

EAST ALABAMA MEDICAL CENTER

Opelika, AL



STRONG COMMITMENT TO FRONTLINE WORKER GROWTH AND ADVANCEMENT

East Alabama Medical Center is a 340-bed regional referral hospital in Opelika, with an affiliate hospital in the nearby town of Valley. The two hospitals employ approximately 3,400 people, making EAMC Lee County's second largest employer. EAMC provides acute and chronic health services, in addition to non-mainstream services, such as outpatient rehabilitation therapy services, a diabetes and nutrition center, a skilled nursing facility, and a nursing home. EAMC's mission is to provide high quality, compassionate healthcare, which drives its commitment to workforce investment.

Workforce Investment Aligned with Organizational Mission

Over the past 13 years, EAMC has a well-established tradition of growing internal talent to carry out the organization's mission. In fact, several members of EAMC's leadership team began their careers in entry-level positions and have advanced through EAMC-supported programs. To maintain its commitment to frontline workers, developing their skills and helping them advance, EAMC's workforce development programs are fully integrated into its organizational priorities and are reflected in its strategic plan. Recognizing the correlation between a highly engaged workforce and quality patient care, EAMC devotes significant time and resources to offer a wide range of opportunities that ensure its highly skilled, talented workforce can meet the healthcare needs of its community.

Making Learning Accessible to Frontline Workers

EAMC offers a range of educational programs to support workers at all levels of employment. For example, every year EAMC's entry-level healthcare associates can participate in Catalyst Learning's School at Work (SAW®) program for career exploration, growth, and professional development. Offered onsite and during work hours, the eight-month program allows employees to shadow colleagues in other occupations, refine interview skills, and meet with EAMC leaders to engage with different parts of the organization. SAW® students are also provided with career coaching, financial education, and access to EAMC's scholarship

and tuition reimbursement programs. Upon graduation, human resources staff makes every effort to ensure the graduates have access to advancement opportunities.

Investing in Leadership Development

EAMC strives to equip non-clinical and clinical staff with the leadership tools necessary to succeed. For example, EAMC implemented Catalyst's NCharge® leadership series in 2017 to strengthen supervisory skills of frontline nurses as a strategy to improve employee satisfaction and patient experience. Nurse managers and educators deliver the content, giving recognition to their expertise and providing an opportunity to deepen relationships among staff. The course curriculum includes critical thinking and supervisory skills, employee engagement and patient experience, and change management. As of July 2018, 40 nursing supervisors and 22 nursing managers have completed the training.

SAW® GRADUATES AT EAMC

53% received a promotion

55% utilize EAMC's scholarship programs to further their education

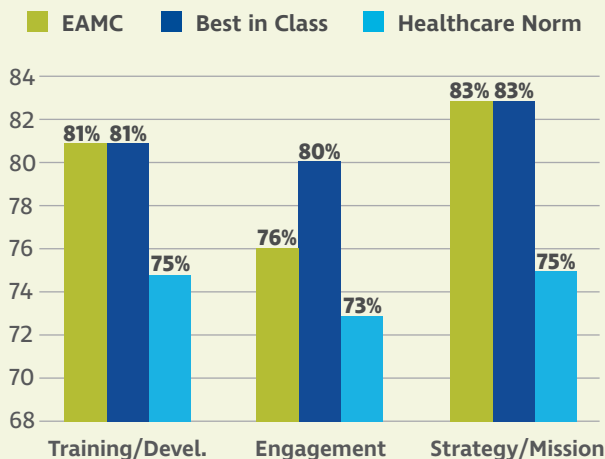
10% have gone on to achieve a certificate or college degree

Employee Skill and Education Assessments

EAMC has several programs and tools that assess frontline workers' skills to inform effective career coaching. EAMC uses ACT Workkeys® to determine job readiness for entry level positions and develop a career plan. In partnership with Auburn University, EAMC offers trainability testing to individuals seeking entry-level positions in dietary and environmental services. This testing allows individuals who do not have a high school diploma or GED to attend 16 hours of non-paid training to qualify for employment. Candidates who successfully pass this training and the new-hire process are offered employment. Since the program kickoff in October 2017, 23 participants have been hired in these entry-level positions.

BUSINESS IMPACT

EAMC cultivates employee engagement beyond frontline workers. All employees play a role in meeting strategic goals and each department has established metrics for staff performance objectives.



Frontline Success Story

Elaine Thomas began her career in healthcare in 1996 as a certified nurse assistant. After working in EAMC's Skilled Nursing Facility for 10 years, and with encouragement from her manager, Elaine entered the SAW® program in 2006. Soon after graduation, she accepted a promotion as an education department secretary. Elaine sustained her career ambition and desire to develop professionally. She became a basic life support instructor and took developmental leadership training classes offered by EAMC. Just this past year, Elaine was again promoted, this time to education coordinator. Elaine regularly attends recruitment events and is a champion of EAMC's development opportunities with the frontline staff.

NOTE FROM LEADERSHIP



EAMC has a longstanding tradition of identifying talent within our workforce, where we instill our mission of "high quality, compassionate healthcare." We back that up with a range of programs to support employee development and career advancement, including basic skill development, career exploration tools, two leadership development modules, onsite scholarship programs, an earn-and-learn program to expose youth to paid on-the-job experiences. Through partnerships with local education institutions and community-based organizations, EAMC is committed to fostering career success for its employees. The investment in our staff is integral to our mission to provide excellent patient care and best serve our community.

- Laura Grill, Executive Vice President,
East Alabama Medical Center

Number of Employees: 3410
Number of Frontline Workers: 1221



The Frontline Healthcare Worker Champion Peer Recognition Program:

CareerSTAT's Frontline Healthcare Worker Champion program recognizes healthcare organizations investing in the skills and career 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 working with CareerSTAT leaderships to strengthen their programs. Learn more at www.NationalFund.org/CareerSTAT.