to meet high quality and safety standards and perform in their roles more effectively.

## WITH 4,000 TRAINEES ANNUALLY, THOUSANDS OF WORKERS HAVE DEVELOPED THEIR SKILLS AT YNHH

Career Development Services: 620

Institute for Excellence: 283

High Reliability Organization Training: 11,263

School at Work: 100



## Dedicated Workforce Infrastructure

YNHH strives to be an employer of choice in its region, and encourages and supports its frontline employees to develop professionally through education efforts and career-advancement opportunities. Beginning in 2010, YNHH further formalized that commitment by hiring a career counselor, who—along with the hospital’s human resource diversity manager—developed a marketing strategy to advertise to employees the many career-development services that YNHH offers.

## BUSINESS IMPACT

YNHH’s contribute to improving patient experience and achieving quality and safety goals. training and educational offerings, engagement activities and recognition programs contribute to improving patient experience and achieving quality and safety goals. Regular communication with the entire staff regarding progress on achieving HCAHPS, teamwork and overall patient experience threshold scores keeps everyone informed and reinforces the critical role that each person plays in the organization.



## Frontline Success Story

When he decided to advance his career in healthcare, YNHH employee James Myers used the full breadth of career-development services offered by the hospital. He consulted with a career advisor. Through the School at Work program, he brushed up on his knowledge before he registered for the radiology program at a nearby community college. “I had been out of school for about 10 years,” he said. “The School at Work Program was a really good experience because it was a refresher.” He received tuition assistance from the Tuition Loan Forgiveness program, allowing him to attend college classes without paying for them up front. “I only had to work two years at Yale New Haven Hospital to pay off my loan.”

## NOTE FROM THE CEO



“No matter what your role, healthcare is one of the most demanding fields to work in, so our goal is to ensure that the people who have chosen to work at YNHH find their careers both professionally and personally rewarding,”

says YNHH President Richard D’Aquila. “Over the years, the Hospital has expanded programs and services that help our employees attain their career goals. Our employees define YNHH. Those who enjoy their work provide the highest-quality care and an exceptional patient experience.”

- YNHH President Richard D’Aquila

**Number of Employees: 12,000**

**Number of Frontline Workers: 4,637**



## 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).