



Trinity Health

Pathways to Action & Solutions for Health Workforce Shortages

Michigan Health Policy Forum

Shana Lewis

Vice President, Talent Acquisition
and Workforce Programs



EVIDENCE-BASED SELECTION AND DEVELOPMENT

One of the Largest Catholic Health Care Systems in the Nation

\$20.2B

In Revenue

25

States

1.4M

Attributed Lives

\$1.2B

Community Benefit Ministry

115K

Colleagues

6.8K

Employed Physicians
& Clinicians

25.8K

Affiliated Physicians

88

Hospitals*

17

Clinically Integrated
Networks

131

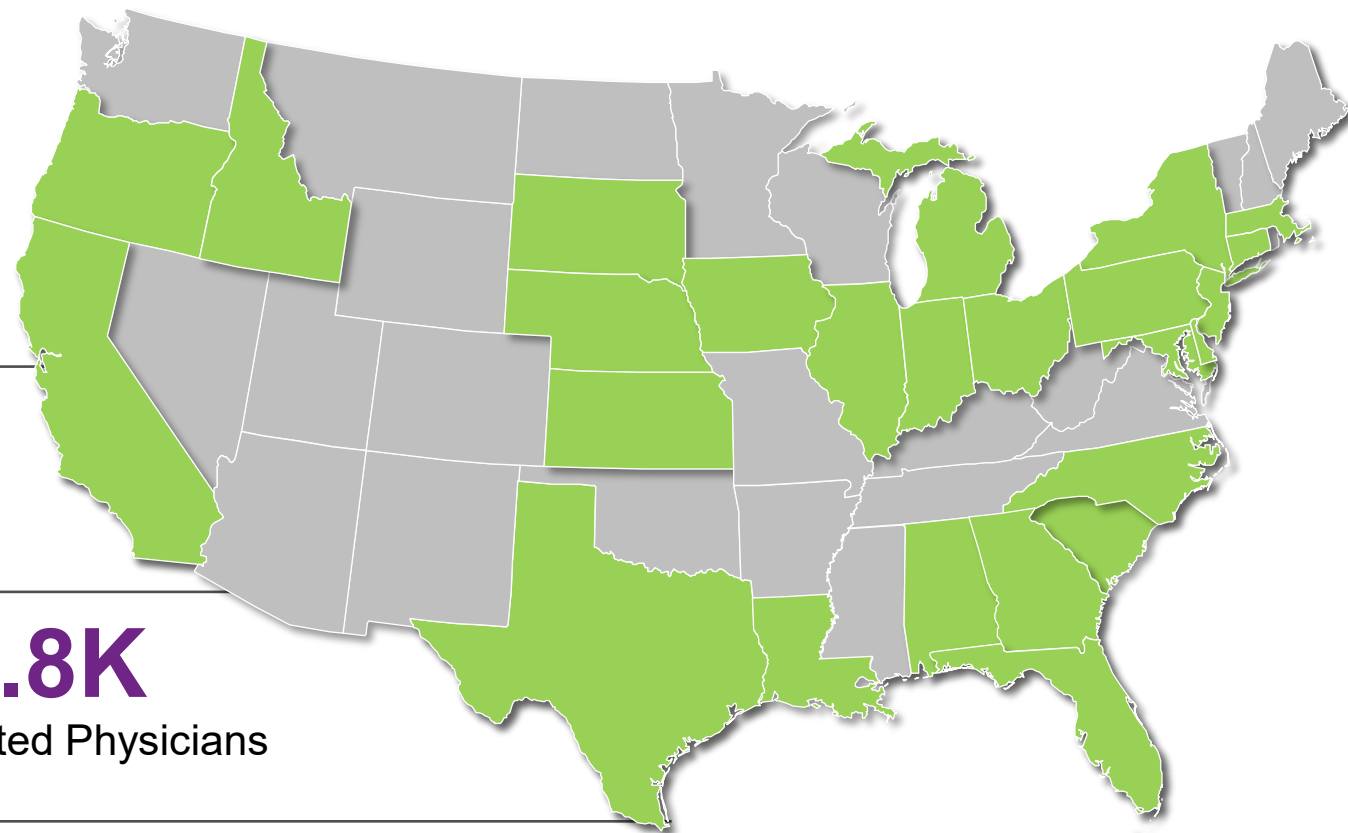
Continuing
Care Locations*

25

PACE Center
Locations*

125

Urgent Care
Locations*



FY21 data unless noted

Exclusions: Mercy Chicago Hospital transitioned to Insight Chicago (June 2021); Mercy Philadelphia Hospital transitioned to Penn Medicine (March 2021)

*Owned, managed or in JOAs or JVs

v: 10.25.21



Trinity Health Michigan

\$4.7B

In Revenue

\$177.4M

Community Benefit Ministry

9

Hospitals

13

Medical
Centers

23

Urgent Care
Locations

25

Continuing Care
Locations

20,453

Employees

3,755

Physicians
and APPs

2,286

Affiliated
Physicians

6.6M

Patient
Encounters

89,773

Surgeries
(IP/OP)

9,960

Births

251K

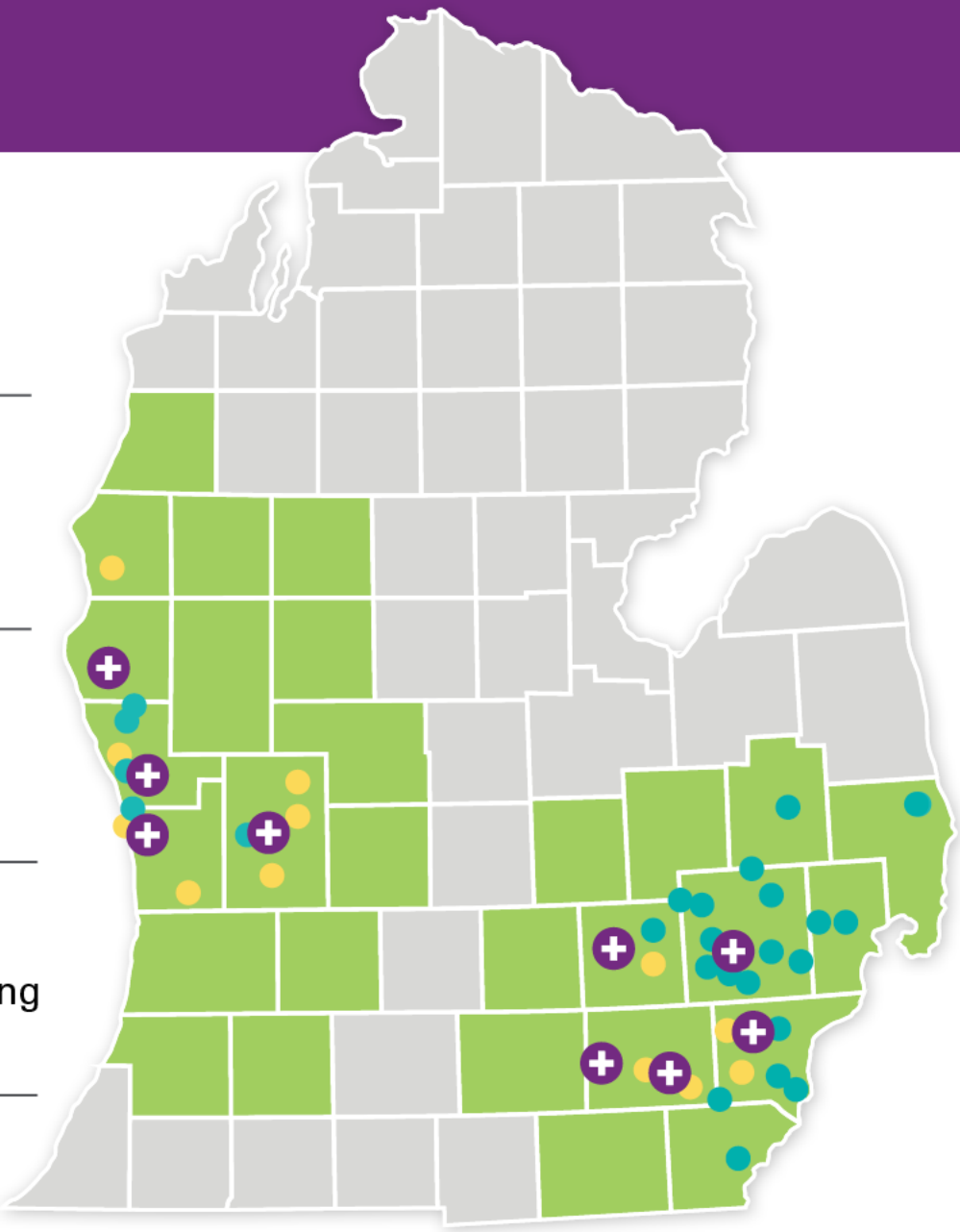
Home Care/
Hospice Visits

1,420

Senior Living
Residents



Trinity Health



Creating Tomorrows Workforce – Requires New Investments



Our Journey....

Outside In – Inside Up



2023 - Time to Scale

2022 RiseUP WKKF grant expires – Mercy Health supports sustainability



2018 WKKF & Doug and Maria DeVos Fo. HIRE REACH



2018 Partnerships WKKF, WMW, The SOURCE RiseUP



2017 CareerSTAT Employer Academy Project (OD/TA join forces)



2017 CareerSTAT Emerging Champion Award (national award)



2016 Health Careers Pathway Network White House meeting



2010-2014 Trinity Health Investments in job analysis and Evidence Based Selection Process

#1 Hiring Practices

Evidenced Based Hiring Practice

Key Points: What's in it for Hiring Leaders



EBHP provides better candidates and saves hiring managers' valuable time.

Talent Acquisition teams can **confidently prequalify candidates** for hiring managers, so they only need to interview and select from the top-rated candidates.

The time savings from eliminating unnecessary interviews combined with the time savings related to reduced turnover, enables hiring managers to **spend more time on core operational duties** and less time on interviewing, hiring, onboarding and managing problems.

Outcomes of Evidence-Based Hiring

Reduce first-year turnover

Reduce Time-to-Fill

Reduced Recommend/Hire ratio

Increase Diverse Hiring

Increase overall Diverse Colleague Population



Removing Unconscious Bias

#2 Creating Pathways

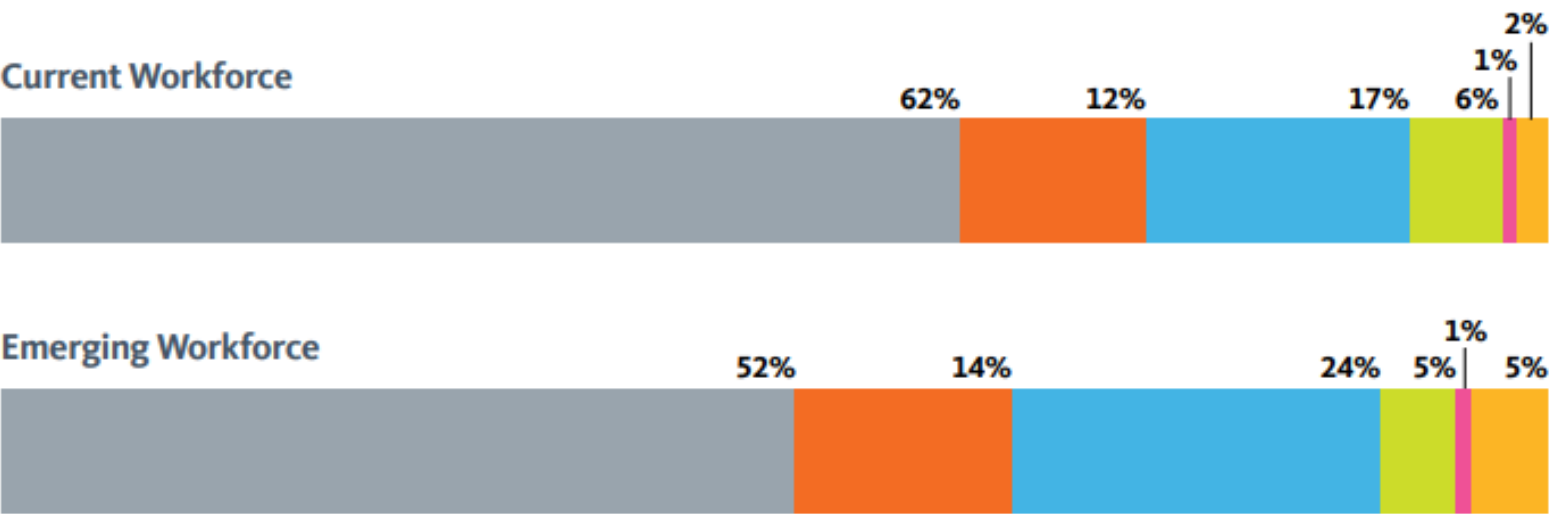


How Are You Going to Engage The Emerging Workforce?

Latinx, Black, and other/mixed-race individuals will make up an increasing share of the next generation workforce.

Current and Emerging Workforce by Race/Ethnicity, United States, 2018

- White
- Black
- Latinx
- Asian or Pacific Islander
- Native American
- Mixed/other



Source: Authors' analysis of the 2018 5-year American Community Survey microdata from IPUMS USA. **Note:** Universe of emerging workforce includes all people under the age of 25 years old while current workforce includes all people between the ages of 25 and 64. Data reflect a 2014–2018 average.

**“ LIFE’S MOST
PERSISTANT AND
URGENT QUESTION
IS, ‘WHAT ARE
YOU DOING FOR
OTHERS?’ ”**

MARTIN LUTHER KING, JR

RELATIVITYMEDIA.COM

BUILDING BLOCKS TO PATHWAYS – EBHP 2.0



RETAINING AND GROWING HIRING THE RIGHT PEOPLE - EBSP



Career Support

- Evidence-based Career Coaching
- Community Resource Alignment
- Workforce Programs
 - Intern/externships
 - Apprenticeships
 - Short-term credential programs
- Job Shadow Programs
- Career Exploration



HIRE, RETAIN AND GROW:



Outside In

- Partnerships with community-based organizations, workforce agencies and education institutes.
- Job seekers receive coaching and supports to identify career paths, education opportunities and apply for jobs based on foundational skills and career interests.

Inside Up

- Career development services/center.
- Colleagues receive coaching and supports to identify career paths and next step jobs in the organization based on skills and career interests.

Both approaches use the same framework and high-quality skills-measurement tools to enable a seamless connection to Talent Acquisition.

Inside Up: Promotion Data for Six Job Families

Environment Service ⇒

- Business Office Coordinator
- ES Third Shift Supervisor
- Patient Care Assistant
- Phlebotomist
- CDC Support Tech
- Patient Access Rep
- Sterile Processing Technician

Medical Assistant ⇒

- Referral Coordinator
- Revenue Liaison
- Clinical Assistant
- Health Unit Coordinator
- Medical Case Worker
- Geriatrics Coordinator
- Financial Counselor

Nutrition Services ⇒

- Cook ⇒ Inventory Control Specialist
- Cook ⇒ Team Lead
- Team Lead ⇒ Trinity Health Role

Patient Care Assistant ⇒

- Cardiac Monitor Tech
- Care Coordination Assistant
- Health Unit Coordinator
- Inventory Control Specialist
- RN Resident

Pharmacy Tech ⇒

- Supervisor Pharmacy Operations
- Lead Pharmacy Tech

Phlebotomist ⇒

- Cardiac Monitor Tech
- Lab Customer Service Rep
- Services Coordinator
- Purchasing Agent
- Team Lead Phlebotomy

Career Support: Focus On People = Outcomes

Advance Diversity & Promote Workforce Equity

- Advancement
- Education
- Support Services



Support Retention



Reduce Time to Fill



Increased Diversity



Support Colleague Engagement

#3 Programs Outside In

Expanding Human Resource Policies and Practices

- Same Day Pay
- Benefits Day One
- Wheels To Work
- Second Chance Programs
- Youth Work Experience
- Apprenticeship Programs



Wheels to Work

A participant started using the Wheels to Work service because her vehicle broken down and she was unable to afford the repair.

She used the service until her vehicle was repaired with R.I.S.E. Up funds. She was then able to transport herself to and from work.



What is Wheels to Work?

Wheels to Work is a ride-to-work program for those with transportation barriers and people simply looking for a reliable and affordable transportation alternative. Users access neighborhood-based hubs, each serving as a pick-up and drop-off point. Quite simply, Wheels to Work is West Michigan's easiest way to get to work.

Who is eligible?

This program is available to Mercy Health Saint Mary's colleagues.

How do colleagues enroll?

Start by letting your manager know you're interested. They will walk you through the steps of applying and getting registered.

What are the requirements?

All Wheels to Work participants will be automatically enrolled in Mercy Health Career Development Services Career Coaching Program, which aims to elevate colleagues in their health care career journey.

Want to know more?

Email CareerDevelopment@MercyHealth.com

This program is being underwritten by the Saint Mary's Foundation

Second Chance Pilot

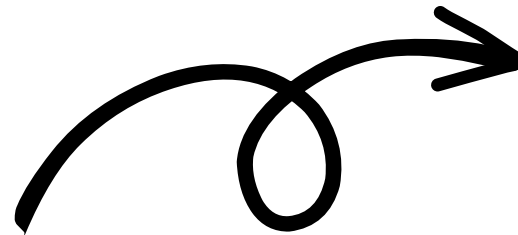
Transitional Work Crews

- **Contract with EVS** at TH Ann Arbor as a pilot program



Direct Placement

- **TH will accept candidate referrals from the work crews** to for full time roles
- Colleagues will receive **ongoing career coaching by WFD team**



Aspiring Leaders Program



Nutritional Services colleague had a desire to advance. He participated in this program, enrolled into GRCC and career coaching. He has been promoted to a lead role and continues to pursue his business degree.



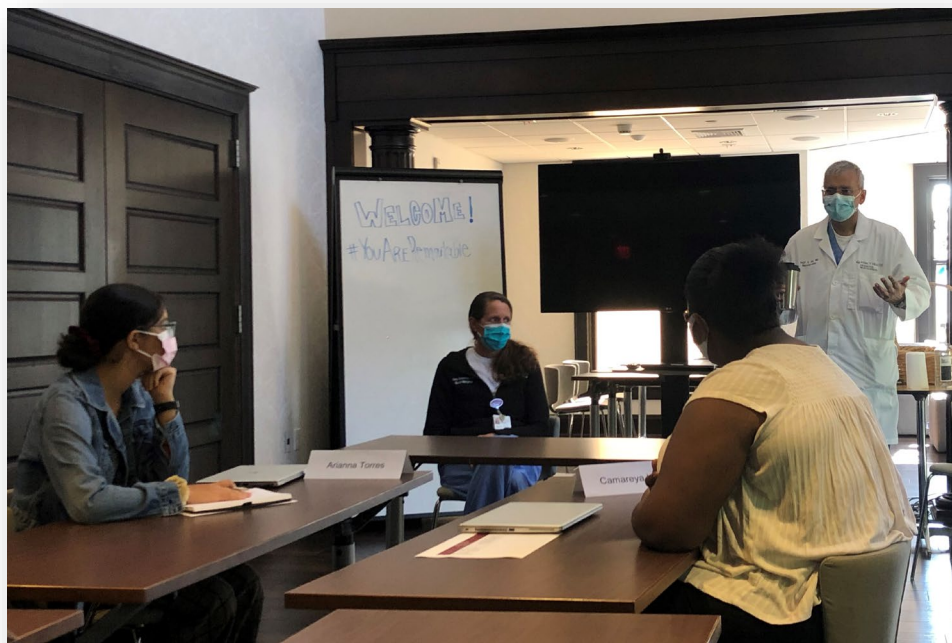
Trinity Health Grand Rapids | Shape Camp



Shape (Summer Health Activities and Professions Exploration) is an annual GVSU day camp program where we provide 7th and 8th graders with an introduction to health professions.



GROW1000 Youth Program



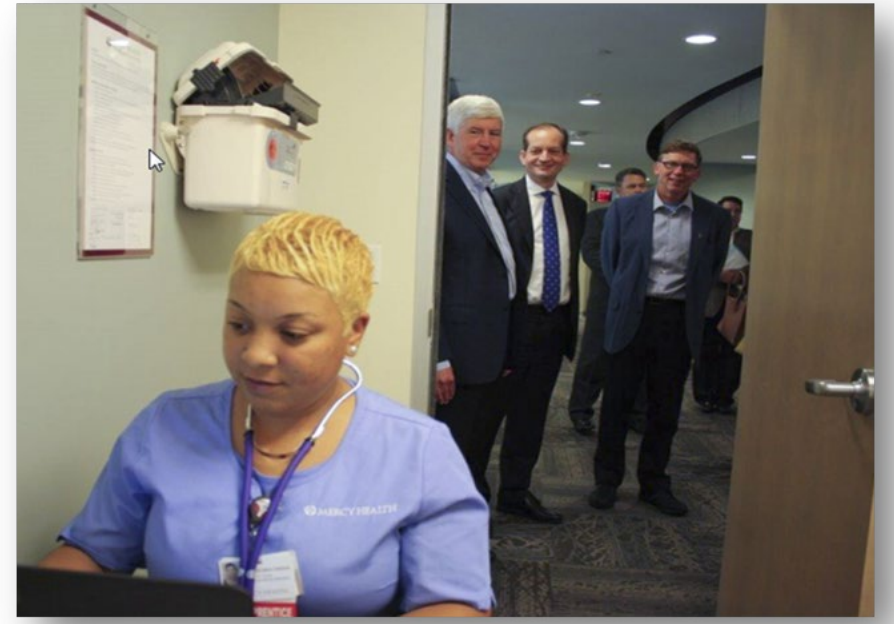
Students met
Dr. Deol & Team



Students toured
Sophia's House
and learned about
future volunteer
opportunities

Fill Talent Pipeline:

- Colleagues seeking degrees/certifications, creating a talent pipeline for in-demand jobs:
- Nursing
- Clinical Technicians
- Radiology
- Surgical Tech
- Laboratory
- Pharmacy

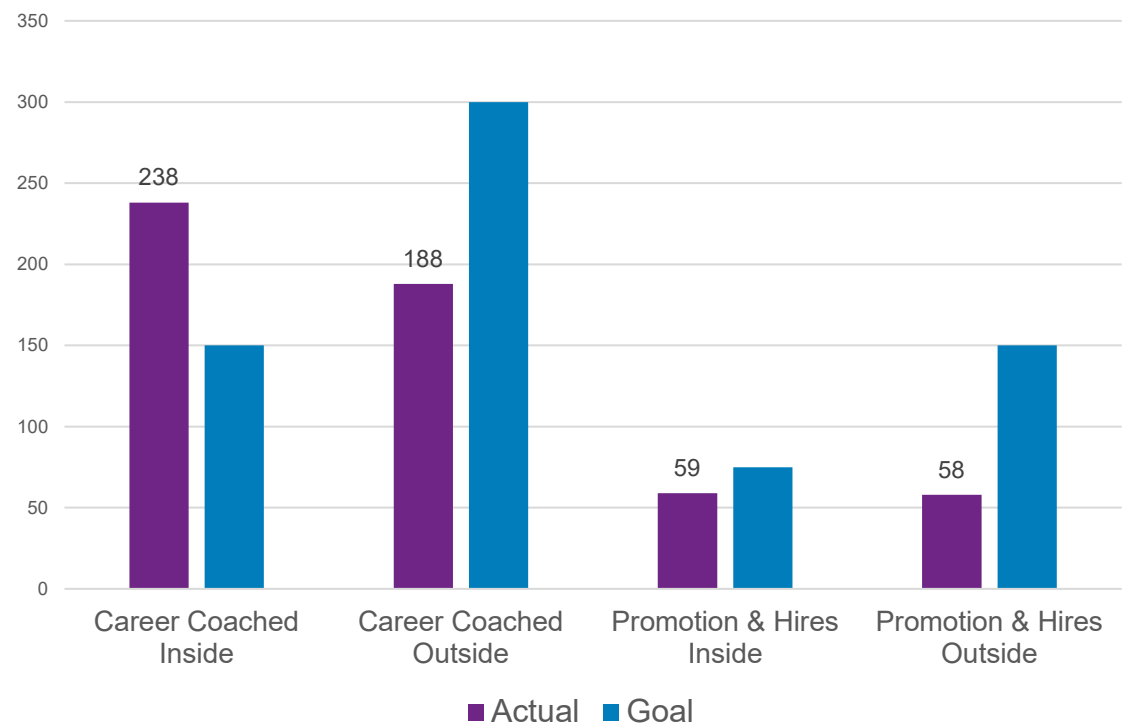


Medical Assistant Apprenticeship Program
97% retention 1+ years post-graduation

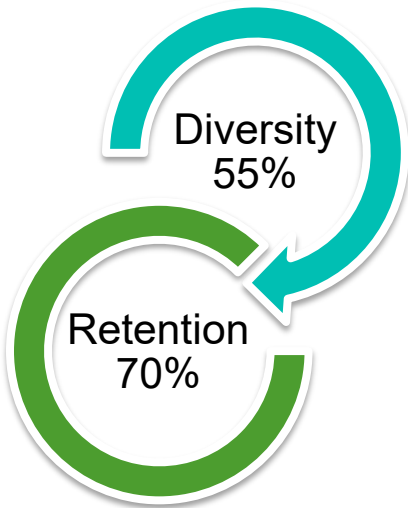


R.I.S.E Up Program 2019 – 2022

Cumulative Metrics



214	Total Support Services
77	Pandemic Support
5,662	Wheels To Work Rides
573	Total Participants Served



R.I.S.E. Up Financial Impact

Increased Salary via Promotion or Hire since 2019

\$1,118,807



April 2022 Survey Results

“This is a wonderful program. It has helped me so much. I have recommended it to several people.”

“Elzie has been a big help with helping me through this process. It can be very daunting, but he has been very helpful and informative.”

“Thank you for being fully devoted in helping me move forward as I achieve my career goals. I really appreciate the consistent support! Thank you for your support and commitment to my career goals! I really appreciate you all!”

“When times have been hard at work and I have just wanted to quit, this program has kept me at Mercy Health.”

Partnerships = Sustainability and Impact



Labor and Economic Opportunity



Saint Mary's Foundation





Thank you!