

**EMORY
HEALTHCARE**
Atlanta, GA

EDUCATION AS A PRIORITY FOR THE FRONTLINE WORKFORCE

Emory Healthcare is a large urban healthcare system serving over 600,000 patients annually across 11 hospitals and 140 primary care locations. Emory Healthcare’s vision is to create an inspiring work environment that promotes educational and career advancement for its frontline workers and care teams. Professional development courses are central to this mission, as is a ‘career lattice’ framework that encourages workers to move along a continuum to advance their careers. Each year, Emory Healthcare’s Organizational Development team provides access to in-person and online courses, as well as ‘School at Work’ opportunities to improve frontline worker engagement, satisfaction, advancement, and retention.

Flexibility Builds Opportunity

Emory Healthcare recognizes that learning is not ‘one size fits all’ and offers flexible educational opportunities that allow frontline workers to grow and advance based on individual needs and desires. Instructor-led training and development opportunities are available across many campuses, and learning events are often broadcast by video and audio stream to Emory’s main campus locations. Emory also supports educational development through online learning and onsite computer access to improve and increase accessibility. Additionally, frontline workers are able to take advantage of shuttle transportation across the system’s geographic footprint. Dedicated operational funding ensures these flexible learning options are sustainable, and personal advancement and growth is encouraged to form a resilient workforce.

facilitator-led development, and weekly journaling or homework. Course topics range from interviewing skills and cultural competency, to medical terminology and Excel skills development. This ‘learn while you earn’ program incorporates a rotating method of classroom locations so it is accessible across the Emory Healthcare system.

BUSINESS IMPACT
Career Advancement:
SAW participants
13% PROMOTED
SINCE 2004

Emerging Leader program
11.5% PROMOTED
SINCE 2015

Learn While You Earn

Emory Healthcare uses the School at Work® program to provide frontline workers with a stepping stone into certificate or degree programs during their regular working hours. School at Work® aims to build a skilled, motivated, and loyal healthcare frontline workforce to improve employee engagement and retention, job performance metrics, and patient experience. Education is delivered via computer-based activities, workbooks,

Building the Bench and Beyond

Organizations rely heavily on the strength of their benches, hoping to fill them with workers who are prepared to grow with the organization and into future leadership roles. Furthermore, managers and supervisors equipped with the right skills and support can be valuable champions for frontline worker advancement. The Emerging Leaders Program provides the framework for the building blocks of career advancement, creating the

pathway for transitioning from colleague to supervisor to a leadership role. Staff who demonstrate an aptitude for leadership are nominated by their direct leaders for application submission. Upon acceptance, participants complete a two day emerging leader course and are then required to take four electives to gain certification. In 2015, the program expanded to include a mentoring component for program graduates. By providing knowledge, education, and experience in advance, employees with leadership potential are better prepared to transition to positions with increased responsibilities.

Frontline Success Story

Diana Rendon exemplifies the career 'lattice' pathway, moving across various career opportunities to realize her ultimate goal of becoming a registered nurse. First hired as an environmental services tech in 2015, Diane was encouraged early to take a leadership role as a team lead. She then signed up for School at Work®, and while attending classes, was approached by her leader to consider an environmental services supervisor track. "Knowing that I needed development support to be a supervisor, I then enrolled in the Emerging Leaders Program," she says. Diana attended Emerging Leaders in 2018 and was promoted to supervisor. "The [School at Work®] program helped me reach my personal and professional goals, gave me the tools to succeed, and to show myself, my children, and my co-workers that it is never too late to accomplish your dreams." Diana continues to take ownership of her career and is currently enrolled in Emory's professional development classes.



Diana, a registered nurse, utilized the School at Work® program as a stepping stone into her degree program.

2018 PROGRAM PARTICIPANTS

1,256 | Overall job skills courses

1,100 | Lynda online learning

96 | Emerging Leaders Program

9 | School at Work®

Note from the CEO



Jonathan Levin, President & CEO
Emory Healthcare

"Emory Healthcare's vision is to provide the best place to work, learn, and grow by creating an inspiring work environment for our frontline workers and teams that allow them to contribute to their highest level," explains President and CEO Jonathan S. Levin, MD, FACR. Fully recognizing

the importance of investing in frontline workers, Emory has created ongoing training and development opportunities, increased education, mentoring, and career pathway planning. "Each year, the Organizational Development team provides robust and flexible learning opportunities," he says, adding that "integrating education, discovery, and healthcare delivery is the key to improving the health of our patients and our workers."

Emory Healthcare Statistics

22,765 employees | 21,115 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.

