

ADVOCATE AURORA HEALTH

Downers Grove, IL
Milwaukee, WI



EMPOWERING DIFFERENCES TO TRANSFORM COMMUNITIES

Advocate Aurora is one of the largest nonprofit, integrated health systems in the United States. With more than 70,000 team members and 500 sites of care, it serves nearly 3 million patients. Advocate Aurora's Advocate Workforce Initiative, funded by a 2015 grant from JPMorgan Chase, highlights the organization's innovative and strategic mission to increase competency of care across the industry and build a diverse, competitive workforce from within the organization and across the community.

Advocating Through NAVIGATE

An important component of the Advocate Workforce Initiative is the NAVIGATE program, a robust incumbent worker strategy designed to positively impact the career trajectory of frontline workers. NAVIGATE combines learning opportunities and workforce development into a single program, providing team members the ability to learn and hone new skills, determine career pathways with mentoring and coaching assistance, and access tools and resources that promote mobility and wage growth. NAVIGATE is offered three times a year over a four-month period. To date, 129 frontline workers have participated, 64% of whom have identified a career pathway. Additionally, 10% of workers have moved up the career ladder, receiving an average 24% increase in salary.

Collaboration to Build a Diverse Talent Pipeline

Employment in the Chicago metro healthcare sector is projected to increase as much as 14% by 2022. However, providers such as Advocate Aurora, which has a headquarters just outside the city, are having difficulty finding applicants with the needed skills and experience. Advocate Workforce Initiative is a strategic, Advocate Aurora-led collaborative of community, industry, and regional/economic development partners developed specifically to address these demands by creating a pipeline of industry-qualified, workforce-ready candidates. The initiative leverages multiple partnerships to specifically target under- and unemployed, low- to moderate-income

populations in Chicago and its neighboring suburbs. This includes minorities, job seekers with cognitive or physical difficulties, veterans, people with incarceration records, and the LGBTQ community. Additional programs are geared toward providing young adults and motivated, but underrepresented, students exposure to healthcare job opportunities and career pathways.

BUSINESS IMPACT

Among NAVIGATE-placed workers . . .

Average salary increase	▲ 24%
Retention rates (30-day)	▲ 97%
Retention rates (90-day)	▲ 87%
Retention rates (6-month)	▲ 86%
Retention rates (12-month)	▲ 79%

Building Frontline Support from Top to Bottom

A key to Advocate Aurora's success is that they embrace diversity. Advocate Aurora is better when they celebrate difference and inspire creativity, which leads to innovative solutions. They established a system-level workforce development advisory council to advance their programs and drive sustainability. The advisory council brings in leadership support and builds infrastructure, both of which are key practices that sustain frontline workforce investments. The Advocate Aurora leadership team continues to champion a strategic frontline worker and community-centric framework and recently appointed a vice president of team member and workforce development, whose primary responsibility is overseeing the organization's program portfolio, while acting as a champion on the human resources leadership team.

Frontline Success Story

Alicia Appleton worked in food service at Advocate Trinity Hospital for more than 10 years, but after a while, she felt "stuck." Then Alicia discovered a way to build her skills and move forward: NAVIGATE. Alicia's experience with NAVIGATE gave her the opportunity to grow from a cafeteria worker to a sterile processing technician. Since January 2018, she's worked as a central services technician at Advocate South Suburban Hospital. "The NAVIGATE program taught me a great deal about patience and how important my attitude is when it comes to impacting others. I am much more confident and encouraged," says Alicia. These skills and more have put Alicia on a career path she never would have expected. Alicia will soon take the state boards to become a certified surgical nurse.



The NAVIGATE program gave Alicia Appleton the confidence she needed to elevate her professional career path.

NAVIGATE RESULTS 2018

129 PARTICIPANTS

64% identified a career pathway

18% enrolled in training or are pursuing a degree

9% completed training

11% moved into new positions

Note from Leadership



Aimee Louw
Vice President of Team Member and Workforce Development
Advocate Aurora

"At Advocate Aurora Health, we continuously seek to build diversity and inclusion into the fabric of all we do. Serving our communities through job training for healthcare careers and providing career development for our team members enables us to embrace and celebrate our diversity while ensuring every person we serve feels appreciated and cared for," says Aimee Louw, system vice president of team member and workforce development.

Advocate Aurora Statistics

70,000 employees | 30,000 frontline workers

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 business impact, and building sustainable programs, while Emerging Champions are in earlier stages of investment and working with CareerSTAT leadership to strengthen their programs.

