

Central Baptist Hospital: Emerging strategy

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CENTRAL BAPTIST HOSPITAL

EMERGING STRATEGY

SELECTED BACKGROUND INFORMATION

Primary Industry Sector:	Health Care Provider
Type of Organization:	Not-for-profit
Worksite Locations (countries):	United States
Size of Workforce:	2,341 employees. The workforce stayed about the same size from 2007-2008
Average Age of Retirement:	64 years

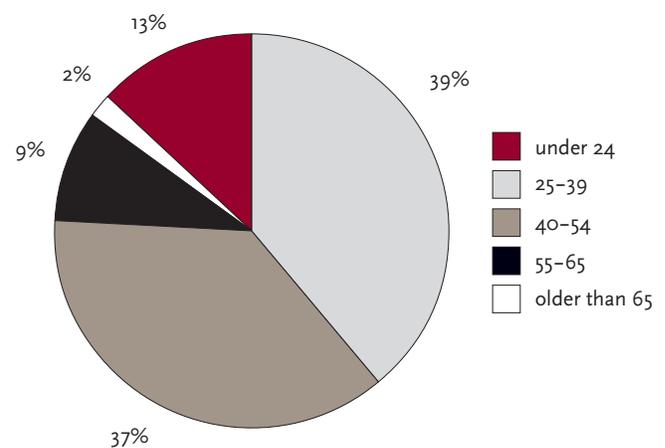
INTRODUCTION

Central Baptist Hospital is an ANCC Magnet designated, not-for-profit Health Care Provider located in Kentucky. The vision of Central Baptist Hospital is to be an innovator in the delivery of health services, anticipating and responding to a changing healthcare environment through collaborative models that are outcome driven, financially responsible, and supportive of their mission. Over 48% of Central Baptist's workforce is over the age of 40. The average age of retirement for a Central Baptist employee is 64. As a part of its evolving strategy to meet the needs of its multigenerational workforce, Central Baptist has developed programs such as the Senior Nurses Advisory Council and the Evolving Leaders Program. The Evolving Leaders Program is the focus of the Promising Practices section.

THE BUSINESS CASE

Employer-of-Choice is more than just a popular buzz word. Twenty-First Century Employers-of-Choice understand what motivates employees, and are committed to developing 21st century solutions to recruit, retain, and engage a diverse, multigenerational workforce. While there is more than one set of indicators for an employer-of-choice strategy, Figures 2A-B focus on eight important dimensions. These essential components comprise the Center's Quality of

Figure 1. Age Distribution of the Workforce



Employment Framework (Pitt-Catsoupes et. al, 2007). Of course, different employers are likely to focus on different aspects of the employer-of-choice strategy depending on the organization, the needs of its workforce, and the country context. Some actions – such as the expansion of workplace flexibility – can help organizations simultaneously reach goals and objectives related to multiple components of the employer-of-choice strategy. Employers may tailor their employer-of-choice policies and practices depending on the stage of employment (recruitment, engagement, and/or retention) they seek to affect.

Central Baptist Hospital's strategies and practices, with respect to changing age demographics in the workplace, exemplify several aspects of this Framework.

Central Baptist looks at evidence based best practices in order to provide opportunities for development, learning, and advancement. In addition, Central Baptist has made provisions of employability and employment predictabilities company practice through job sculpting and internal transfers.

Central Baptist believes in giving its employees opportunities to “recreate themselves,” and in re-developing roles so that individuals’ potential can be maximized. Central Baptist also works to promote constructive relationships at the workplace by encouraging positive, supportive interactions between employees through a caring framework.

Central Baptist will strive to maintain its position as an employer-of-choice by improving its ability to retain, recruit, provide flexibility to a multigenerational workforce and develop excellence in leadership.

Retention and Recruitment

Like many other healthcare organizations, Central Baptist is aware of the nursing shortage, as well as the dwindling number of nursing school graduates. Central Baptist finds it particularly challenging to recruit older workers because of the labor intensive physical nature of patient care.

Flexibility

Central Baptist recognizes that different employees want flexibility for different reasons. Central Baptist expects that flexibility would be particularly appreciated by older nurses who are beginning to burn out due to the physically and mentally demanding nature of their work. Central Baptist recognizes a need for flexibility within the culture of the workplace; the details of a flexible work policy have not yet been developed organization-wide.

Multigenerational Differences

Central Baptist has experienced some challenges related to the differences between its varying generations of employees. It has found that each generation brings different needs to the table, and this impacts their attitudes, how they communicate, as well as how they learn. Central Baptist is developing techniques to support each generation in the most effective way possible and teaches the leaders of the organization this content.

THE RESPONSE

Central Baptist became aware of aging nursing workforce trends when they began several years ago but “felt insulated in the beginning, because [they] had a younger workforce and many schools in the area.” Growing more aware of their

Figure 2A. Quality of Employment: Strategy



changing workforce, Central Baptist has begun to stratify any data they gather within the organization based on age.

Central Baptist encourages job sculpting and internal transfers as retention tools to keep their valued employees. This way, when a current employee is ready for a change or wants to re-create themselves, Central Baptist can take the time to retrain them, while retaining their accrued general knowledge of the organization and keeping them on board as an employee. An example of job sculpting at Central Baptist is when the organization tailored orientation to the needs of a middle aged woman rejoining the workforce after having children. Central Baptist has also created the Senior Nurse Advisory Council, a group of senior nurses who meet to provide each other support and discuss relevant issues. After learning through this group that many senior nurses do not learn as well on computers as do younger ones, Central Baptist is working on new techniques to train and support these workers. Central Baptist also offers multigenerational classes in which it strives to teach its employees why multigenerational issues are important, how to communicate appropriately and what “landmarks” may have changed how individuals of a particular generation view the world. Finally, as a method of retaining and developing critical talent within the organization, Central Baptist has developed the Evolving Leaders Program, which is the focus of the Promising Practice section.

PROMISING PRACTICE

FEATURED PROMISING PRACTICE AT-A-GLANCE

Evolving Leaders Program

Description:	A formal education and mentoring program at Central Baptist Hospital consisting of 5 different levels.
Purpose:	To initiate employees into leadership roles and behaviors as well as retain top talent in all leadership roles at Central Baptist Hospital.
Target Population:	All employees, hospital-wide
Launch Date:	TBA

IMPLEMENTATION

The Evolving Leaders Program is part of an emerging strategy within Central Baptist to retain leaders within the organization and initiate and train other employees into leadership roles. It is a formal education and mentoring program with five different levels. The curriculum becomes more comprehensive as the learner moves through the designated levels. Each level of learning consists of a curriculum that is based on four critical elements: organizational culture and customer relations, workforce development (leadership and HR/organizational development), performance and clinical care improvement, and finance and performance accountability. While the program is set up with five different levels, employees can enter and progress through the whole program or enter at a higher level after meeting the prerequisites.

Each level of the program builds upon the knowledge of the previous level. Employees are awarded a certificate after successful completion of each level of the program. All levels require a one-year commitment.

Level I

- ➔ Self-selected knowledge-based program
- ➔ Open to any staff member who seeks more information and training on basic leadership skills

Level II

- ➔ Based on self-selection
- ➔ Knowledge-based and has a mentorship component
- ➔ Designed for those who have completed Level I, but also appropriate for those with previous management training

Figure 2B. Quality of Employment: Practice



Level III

- ➔ Must be recommended by the Department Director and has met all requirements at Level II
- ➔ Knowledge-based curriculum, requiring outside reading, assignment of a Mentor, and completion of MBTI or 360 degree assessment as indicated

Level IV

- ➔ Restricted to Department Directors and Senior staff
- ➔ Knowledge-based program based on a written developmental plan
- ➔ Knowledge-based curriculum, requiring outside reading, assignment of a Mentor, and completion of MBTI or 360 degree assessment as indicated
- ➔ Requirement for further self-assessment and outside study, along with mentorship component

Level V (Executive Fellowship)

- ➔ Executive Skills Series, knowledge-based program with learning commitments
- ➔ Requires interview for acceptance
- ➔ Assignment of at least two Executive Mentors who are members of the Senior Team
- ➔ Restricted to department directions possessing a Master's degree

EVIDENCE OF PROGRESS

The Evolving Leaders Steering Team consists of the Senior Administrative Team and the Director of Education. The purpose of the Steering Team is to review the overall program design. In addition, the team reviews periodic overall reports from the Coordinating Team, which are then incorporated into the annual HR Report to the governing board. Members of the Evolving Leaders Steering Team serve as Mentors on the Executive skill level and supervise the evaluation of the program at least annually.

Other tools considered to measure the progress of the program include:

- Drop-out rate of the Evolving Leaders Program;
- Knowledge application;
- Internal and external promotion (when it is known);
- Course attendance;
- Number of “hits” for the Evolving Leaders intranet site;
- Course evaluations;
- Mentor/Protégé meeting encounters and satisfaction with Mentor/Protégé relationship;
- Advancement to next level of the program;
- Program outcomes for each Fellow (Level V);
- Participant future recommendations used in revising program;
- Attainment of personal/professional goals;
- Vacancy rate;
- Turnover rate;
- Integration of principles learned in daily work

MOVING FORWARD

The Senior Team determines the continuation and funding for the program each year. Central Baptist supports the continued success of this and other programs contained within its evolving multigenerational strategy as part of its commitment to workforce development.

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The Sloan Center on Aging & Work has developed the Executive Case Summary Series to provide Center Partners and members of Learning Circles with current information about workplace strategies, policies and practices established for today's multi generational workforce.

These cases have been prepared to foster the sharing of information among talent management experts and to accelerate “just-in-time” insights about employer-response to the 21st century workforce even as strategies, policies and practices are just emerging.

The Case Summaries contain confidential (and in some cases, proprietary) information about organizations. Therefore, the Center provides these cases only to organizations that are Center Partners and members of Learning Circles.

Interested in additional information about this Case Summary? Please contact Samantha Greenfield at 617-552-9117.

Pitt-Catsoupes, M., et. al (2007). Employers-of-Choice in Countries-of-Choice (Global Executive Insight No. 01). Chestnut Hill, MA: The Center on Aging & Work/Workplace Flexibility. Retrieved from http://agingandwork.bc.edu/documents/Global01_Employer-of-Choice.pdf