



# Navigating our New Reality

## Talent Strategies in A Tough Economy

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HEALING AT A HIGHER LEVEL

*What does it mean to you?*



# Navigating our New Reality

*It's not what happens to you, but  
how you react that matters.”*

*- Epictetus*

# Emory Healthcare - Profile

- Most comprehensive health care system in Metropolitan Atlanta
- Only academic medical center; over 10,000 employees
- Part of Robert W. Woodruff Health Sciences Center

## Core Purpose

To Serve Humanity by  
Improving Health

## Core Values

Excellence  
Caring  
Integrity

**VISION** – to be recognized as a leading academic health system, differentiated by discovery, innovation; and compassionate, patient and family-centered care

# How We Fulfill Our Vision

**Care Transformation**  
To Serve Humanity by Improving Health  
Delivering on our quality promise



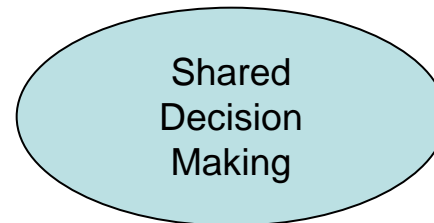
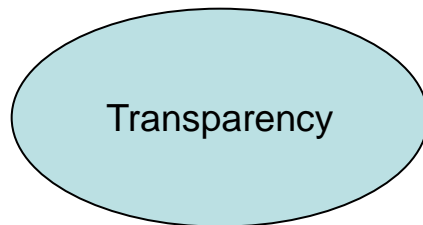
# EHC Talent Strategies in the Tough Economy

- Talent Acquisition – the “right stuff”
- Retention – focus on high performers; high impact
- Development – care transformation attributes
- Benefits – cost effective and competitive
- Engagement – drive patient satisfaction

Focus on a lean, agile and effective workforce!

## Where We Found Ourselves - 2009

- Operationally, EMORY HEALTHCARE was on the path to be off budget ~\$30 million this year (or 500 jobs!)
- Dramatic increase in charity care/self-pay
- Georgia unemployment rate above 10%
- While we were functioning, we were not at peak performance.
- We embarked on system wide discussions directly with our employees



## What We Talked About – Our New Reality

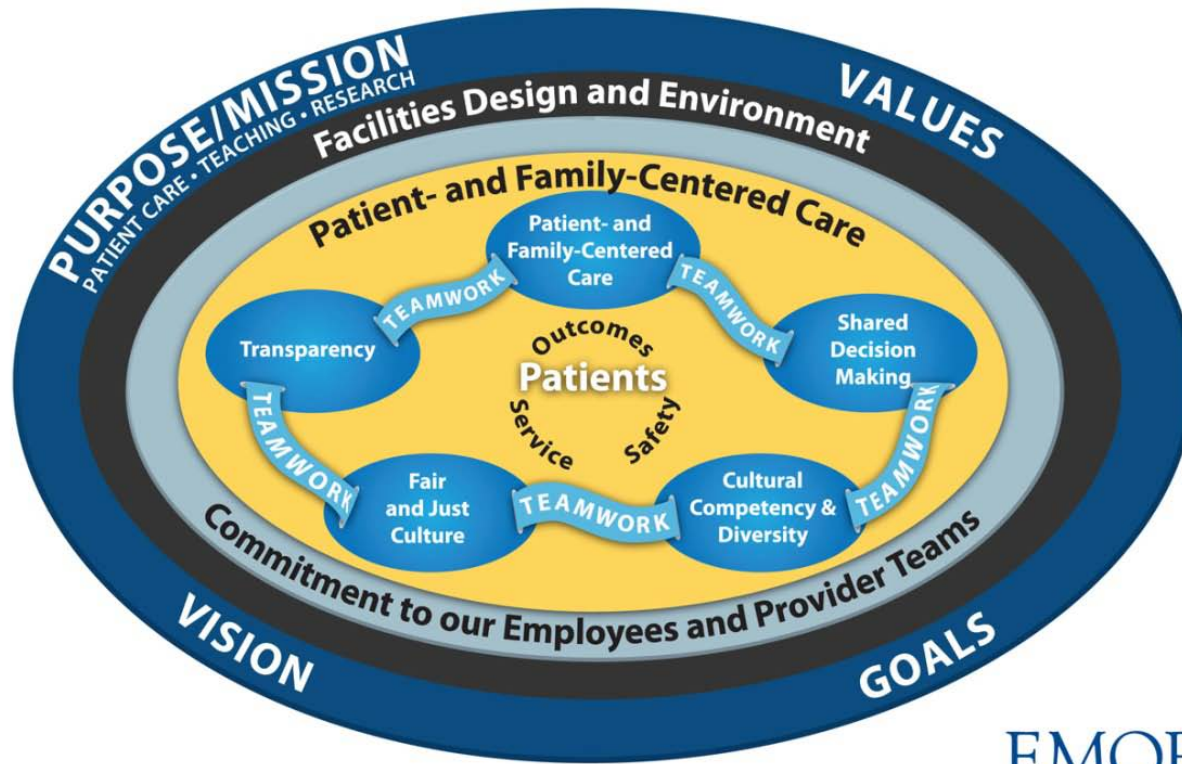
- Despite terrible economic conditions and world events, we remember our mission on behalf of **patients** and position ourselves to meet our goals in the most efficient, effective ways possible.
- That means, we have some tough choices to make, but we stay committed to two things:
  - Job #1 – to care for our patients and their families
  - Job #2 – to preserve the jobs of our people

# Our Compass Navigating the New Reality

- Job #1 – Taking care of our patients and their families. This means delivering on our quality promise of providing the best outcomes, safety and service.
- Job #2 – Preserving the jobs of our people.
- **In short, the better we do on #1, the less we have to go near #2. It is that simple.**

# How We Fulfill Job #1 and Job #2

**Care Transformation**  
To Serve Humanity by Improving Health  
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## We Went Directly to our Employees

- Proposed reduction options to staff and leaders.
- Solicited employee feedback, resulting in more than 700 e-mails representing the voices of more than 1,000 employees.
- Revised the reductions, presented them to the organization and implemented them.
- Position eliminations were a last resort



# Economic Downturn: Impact Health Care Industry

**Chicago Tribune**

Newspaper Services

450 layoffs announced at U. of C. Medical Center



**Breaking News** The Birmingham News

Baptist Health System lays off employees

**THE ANN ARBOR NEWS**

University of Michigan Hospitals to lay off 80 workers in 2009

**HealthLeaders** Media

Tenet subsidiary plans hospital closing

**ATLANTA BUSINESS CHRONICLE**

Saint Joe's makes job cuts

**ATLANTA BUSINESS CHRONICLE**

Piedmont Healthcare cuts 300 non-clinical jobs

philly.com

**The Philadelphia Inquirer**  
Temple Health System to lay off 500 workers

# What Management Changed



Transparency

- Renegotiated vendor contracts – ongoing
- Delayed new major facility development
- Implemented tight management of capital investments
- Revised Emory-provided cell phone policy to include payroll deduction – IRS rule anyway
- Reduced all travel and conferences
- Tighter management of supplies – more to come

**Cost Savings = \$15 million – \$16 million  
(250 – 267 jobs saved)**

# What We Changed With Staff Support

- Eliminate Employee Referral Program
- Reduce department overtime to 3%
- Eliminate Shift Differential on PTO
- Eliminate Inpatient Critical Pay Premium
- Manage Call Back Premium
- Eliminate time-and-a-half pay Christmas Eve day and day after Thanksgiving
- Redesign Extended Illness Leave Bank – TBD
- Redesign Tuition Reimbursement Program – TBD



Shared Decision  
Making

**Cost Savings = \$3.5 million – \$5.2 million  
(60 – 90 jobs saved)**

# Focus on The Right Stuff

- To realize the attributes of our Care Transformation Model, we must first surround our patients and their families with the right staff – and the right number of staff – to deliver exceptional care.
- We have to have the right team in place!

Cultural  
Competency and  
Diversity

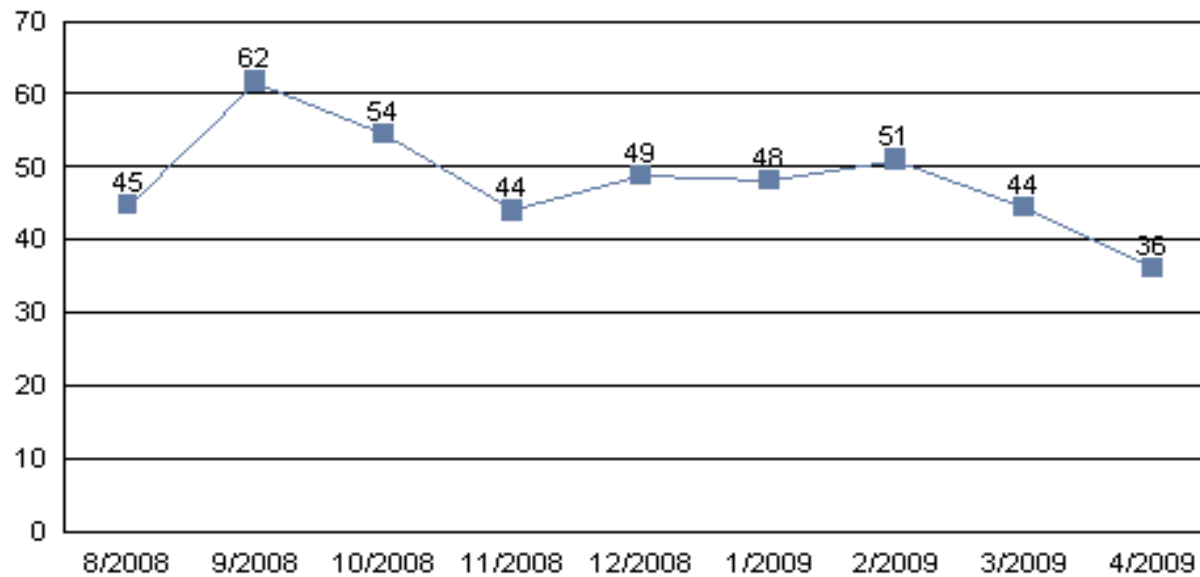


## EHC Strategy – Invest in Talent Acquisition!

- Efficiently recruited top talent – aggressive days to fill goal
- Recruitment Improvement Team – tests of change
- Cleaned the job board and established position management
- Improved hiring manager relationships
- Employer branding/marketing (new hospital, market differentiator)
- Developed talent pipelines – Leverage Web 2.0 technology
- ATS deployment and modification
- New tools for references/sourcing
- Renewed focus on employee development and retention

# Focus on Recruitment Efficiency

Average Time to Fill by Month



# Will There Be Future Staff Reductions?

- We cannot predict the future state of the economy and health care reform, but reduction of current staff continues to be a last resort.
- To preserve jobs, our focus is to reduce via:
  - Attrition
  - Reduction of overtime and costly contract labor
  - Redesign of open positions
  - Restructure of schedules to better match patient needs with workflow and staffing patterns
  - Review of current workflow

# EHC Labor Management Strategy

- Continue to preserve jobs
- Reduce overtime and costly contract labor
- Redesign open positions
- Evaluate reduction through attrition
- Restructure schedules to better match patient needs with workflow and staffing

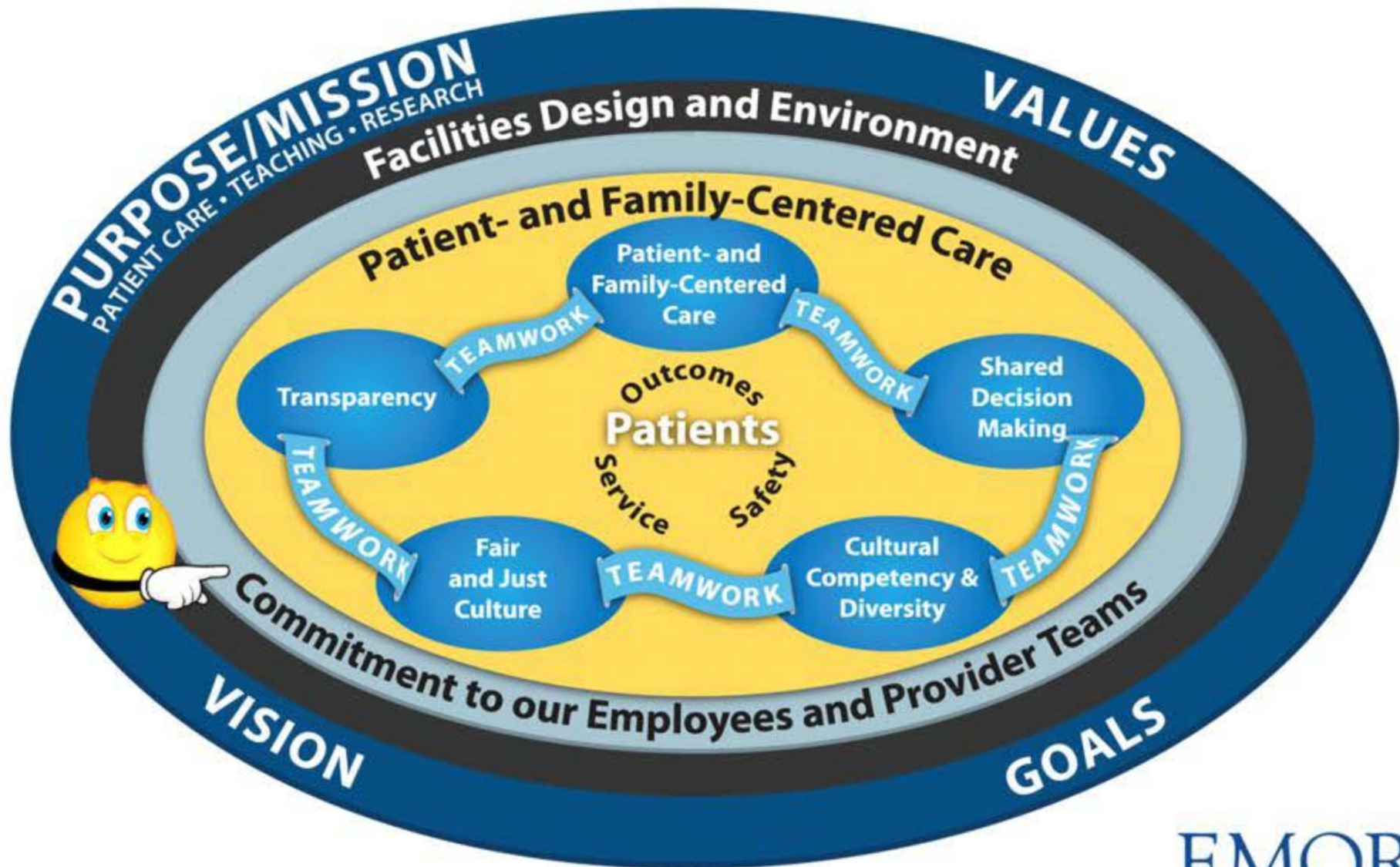
# EHC Labor Management Strategy

- Low performers are never acceptable
- Staff with sub-optimal performance must step up to the plate in our new reality
- All employees must actively contribute to our Core Purpose



# Care Transformation

To Serve Humanity by Improving Health  
Delivering on our quality promise



## Purpose of EHC Employer Commitment

- To provide an organizational our commitment to staff, resulting in a more authentic relationship between staff and leadership.
- To develop a partnership in which a more trusting and mutually beneficial relationship will result in higher employee and patient satisfaction.
- To create a mutually agreed upon understanding, based upon staff expectations of EHC, that will exist as formal and “living” document.

# Focus Group Method

- 115 sessions held March to May
- 516 participants
- 10 focus group questions asked per sessions
- 108 focus group representatives self-selected for follow up
- 11,681 remarks recorded\condensed
- 84 themes
- 11 commitment statements developed

# The Employee Engagement Connection

## The Gallup Q-12 Items

Opportunities to learn and grow  
Progress in last six months

Best friend  
Coworkers committed to quality  
Mission/Purpose of organization  
My opinions count

Encourages development  
Supervisor/Someone cares  
Recognition last seven days  
Do what I do best every day

Materials and equipment  
I know what is expected



## Employer Commitments

Open Dialogue

High Performing Teams

Employee Recognition

Work Environment

## Patient- and Family-Centered Care

- Consistent use of patient satisfaction data and comments
  - Review data and comments to focus efforts
  - Posting of the data

## Fair and Just Culture

- Shared decision making-
  - Unit Practice councils (with multi-discipline members)

## Transparency

- Transparency
  - Patient Rounding (bedside shift reports)
  - Leadership Rounding

## Shared Decision Making

- Patient/Family Centered Care
  - Discharge planning communication
  - Discharge coordination

## Cultural Competency & Diversity

- Cultural Competency
  - Cultural Council
  - Diversity training

