

Key Takeaways from 2017 LEAP HR Healthcare Conference: Insights and Findings

Talent Strategies for a Disruptive Environment

Korn Ferry joined LEAP HR Healthcare in their annual conference, which brings together thought leaders from the most forward-thinking Healthcare systems, to engage in dialogue around solving complex HR challenges.

This report offers a summary on Talent Strategies for a Disruptive Environment, and insights into to what healthcare CHROs and their organizations are doing to tackle this key issue.

Internal CHRO perspective: Jim Garmin, CHRO at Memorial Hermann Healthcare System

Garmin shared the following as “must have” talent strategies to navigate a disruptive environment:

- A defined Employee Value Proposition and a clear path to achieve it
- An expectation of management to build/groom talent
- A pragmatic system of talent development
- A scorecard to reflect results and accountability

Garmin summarized his comments by saying *“If we don’t do these things well, smart people will vote with their feet and leave us”*.

External Market Perspective: Brian Noble, Associate Client Partner at Korn Ferry

Sharing experiences from his healthcare client work, Noble reinforced the following as key strategies he sees in clients that are successfully dealing with challenges of disruption and continual change:

- **Resilience Training**—organizations are dealing with an increase in burnout among providers and many are finding ways to increase the resilience of both individuals and teams.
- **Recruitment Outsourcing**—dealing with the churn of staff in critical positions can be a daunting challenge. Some organizations are turning to recruitment outsourcing to keep pace in this area.
- **Agility**—with constant change in the industry, successful organizations are emphasizing and developing the key trait of agility within their team members—the ability to be nimble and to shift as different disruptors impact their work environment. Agility was described as a key trait for both individuals and organizations.
- **Engagement**—one of the top strategies for dealing with disruptors and change that are often rippling through healthcare organizations is to have an engaged workforce that takes pride in what they do and the organization they work for and is willing to go above and beyond when needed. Those organizations that are successful here, are developing and implementing true engagement strategies that entail much more than simply the typical push of survey results to Managers and a request that they develop action plans on their own within their teams.
- **Analytical View of Talent**—those CHROs that are mining, developing and analyzing information (i.e., what type of people are most successful in critical jobs here? what is the profile of a person that stays with our organization longer? what is the true cost of turnover in any particular department?) and bringing hard facts and data related to Human Resource challenges to the executive table are being viewed as more strategic by their C-suite peers.

Insights from the CHRO discussion groups on this topic included:

- **Nurse Staffing**—offer greater flexibility relative to shift timing. Some team members love 12 hour shifts, some love 10 hour shifts. Provide the flexibility for team members to determine the length of their shifts, even allowing for the flexibility for some to work much shorter shifts (3-4 hours) to fill in the overall need.
- **Stress Free Now Program**—while scoring in the top quartile on engagement, one organization still struggled with physician burnout. They implemented a hybrid program that included e-learning and coaching that taught team members how to be more mindful of burnout signals and how to take time to decompress when needed.
- **Career Lifecycle**—understanding the importance of understanding a team member’s needs at different points in their career and applying added focus or emphasis to what is most valuable to them at that given point in time.
- **Growing Our Own**—one organization partners with local colleges and universities to create programs that are non-traditional in terms of how they are being delivered and how quickly they can turn people through the programs with success and confidence.
- **Sponsored Leadership Development**—seek external partners or individual donors who may be willing to donate money to fund leadership development needs.
- **Conduct an Enterprise Risk Assessment**—one organization is thinking about human capital the same way they think about financial capital. As it turns out, human capital was the #3 risk within the organization. This work is helping to reframe Human Capital (versus HR or Personnel) as a strategic function within the organization.

Throughout the course of the conversation on this topic, both employee and physician engagement and employee value propositions were brought up multiple times, so the group was asked how many of them are working actively in each area. A quick show of hands revealed that 100% of the organizations conducted an engagement survey, but only a third were actively working in the area of employee value propositions.

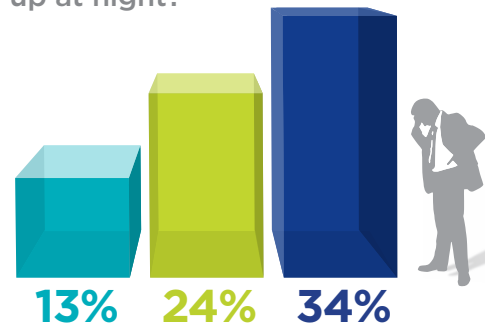
Pulse Check:

As discussion on this topic concluded, the CHRO attendees were asked to respond to a quick electronic polling question. The results are below:

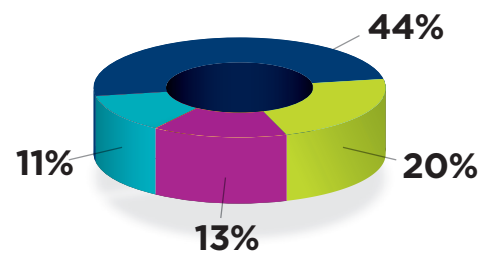
Poll Question: Which statement best describes the development of your current talent strategies?

- 22% - Mostly in the development stages
- 43% - Developed in a FEW areas, but not all
- 35% - Developed in MOST areas, but not all
- 0% - Fully developed in all areas

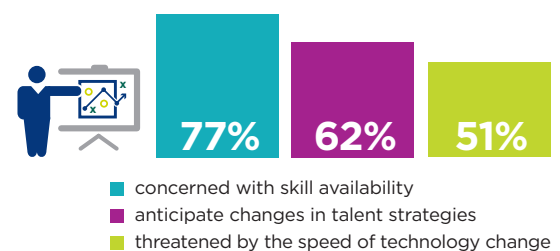
As the poll reflects, dealing with the disruptive and ever changing environment within healthcare is a challenge that all organizations are continually adapting to.

What is the #1 thing keeping a CHRO up at night?


- Creating a robust, working succession program within the organization
- Employee engagement and retention
- Aligning talent strategy to overall business strategy

Source: Korn Ferry
CHRO’s top talent challenge when trying to optimize their workforce:


- Creating an agile workforce to meet evolving demands
- Building a strong leadership pipeline
- Enabling leaders to create real value and drive innovation
- Creating a common view of what great leadership looks like across the organization

Source: Korn Ferry
Top healthcare executives are revisiting talent strategies to overcome technology and skill availability

Source: PWC 6th annual CEO survey, 2012