

# LORETTO

Syracuse, NY



## DEVELOPING LEADERS TO SUPPORT THE FRONTLINE

Loretto is a leader in comprehensive healthcare services in Central New York. As the fourth largest healthcare provider and the sixth largest employer in the region, the 2,500 exceptional people at Loretto’s 19 locations deliver care to close to 10,000 people of all ages, income levels, and care needs in Onondaga and Cayuga counties each year. From adult day programs and short-term rehabilitation, to assisted living communities, skilled nursing facilities, and the PACE managed long-term care program, Loretto is actively investing in its employees, medical research, and new technologies to improve care in its community. Loretto’s tagline is *Exceptional people. Extraordinary care.*

### Supervisors as Coaches and Champions

Frontline supervisors or managers play a pivotal role in the retention and growth of incumbent frontline workers. Loretto trains managers on the PHI Coaching Approach to Supervision® to develop their ability to provide support, guidance, and build relationships with frontline workers. For Loretto, career coaching and counseling of frontline workers is a strategy to improve employee competency and advancement, resident experience, and community impact. Loretto has invested in this strategy, expanding the role supervisors have as coaches. With 13 staff members qualified to deliver the PHI training, Loretto is successfully using a train-the-trainer model, which is now a critical component of the orientation process for new supervisors.

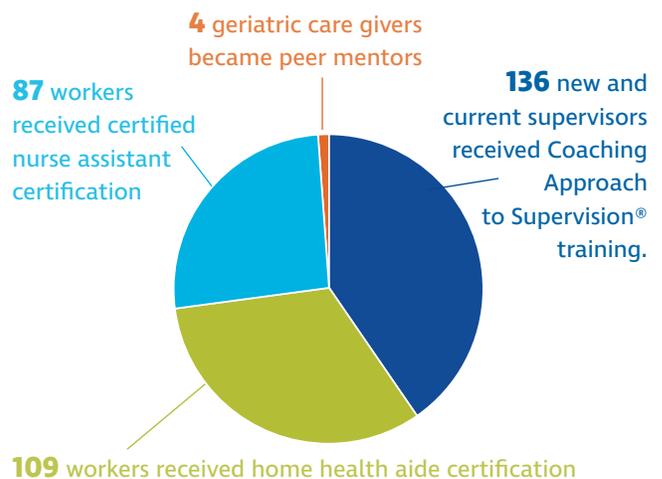
### Leveraging Partner Expertise and Resources

Loretto works in collaboration with Health Train, a healthcare industry partnership, to identify, refer, and train people in the local community for healthcare careers. First, Health Train developed a curriculum customized to meet Loretto’s entry-level nursing hiring needs. Next, Health Train offers job-specific pre-employment classes for community members to develop essential employment skills and gain a better understanding of the position before entering a paid training program. Each participant who completes the Health Train course is guaranteed an interview with Loretto, and, if hired, receives wraparound services, such as support related to transportation or childcare, to succeed and grow in the workplace. With their combined expertise and resources, Loretto’s HR department, Health Train, and other community partners are committed to supporting frontline worker development.

### Investment in Emerging Leaders

In an effort to increase employee satisfaction, retention, and productivity, Loretto developed a peer mentor program, in partnership with PHI, to offer additional support to nursing staff (both licensed and certified) as they transition into a new role or unit. A program coordinator and oversight committee facilitate the mentor selection process. Selected mentors sign an agreement that clearly defines responsibilities and complete formal training. Additional training is available as needed. Once trained, each peer mentor facilitates a supportive and welcoming environment for new staff for 4–12 weeks, based on the employee’s level of experience. Mentors receive a financial incentive, ongoing support, are recognized with special designation on their name badge and in the employee newsletter.

### Since September 2017



## Supportive Employee Programs

Frontline workers may face additional barriers to employment. Employers that offer complementary support services can positively impact an employee's path to success. Loretto has several unique programs to help employee stability and independence. In partnership with the ACMG Credit Union, Loretto implemented a car-buying program to help employees obtain dependable transportation. Employees receive career and financial counseling (including budgets), as well as loan application assistance. Employees who complete the program and purchase a car make the payments through payroll deduction. Loretto also operates the WeCare fund, an emergency hardship program supported by employee contributions that is available for unforeseen expenses. A diaper bank offers a free monthly diaper supply to any employee in need. And more than 600 people have taken advantage of a free on-site clinic.

## BUSINESS IMPACT

### CNA & HHA Retention Rates

- > Health Train graduates: **79%**
- > Industry average: **50 – 60%**



## Frontline Success Story

From the day he joined a Loretto's PACE team, Davante Alexis has embodied the meaning of person-centered care. Davante has always been a natural caretaker and dedicated employee, and his daily interactions with the facility's elders residents allow him to build a bond like no other. After completing the Home Health Aide Certification Course, he eagerly began his work in homecare with aspirations to provide the best person-centered care possible. "Health Train gave me the tools to be a great aide and to further my experience in healthcare," he said. His experience as a loving father has transferred into his interactions with residents. Whether it's assisting with meal prep or helping with Bingo, Davante loves his work. And it shows.

## NOTE FROM THE CEO



"At Loretto, we have a dual mission – to the people we serve each year and to our 2,500 employees. We reach out into the community to hire individuals who have structural barriers to employment, whether its transportation, child care, or literacy. We are proud of our frontline employees and the work we do at Loretto. This year, we are on track to hire 1,000 employees, many of them coming from one of the most impoverished communities in the United States. As an employer, we believe that we have the power to change the future and are committed to do our part to make it happen."

- Kimberly Townsend, President and CEO

**Number of Employees: 2320**  
**Number of Frontline Workers: 1482**



## 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](http://www.NationalFund.org/CareerSTAT).