

Growing Tomorrow's Nurses and Clinical Leaders

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Speakers

- Lynn Fischer, Founder and CEO, Catalyst Learning Company
- Melanie Waller, Director of Leadership Development for HCA's Western Group
- Tricia Scott, Division Director of Workforce Development for the North Texas Division

Growing Tomorrow's Nurses and Clinical Leaders

Agenda

1. Lynn Fischer: intro and overview of CLC's relationship with HCA
2. Melanie Waller: a case study
3. Melanie Waller and Tricia Scott: Building a case for urgent action: HCA's steps to create and implement a "grow our own" approach to its nurse/clinical pathways
4. Addressing gaps across the continuum:
 - a) Grow our Own nursing program at HCA North Texas
 - b) New ED program for emerging leaders at Aurora
 - c) Other longer-term pipeline building tools
5. Succession planning: linking the tools to create long-term results
6. Success stories
7. Lynn: Q/A

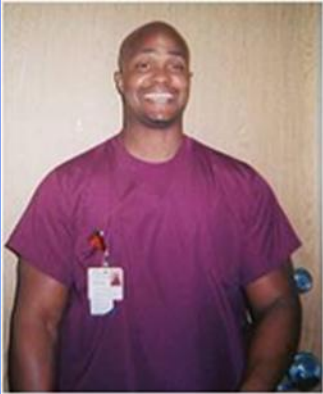
Catalyst Learning's Relationship with HCA

Catalyst Learning has helped HCA address its workforce development challenges since 2002. In the last decade, a dynamic partnership has grown to include dozens of HCA medical centers and shared service facilities.



“School at Work has opened my eyes to the opportunities available to me, even at my age. Without this program, I would have never thought I could tackle a new job – and now, I’m going to be a CNA!” SAW Graduate Claudia Veu Casovic, HCA’s North Suburban Medical Center. Promoted from EVS (seated w/ fellow students at front middle)

Sample HCA Success Stories



Gregory Williams, a School at Work graduate and unit clerk/CNA at Bayshore Medical Center in Houston, is pursuing an EMT degree this fall through Emergency Consultants, Inc., a clinical affiliate of East Houston Regional Medical Center.



ECHO Grads at Methodist Healthcare System of San Antonio - participants Leslie Mescado and Diana Ontiveroz have been accepted into the nursing program at San Antonio Community College.

We See Your Potential

- Informal pathways to success
- Internal support for growth and development
- Higher Education opportunities with tuition reimbursement
- School at Work/ECHO programs



Rose Searle (center) accepting an award from CEO John Hill and VP of HR Kathy Yeager

While a SAW student, Rose Searle was selected as “Employee of the Year” and received one of two of her facility’s 2008 Caring at Heart Award, which recognizes RNs and ancillary staff for their caring and commitment to patients.

HCA North Texas

GROW YOUR OWN

- Helps current HCA-NTD employees gain the needed knowledge, skills, and credentials to advance careers
- Partnership with Community Colleges
- Pipeline of RN's
- Expands capacity for nursing school
- Fills vacancies at the hospitals

HCA North Texas

How Does It Work?

- Tuition, fees, books, uniforms paid up front
- Pay back
- School provides curriculum and classroom instructor
- Hospital provides clinical instructor, clinical training and classroom space

HCA North Texas

Enrollment

- 1st cohort enrolled Fall 2008
- Spring 2010 graduated 35
- To Date, have graduated 84
- 80% Retention
- 79 Currently in the program
- Over 100 in the pipeline



HCA North Texas

Metrics

- NCLEX NTD results – 89%
- Avg GPA Pre-reqs – 3.06
- Avg GPA for sciences – 3.26

- El Centro College – 92%

HCA North Texas

PBDS 2010

- **Grow Your Own PBDS results**
 - 61.5% acceptable
- **NTD New Grad Results**
 - 57% acceptable
- **National Benchmark**
 - 35% acceptable

HCA North Texas Challenges

- Student selection
- BSN (Magnet)
- Sufficient specialty faculty
- Student schedules
- Commitment to the project
- Productivity
- Overall cost

HCA North Texas

OR Nursing

A Storm on the Horizon?

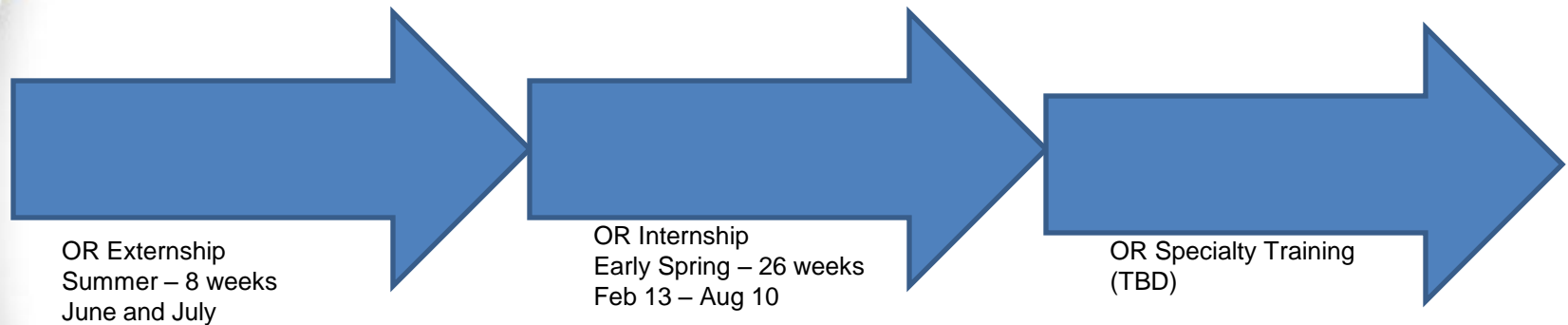
HCA North Texas

OR RN Vacancies	15%
Time to Fill OR RN	95 days
Contract Labor	
2010	\$2.4 mil
2011 YTD	\$2.1 mil
OR RN's over the age of 59	75 (22%)

Concerns

- Aging perioperative nurses
- Extreme shortage of experienced OR nurses seeking employment
- Insufficient number of contract OR RN's
- No clinical rotation in O.R. for nursing students
- No established pipeline for new OR RN's or to advance current staff into specialized positions (CVOR)

HCA North Texas Surgical Careers



HCA North Texas

OR Externship

Senior 1

BSN students

32 hours/week for 8 weeks (June, July)

24 hours classroom

232 hours clinical

\$3,072 = scholarship plus insurance

\$1,000 tuition

Upper level elective college credits earned



HCA North Texas

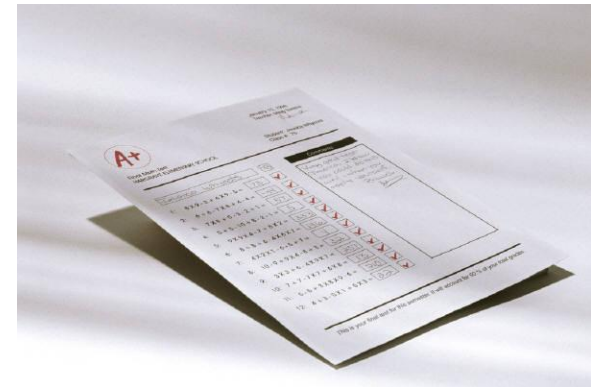
OR Externship Selection

GPA 3.3 or higher

University personnel screen

HCA personnel interview

Student evaluation at the mid-point and at the end of the externship.



HCA North Texas

OR Internship

- Partnership with college
- 26 weeks – last 15 weeks in OR with preceptor
- Licensed RN's or eligible to take NCLEX
- College credits earned
- On-line didactic, sim lab, precepted clinical
- Incorporates AORN 101
- First consideration to externs from previous summer.

Suture Day- Pig's Feet



HCA North Texas

Specialty Training

- Projected Spring 2013
- Current OR staff
- CVOR, Neuro, Orthopedics

2011 Emergency Department Emerging Leader Program



Business Drivers

- ED Director turnover rates – internal HCA study results
- In 2009, Western Group on boarded 14 new ED Directors
- 2008 ED Director mentor program results
- Approximately 60% hospital admissions originate from the ED

Linkage to HCA Goals

(Healthy Work Environment, Operational , Financial)

- Increase collaboration with our community partners through local higher educational institutions
- Build upon the credibility and success of the training programs which were funded by HCA Cares Grants
- Create a work environment that promotes growth and advancement of our employees
- Succession planning path for employees who seek Manager/ Directors, CNO/COO roles as well as transition exit plan for those who would like to retire
- Means to meet diversity strategies through selection to ensure that we reflect the patients we serve
- Secure multiple layers of leadership who are prepared to drive the ED playbook and other quality and operational ED initiatives

HCA



Participating Facilities

- The Medical Center of Aurora, Aurora, CO
- Wesley Medical Center, Wichita, KS
- SkyRidge Medical Center, Denver, CO
- North Suburban Medical Center, Denver, CO
- West Houston Medical Center, Houston, TX
- Mainland Medical Center, Houston, TX
- Rio Grande Regional Hospital, McAllen, TX
- Valley Regional Medical Center, Brownsville, TX
- Conroe Regional Medical Center, Houston, TX
- Kingwood Medical Center, Houston, TX

HCA



What is the ED Emerging Leadership Program?

- One year immersion program resulting in ready to hire ED Directors
- Candidates are chosen with the approval of Executive Leadership
- Five days of didactic training per month requiring travel
- Three weeks of “hands on” action learning per month in host facility
- Completion of a project that requires implementation of skills/competencies
- Increased leadership responsibilities throughout the year with interim ED Director responsibilities in 2nd 6 mos
- Ongoing performance feedback provided by mentor, ED Director Preceptor, and Program Director
- 5 Levels of support: Executive, ED Director, Mentor, Leadership Development Director, External Coach Consultant
- 3 year commitment post program completion

HCA

Curriculum Development Focus



HCA

Program Competencies

- Aligning Performance for Success
- Building and Leading Teams
- Building Healthcare Talent
- Coaching & Developing Others
- Building Strategic Work Relationships
- High Impact Communication
- Managing Change
- Continuous Improvement/Quality Orientation
- Customer Focus
- Driving Execution
- Financial Acumen
- Operational Decision Making
- Planning and Organizing
- Establishing Strategic Direction

HCA

What happens during didactic week?

- Scheduled presenters/speakers covering curriculum content
- Hands on learning opportunities
- Assignments for facility learning/action learning activities
- Follow-up and competency review

HCA



CATALYST LEARNING®

Examples of ED Project Work

- Open a Free Standing ED
- Design and run an ED department remodel construction project
- Improve door to greet and other metrics for ED Fast Track area
- Create a new hire and new grad orientation program
- Improve ED Satisfaction
- Operationalize a Peds ED

Next Steps

- Graduate 8 participants in January 2012
- Interviewing and placement in Dec/Jan - 2
Els already hired
- Expand 2012 program to 3 divisions with
kick-off May 2012
- Continue ED Charge Nurse development

Success Stories

- SAW/ECHO graduates in RN school
- Emerging Leader Director placements

Thank you for attending the webinar!

Questions or Follow up?

Contact Lynn Fischer,

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Learn more about Catalyst Learning by
visiting our website: catalystlearning.com

