



Improving Intergenerational Communication:
Strategic Human Resource Management

LovelaceUNM
Rehabilitation Hospital



“Lovelace UNM Rehabilitation Hospital exists to help people get healthier after a major injury or illness.”

Derrick Jones, CEO

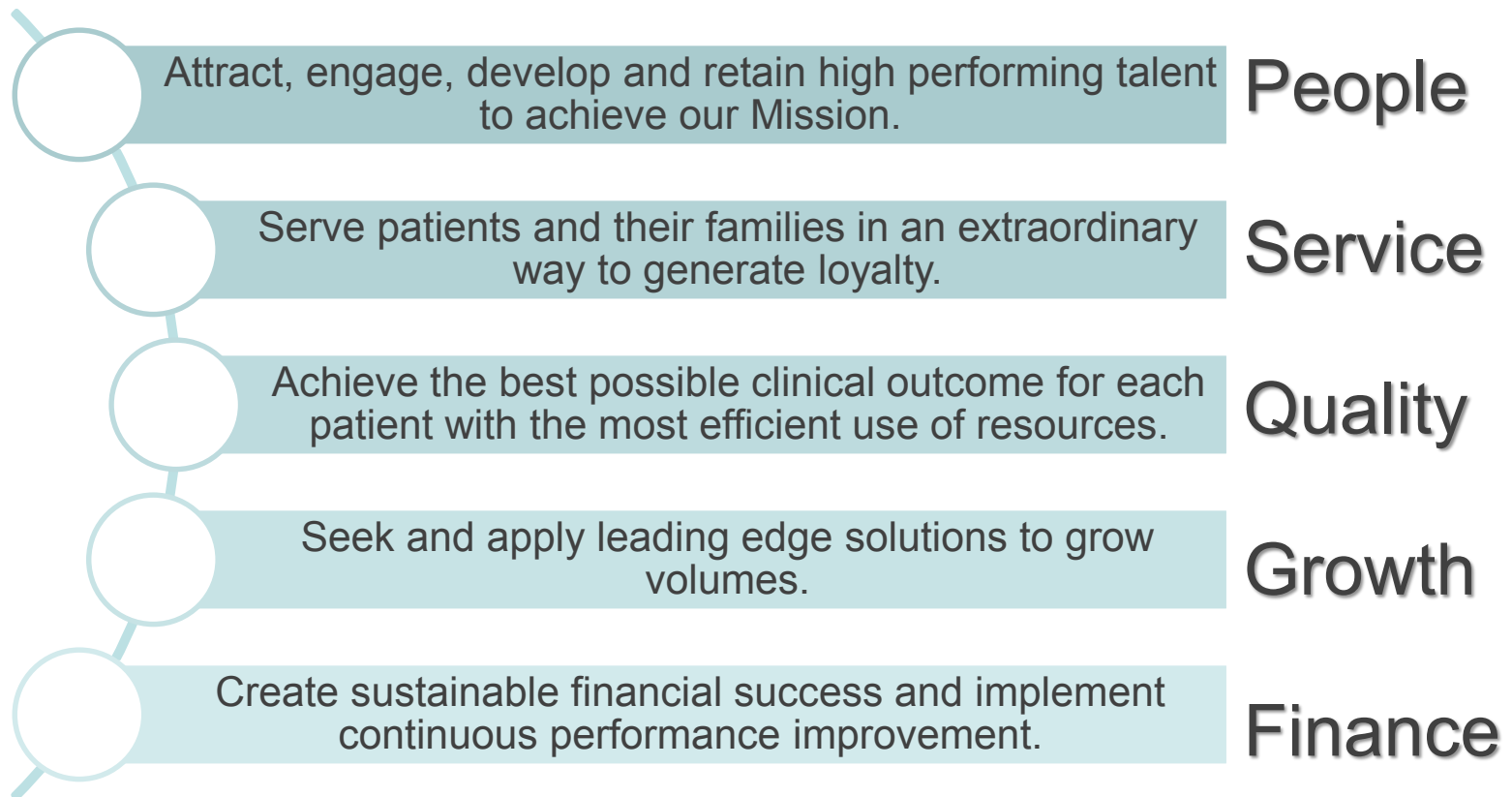
CARF Accreditation:

- Stroke Specialty Program
- Brain Injury Inpatient Rehabilitation Programs
- Spinal Cord System of Care
- Inpatient Rehabilitation Programs
- Outpatient Medical Rehabilitation Programs (adults)
- Outpatient Medical Rehabilitation Programs (children and adolescents)

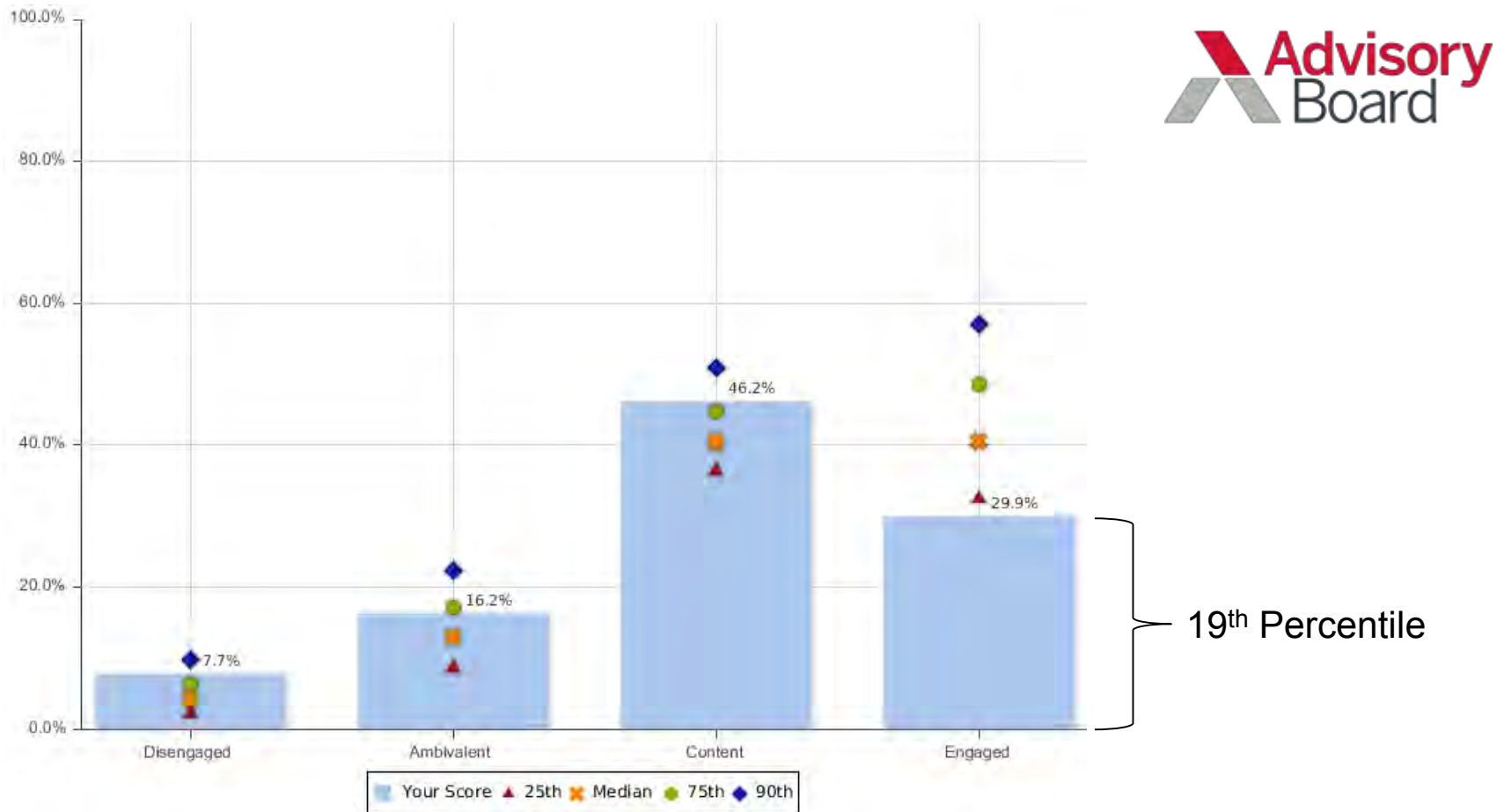
Facility Facts:

- Number of employees: 235
- Licensed beds: 62 acute inpatient rehabilitation beds
- Inpatient admissions in 2016: 1,079
- Outpatient visits in 2016: 20,396
- Average inpatient length of stay: 14 days

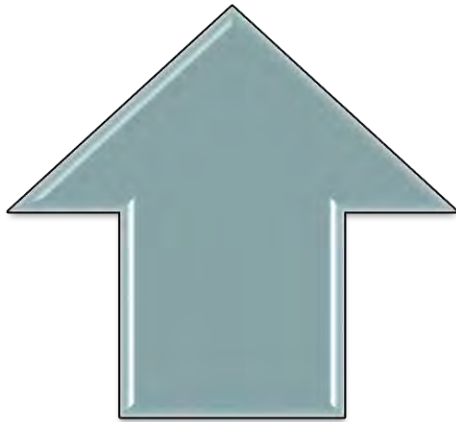
Strategic Pillars



May 2016 Employee Engagement

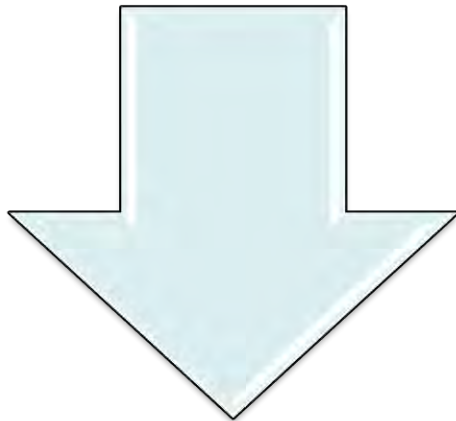


2- People Strategies



Increase Engagement

- Department Action Planning



Decrease Turnover

- New Employee Onboarding

Cascading Communication of Results

Survey results are thoughtfully shared with each level of the organization

Ardent
Corporate

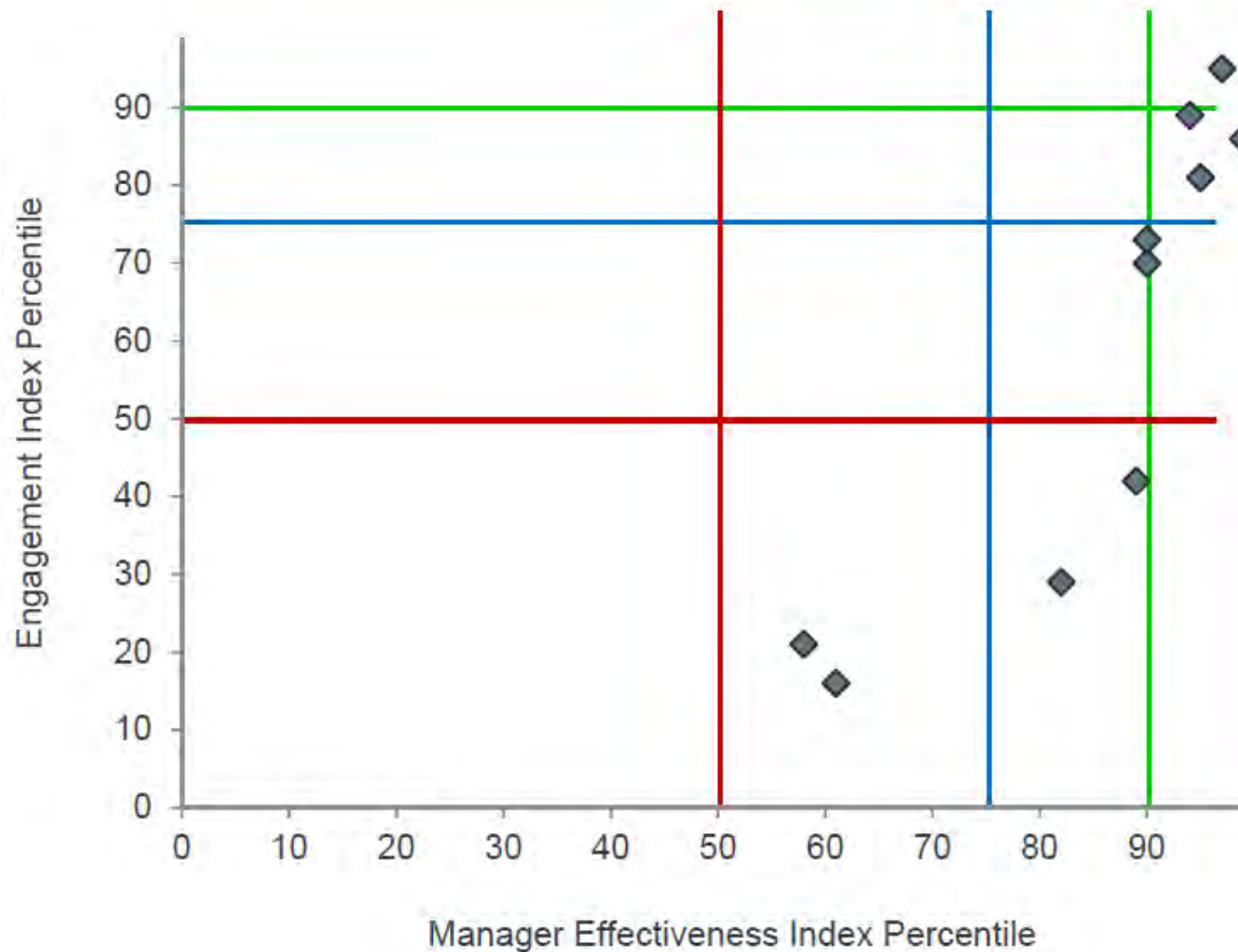
Lovelace Division

Rehab Facility

Rehab Staff

HR Business Partners collaborate with Department Mgr/Sup to develop action plans

Workplace Environment Stratification



Department Action Planning

Scores identified department as A, B, or C

A = department at 75th percentile or greater in both

- Managerial Effectiveness
- Employee Engagement

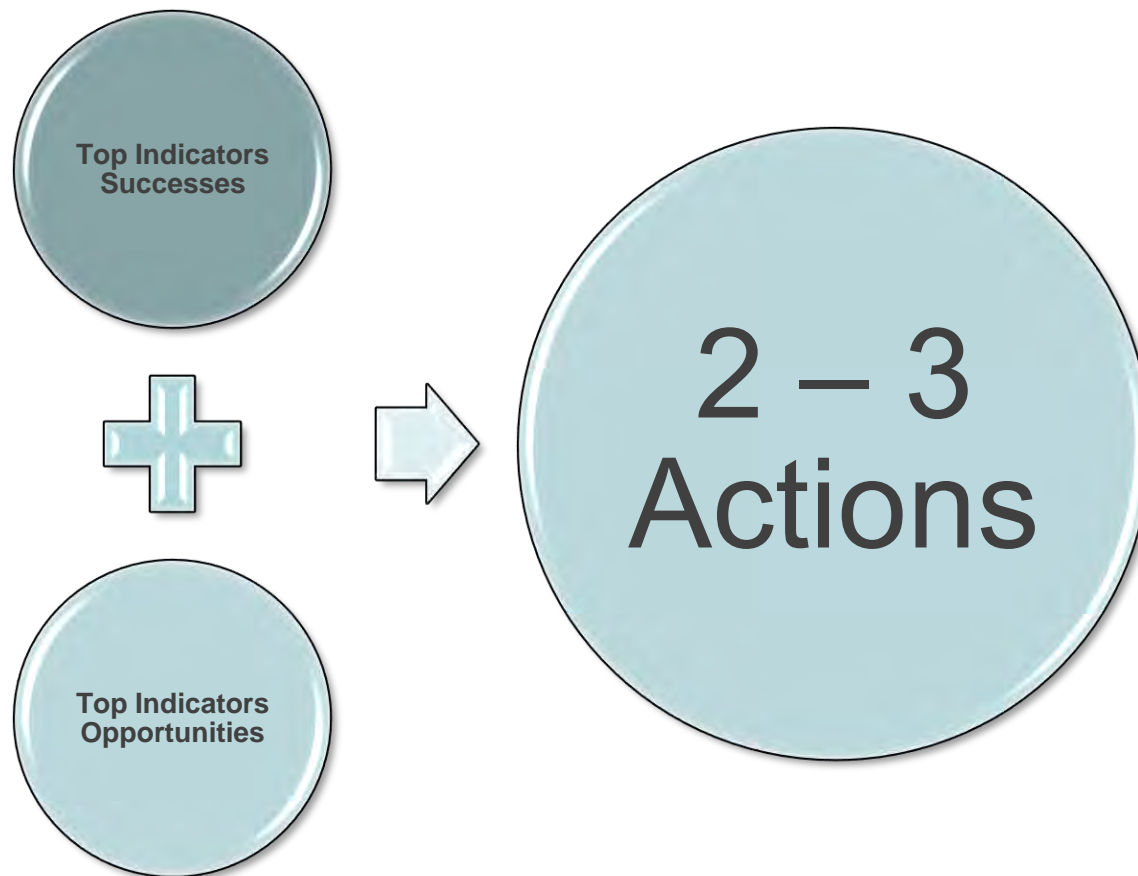
B = department at 75th percentile or greater in one of

- Managerial Effectiveness
- Employee Engagement

C = department below 75th percentile in both

- Managerial Effectiveness
- Employee Engagement

Department Action Planning



Department Action Planning

Partnership developed

- HR Business Partner and HR Director
- Manager or Supervisor of Department
- Director or Chief Officer of Department

Monthly Strategic Meetings

- A and B Departments meet once monthly
- C Departments meet every three weeks
- CEO attends Strategic meeting every six weeks

Department Action Planning

Directly after employee survey

- HR Business Partner and Manager/Supervisor meet with staff
 - Discuss top indicator successes and celebrate
 - Discuss top indicator opportunities and develop action plan
 - Two to three indicators, areas to improve on

Strategic Meetings

- Action Plan approved
- Discuss monthly deliverables on each indicator
 - Address if indicator is on track
 - Does indicator action item need adjustment
 - Successes each month are celebrated
 - Barriers are discussed and plan for resolution
- CEO Touch points for ensuring plans are moving forward smoothly

Department Action Planning

Example: In Patient Physical Therapy



“I receive the necessary support from employees in other units/departments to help me succeed in my work”

Initiative 1 - Develop a Therapy/Nursing Council

- SMART Goal: “Inpatient PT/OT services will establish a therapy/nursing council to include 2 PT’s, 2 OT’s, 2 staff nurses, 1 PCT, Nurse Manager, and Therapy Manager to meet monthly to facilitate collaboration in delivery of care”

Department Action Planning

Example: In Patient Physical Therapy

Tasks performed and reported to Strategic meeting

- Room reservations
- Agenda input from managers
- Presentation of agenda to Therapy Director, CNO, and CEO
- Presentation to Therapy/Nursing Council
- Share results with Therapy staff
- Follow up at each Strategic meeting
 - Who attended
 - What went well, successes
 - Staff feedback positive, seeing results in patient care
 - What could be improved, barriers to remove/resolve
 - Rotating staff for experience on Council
 - Identifying if knowledge instilled in staff months later, recall

Department Action Planning

Example: In Patient Physical Therapy



“My organization provides excellent care to patients”

Initiative 2 - Luncheon Question & Answer with Senior Leaders

- SMART Goal: “Therapy service will coordinate a monthly “luncheon Q&A” to include staff choice of speaker and topic to facilitate a better understanding of the operations of the hospital.”

Department Action Planning

Example: In Patient Physical Therapy

Tasks performed and reported to Strategic meeting

- Survey staff for topics
- Arrange for speaker to address topic
- Have staff complete evaluation to determine effectiveness of speaker and learning
- Follow up at each Strategic meeting
 - Who attended
 - What went well, successes
 - Staff appreciate having Senior Leaders answer adhoc questions
 - What could be improved, barriers to remove/resolve
 - Have some questions solicited prior to meeting

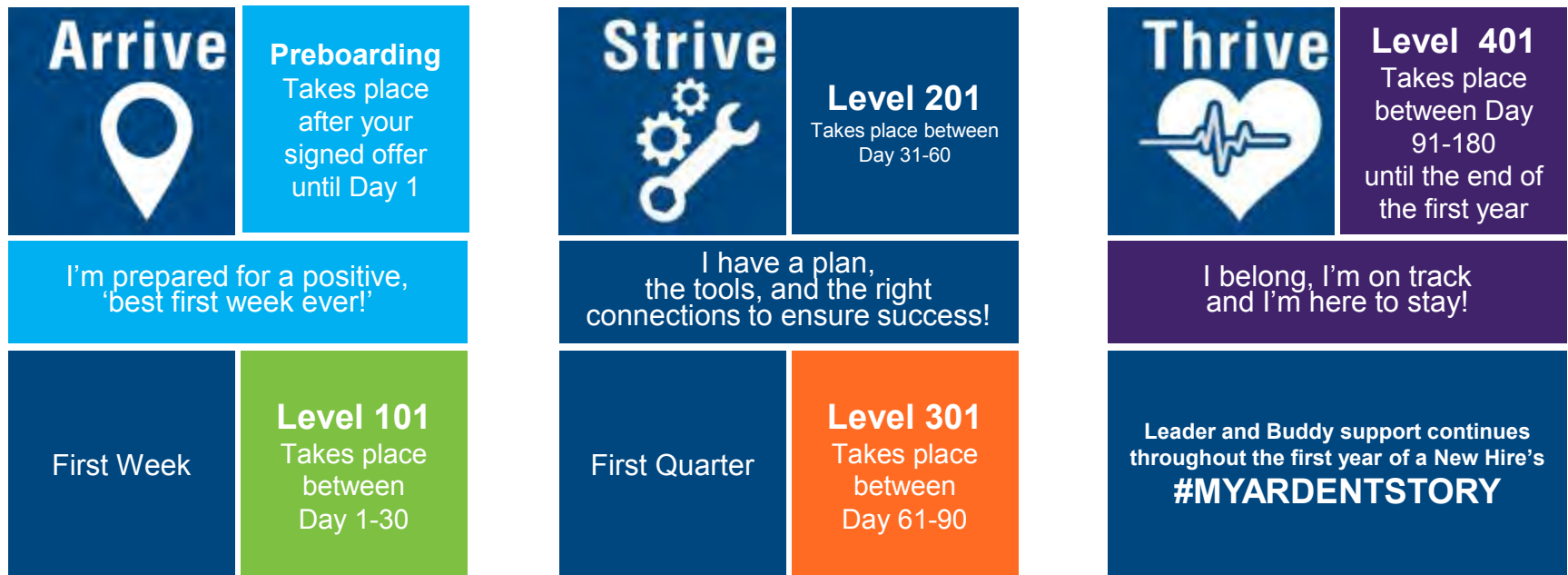


New Employee Onboarding



#MYARDENTSTORY

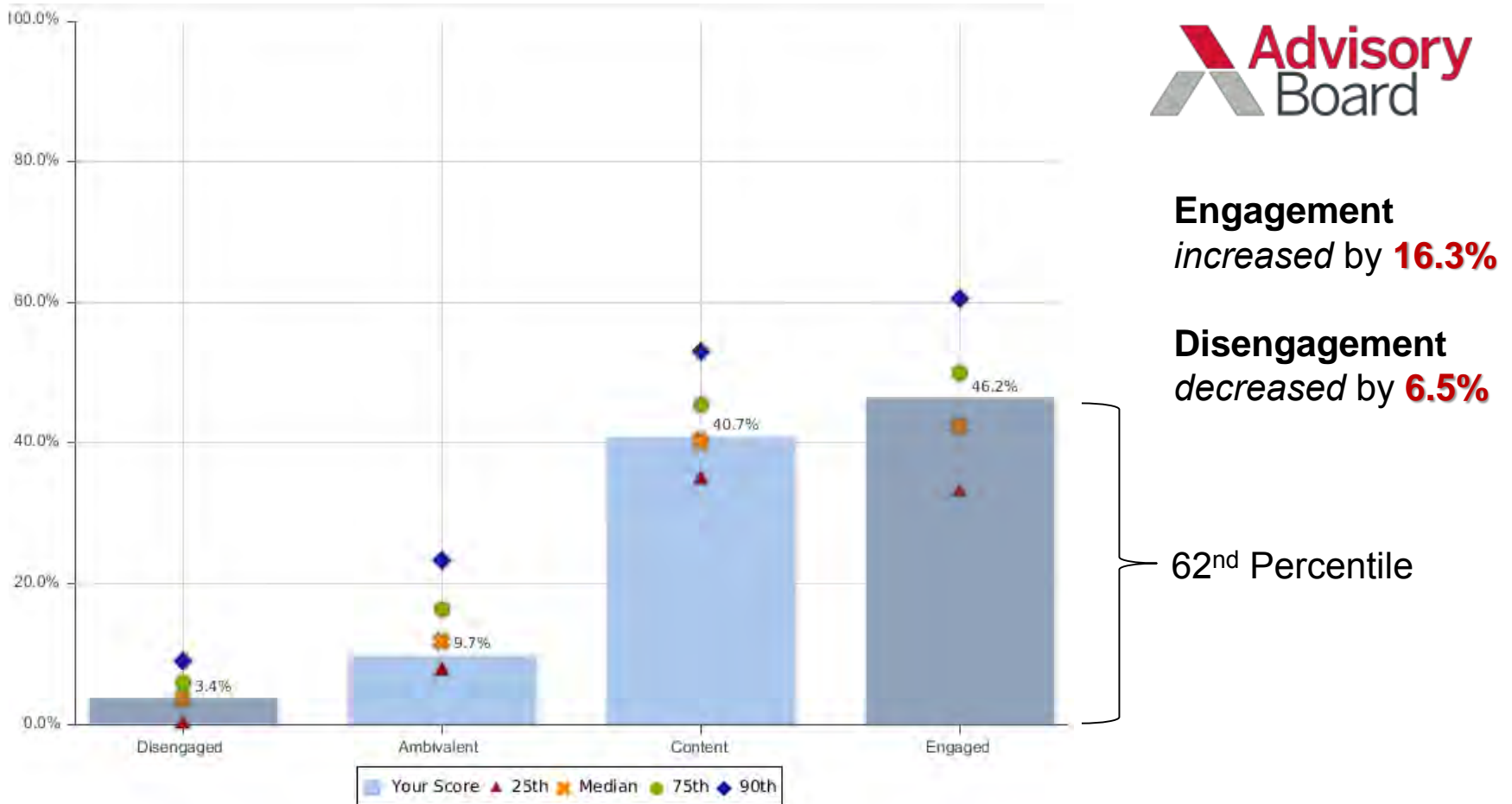
Onboarding that takes a New Hire beyond *surviving* to *thriving* in their first year.



Results



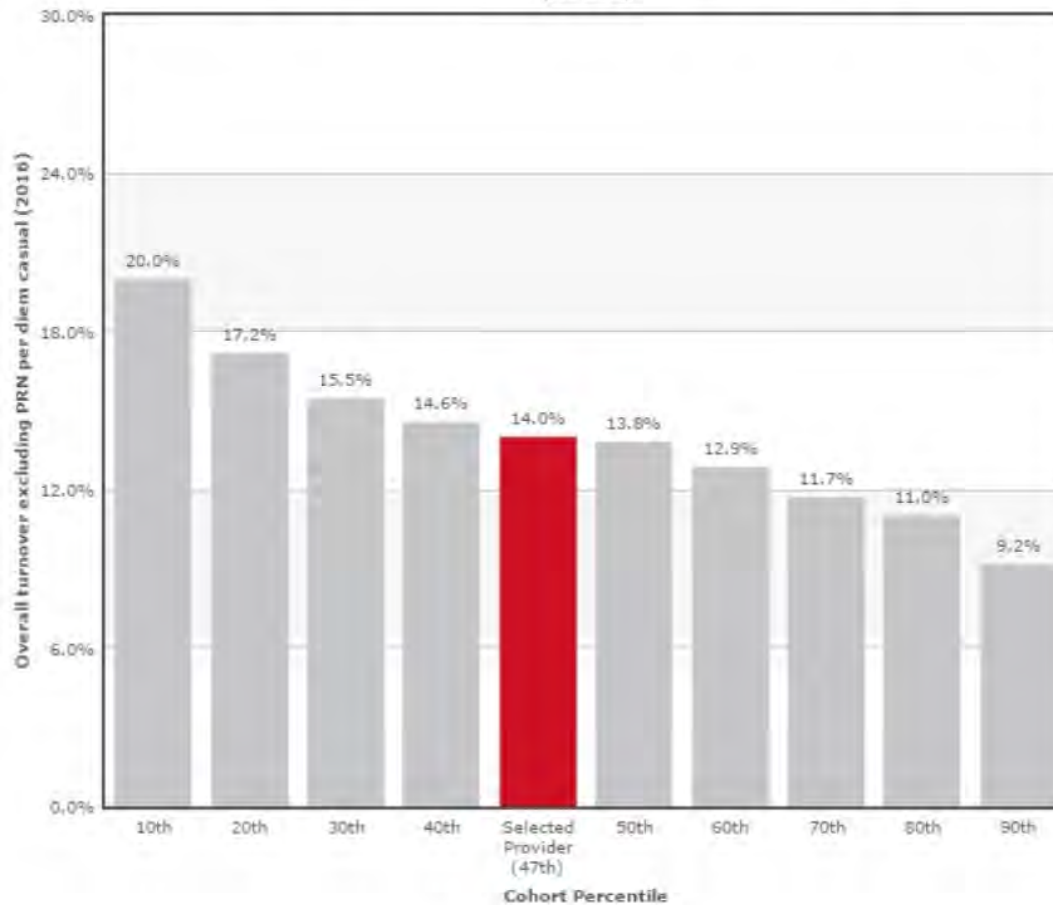
May 2017 Employee Engagement



Results – Overall Turnover

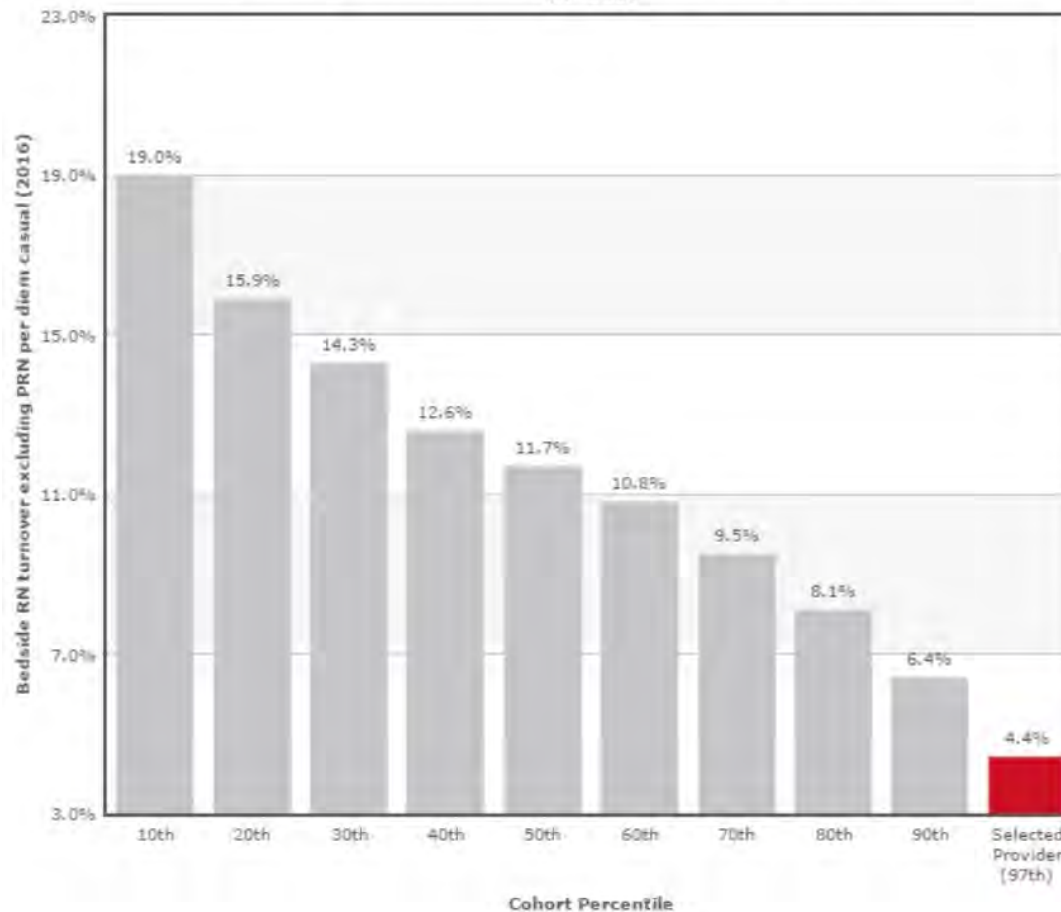


Overall turnover excluding PRN per diem casual (2016)
(N=309)



Results – Bedside RN Turnover

Bedside RN turnover excluding PRN per diem casual (2016)
(N=305)



Millennial Mindset

Have fewer past work experiences for perspective



Tend to think in short-term increments



Have more opportunities than ever



Top 10 Drivers by Impact on Engagement

Determined by Multivariate Regression Analysis of 42 Engagement Drivers

Driver	Millennial Rank ¹	Overall Rank ²
I believe in the organization's mission	1	1
Organization provides excellent care	2	2
I am interested in promotion opportunities	3	3
Executive actions reflect our mission and values	4	5
My current job is a good match for my skills	5	4
My ideas and suggestions are valued	6	6
I understand how my work contributes to the organization's mission	7	7
My recent performance review helped me to improve	8	8
Organization recognizes employees for excellent work	9	11 ³
Training and development opportunities helped me to improve	10	10

Millennial Specific Retention Strategies

Unlike other cohorts, Millennials are more engaged than they are loyal...If you can retain them past their 3 year mark, their level of loyalty will closely match their engagement.

Drivers of Millennial Loyalty

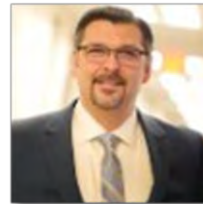
1. Effective Onboarding and Job Training
2. Technology Selection and Implementation
3. Stress and Burnout
4. Benefits (not just traditional)

Thank You



Helen Nielsen

Human Resources
Director – Lovelace
UNM Rehab Hospital



Jim Hughes

AVP Organizational
Development – Ardent
Health Services



Derrick Jones, CEO
Lovelace UNM Rehabilitation Hospital