

Trinity Health Executive Summary – West Michigan Talent Supply Chain System

The West Michigan region of the Trinity Health system implemented innovative talent acquisition processes that simultaneously improved quality of hire (reduced first-year turnover) and increased diversity. The talent acquisition work serves as the foundation for building a robust talent supply chain for the health care industry in partnership with workforce agencies and educational institutions. These efforts are supported by the new Workforce Innovation and Opportunity Act (WIOA) and are ready to be scaled up. Bureau of Labor Statistics (BLS) Job Openings and Labor Turnover Survey (JOLTS) reports 1 million health care job openings as of November 30, 2017. The shortage of health care workers threatens the industry's ability to provide top quality care to all patients in this growing market.

The West Michigan region began to redesign the talent acquisition process in February 2010. National best practices were investigated and processes were redesigned throughout 2010 and 2011. Two key decisions were made and implemented that led to very good results. First, the on-boarding process was redesigned and improved in parallel with the talent acquisition process. Second, the talent selection toolset was framed around the Hunter/Schmidt research that concluded that the six best predictors of job performance are: (1) general cognitive ability, (2) integrity tests, (3) structured interviews, (4) conscientiousness tests, (5) job knowledge tests, and (6) reference checks.

Jobs (2171 job codes) were grouped into 22 job families that cover over 95% of employees. The talent acquisition process and metrics referenced here were applied to staff level jobs (16 job families) from environmental services to pharmacist. After years of continuous process improvement, the optimized selection process uses a compensatory decision method (5-Star Score) that includes the following six predictors of job performance in addition to requiring job-related competency-based credentials:

1. Prose Reading – Tests reading of procedures, training texts, and emails
2. Document Reading – Tests reading of charts, graphs, and forms
3. Quantitative Reasoning – Tests basic math skills
4. Overall Fit Index – Based on a subset of 15 personality facets that relate to job performance
5. Structured Interview Guide (SIG) – Indexed to the ETS personality assessment
6. Reference Checks – The overall score from Skill Survey references

These six scores are normalized to Red-Yellow-Green scales and averaged to provide the recruiters with a five-star rating scale that indicates the overall fit of a candidate to the job family requirements.

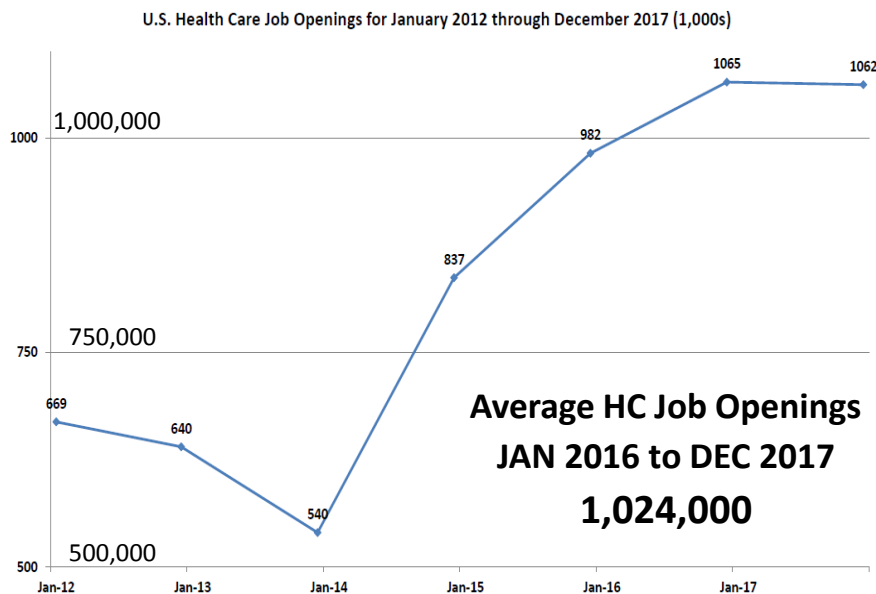
The West Michigan regional TA team fills over 3100 positions per year; 1200 internal transfers and 1900 external hires. Trinity tracks and reports detailed performance metrics each month. Metrics reference 2010-2011 baseline data. Following is a summary of key performance improvements:

1. Reduced first-year turnover from a baseline of 25.3% down to 19.5%
2. Reduced Time-to-Fill from a baseline of 37 days down to 31 days
3. Reduced Recommend/Hire ratio down to 1.4 (10 hired per 14 recommended to managers)
4. Diverse Hiring – Increased non-white new hires from 18.4% baseline to 38.0 % in 2017
5. Diverse Colleagues – Increased from 13.4% non-white to 20.0% in December 2017
6. Financial Impact – annual savings in the range of \$2 to 3 million per year

Trinity is expanding their regional talent supply chain with West Michigan Works, community colleges, other employers, and community partners by building evidence-based career pathways.

Clinical outcomes depend on a quality workforce. Patient satisfaction outcomes depend on diversity. The opportunity to scale this work nationally provides us with the opportunity to address the shortage of workers in the health care industry and to address both the quality and diversity of the workforce.

1



Jobs Market Challenge:
Job Openings

- Over 1 million health care jobs open in USA
- Fill 3100 positions/year

Performance Outcome:
Quality of Hire

- Reduced first-year turnover from 25.30% baseline in 2010 to 19.50% in DEC 2017
- Improving against odds

2



Evidence-Based Selection Process:
Process Funnel

- Credentials
- Compensatory 5-Star rating system for foundational skills and reference checks
- **A disciplined process that delivers increased quality-of-hire and increased diversity!**

3

Cognitive Elements



- Judgment & Decision Making
- Critical Thinking
 - * Reading Prose (procedures)
 - * Reading Documents (Charts, Graphs, Forms)
 - * Math (Quantitative Reasoning)

Character Elements



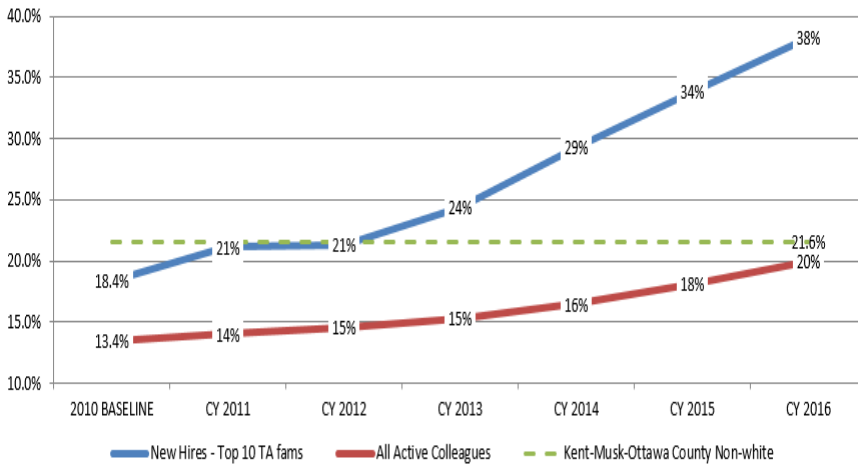
- Overall Job Fit (personality and behavior)
 - * Recruiter SIG - (Perception, Service Orientation, Active Learning, and Office Administration)
 - * Manager SIG - (Time Management, Influence, Teamwork, Critical Thinking)
 - * Reference Checks (360 Blind Reference)

Evidence-Based Selection Process:
Hiring Requirements

- Critical Thinking and Problem Solving
- Character – Behaviors and Personality Factors
- Structured Interviews
- Reference Checks

4

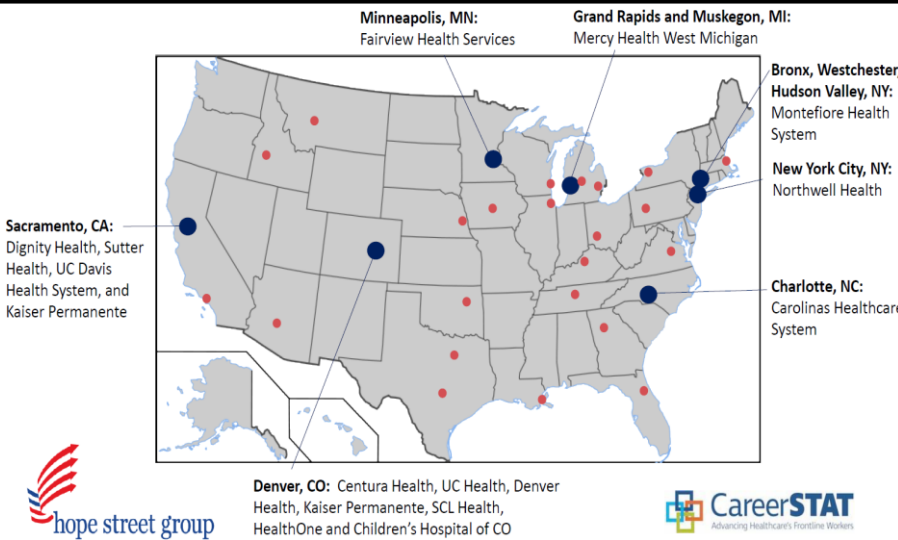
Mercy Health West Michigan Region Diversity Trend



Performance Outcome: Diversity

- “Non-White” includes Race and Ethnicity
- Hiring increased from 18.4% non-white in 2010 to 38.0% in 2016
- Workforce up from 13.4% non-white in 2010 to 20.0% in 2016
- Michigan 23.7% non-white, West MI 21.6%

5



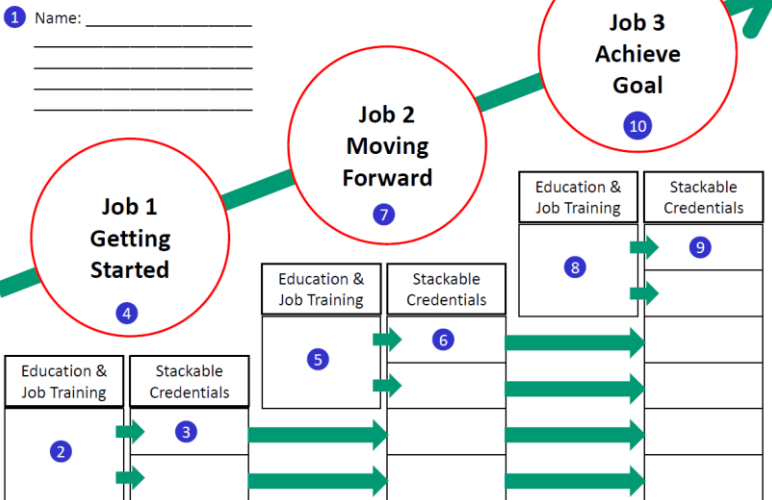
HEALTH CARE PATHWAYS NETWORK

- Founding Member
- Support individuals by advancing demand-driven competency-based career pathways
- Advancement of entry-level employees
- Advisory Board HC Task Force Report DEC 2016

6

Evidence-Based Career Coaching & Individualized Career Pathways

My Career Pathway



West MICHIGAN WORKS! Career Pathways

- Individuals discover and document health care career pathways
- Career coaching steps:
 - Self-awareness
 - Option exploration
 - Decision making
 - Action planning
- Job progression

Shana Welch, Executive Director, shana.welch@mercyhealth.com
Ane McNeil, Regional VP and CHRO, ane.mcneil@stjoeshealth.org

Bill Guest, Chief Solutions Architect
bill.guest@metricsreporting.com
616-430-0828 cell