

ASHHRA 48th Annual Conference & Exposition

Defining the Next Generation of Health Care Competencies

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September 28, 2010

HEALTH CARE HR:
**Fulfilling
Our Promise**
Preparing for a New
Decade of Success
Tampa, Florida
September 25-28, 2010



Agenda

- Competencies in Health Care
- Competency Definition and Application
- Core Competency Framework for Health Care
- Implementing Competencies
- Case Study: Banner Health
- Questions

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Competencies in Health Care: Our Initial Hypotheses

- **Health Care reform** is causing organizations to revisit their approaches to defining and applying competency-based standards.
- **The competition for talent**, especially for critical positions such as nursing, is resulting in a focus on the competency-based employee development.
- Competencies based on **business drivers and operating performance** are becoming more common within healthcare competency models.
- **Joint Commission requirements** continue to be a key driver of performance standards and related processes.

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Characteristics of Health Care

- **Complex Employment** - regulatory and specialty requirements
- **Demanding Customers** - increasingly knowledgeable and independent
- **Technology Centric** – data, document and knowledge management
- **Measurement Focus** - emphasis on process capabilities and metrics
- **Consolidation** - with emphasis on increased efficiency
- **Distributed and Virtual Work Setting** – across different types of facilities. Increasingly complex, virtual work settings
- **Changing Workforce** - experiences, values, needs and preferences

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Frequently Identified Compliance Issues

- Staff qualifications are consistent with his or her responsibilities.
- Individual permitted by law and the organization to practice independently are granted clinical privileges.
- There is a process for ensuring the competence of all practitioners permitted by law and the organization to practice independently.
- The organization use data from clinical/service screenings indicators and human resource screen indicators to assess and continuously improve staff effectiveness

Source: Top Standard Compliance Issues for First Half of 2008, *Joint Commission Perspectives*, March 2009.

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Levels of Process Maturity

Level 5 – Optimized – *continuous improvement*

Level 4 – Managed – *metrics, governance, adaptable process*

Level 3 – Defined – *guiding principles, process guidelines, standard practices*

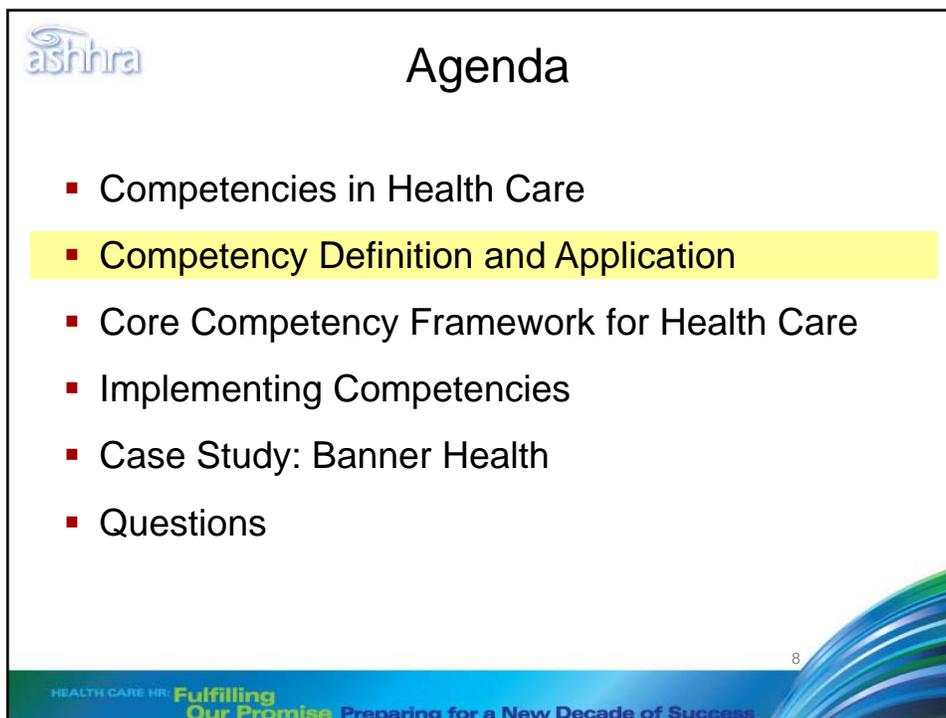
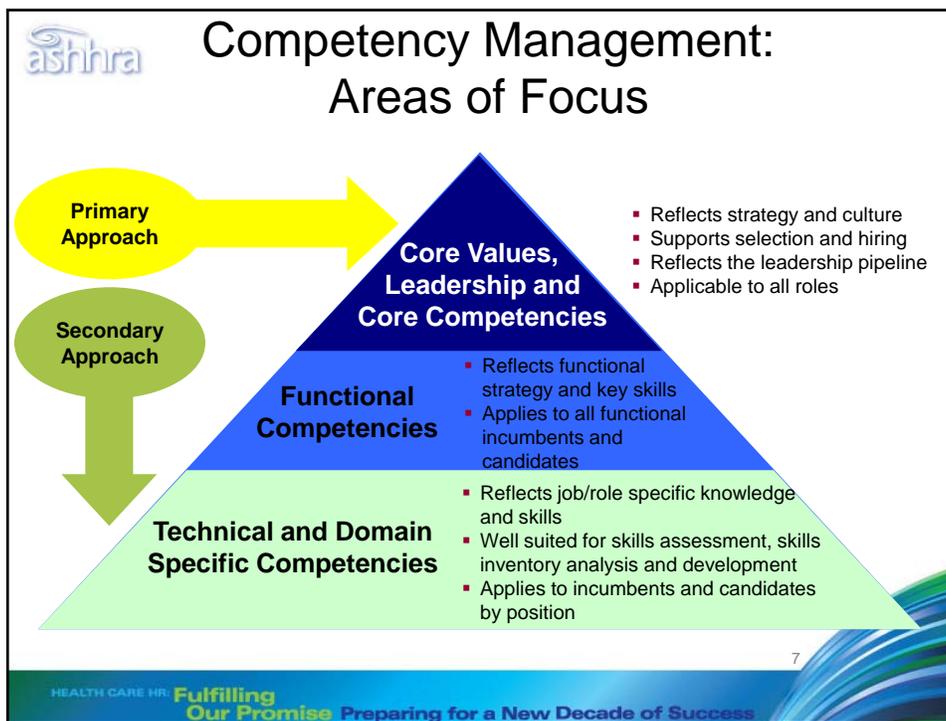
Level 2 – Repeatable – *basic process*

Level 1 – Initial (Chaotic) – *ad hoc, inconsistent, undocumented*

Source: Software Engineering Institute, Carnegie Mellon, 2003.

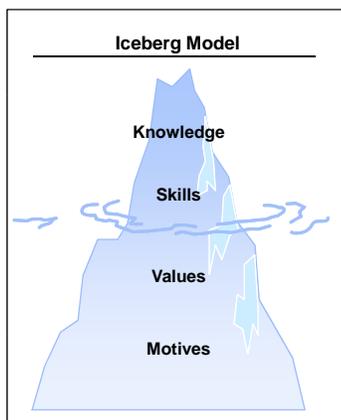
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What is a Competency?



Competencies are behaviors that encompass the knowledge, skills, abilities and motives that distinguish excellent performers in a job or role.

- Behaviors that drive excellence in a particular context (i.e., answer to the question: “what does an excellent performer look like in a particular setting”?)
- Short list of behaviors for sustaining excellence (i.e., 20% of behaviors driving 80-90% of performance)

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Benefits of Competencies

Benefits	Characteristic
Motivation	Defines motives that drive individuals to work
Alignment	Represents context-driven success factors (e.g., provides “boundary conditions”)
Performance	Focuses on behavioral work expectations vs. job accountabilities
Excellence	Calibrated based on superior performance
Balance	Strikes balance between “What” (goals and job accountabilities) and “How” for performance factors
Focus	Specifies the “critical few” behavioral factors for success
Objectivity	Defines clear, observable criteria for assessment and development
Integration	Includes behavioral factors required for implementing talent management applications/processes
Distribution	Affords individuals the opportunity to develop and improve through supporting materials linked to competencies
Fair, Supportive Feedback	Provides simple, commonly shared language for coaching conversations

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Competency Application

Applications	Value Proposition
Recruiting and Selection	Match the best candidates to key positions. Reduce unsuccessful hires. Set clear expectations for new hires
Learning and Development	Define most critical areas for development. Allocate training resources based on strategic objectives. Reduce misguided, inconsistent training
Resources Planning	Staff projects, teams and organizations based on critical requirements. Reduce mismatches, and under and over skilling
Performance Management	Set clear standards of "how" work should be completed. Provide a common language for the performance discussion. Provide foundation for productive coaching and feedback through the year
Succession Planning	Define expectations for progression. Prepare succession candidates for future roles. Reduce advancement failures
Career Planning and Development	Provide framework for employee-based career planning that aligns to company objectives, management input and career aspirations
Organizational Design	Create the best current and future job structure
Compensation	Use competency ratings to inform base and variable pay decisions
Strategic Planning	Define the needed skills to execute on the strategic plan

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Competencies as Part of Talent Management

1. Setting Performance Standards

- Roles and Responsibilities
- Goal Management
- Competency Management

2. Review Performance

- Mid-Year Discussion
- Performance Review
- Skills Assessment

3. Act on Results

- Career Planning
- Learning & Development
- Succession Planning
- Advancement
- Compensation

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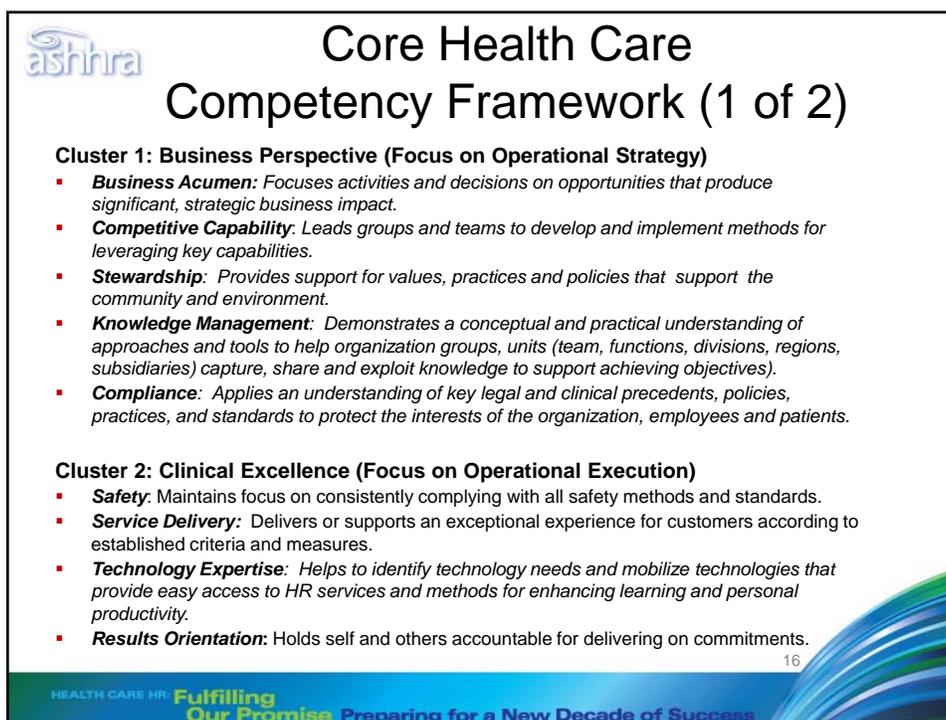
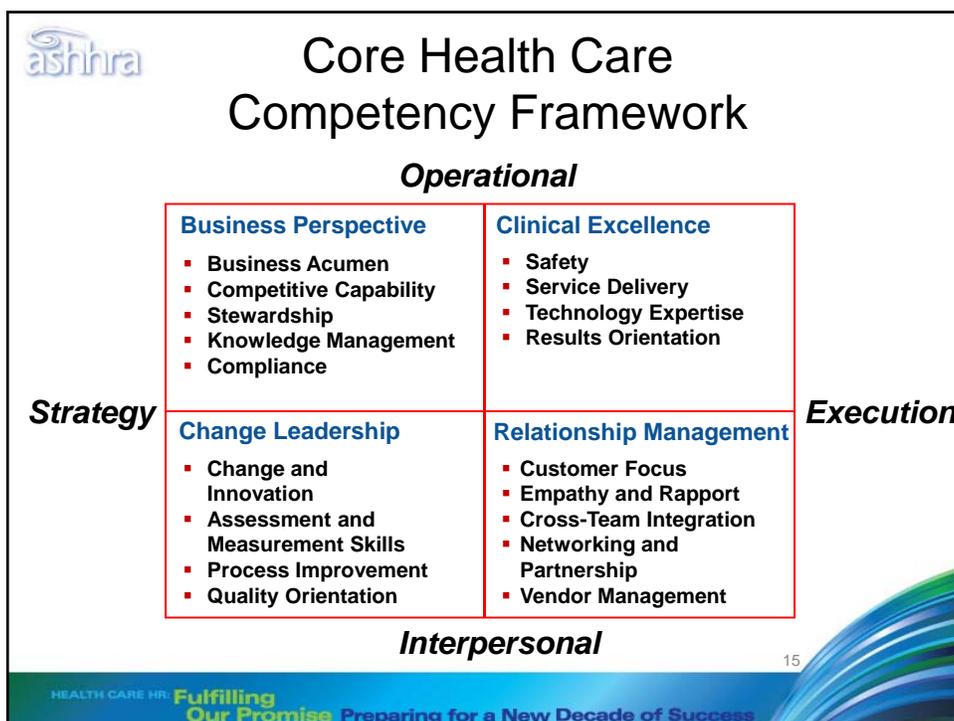


Health Care Competency Framework: Development Assumptions

- Aligned with current and future HR **work context**
- Comprised of **observable behaviors** focused on **excellence** and consistent, **easy-to-understand structure**
- Created with clusters or competency groupings that highlight the **different types of behavioral requirements**
- Designed to be flexible to **support the various applications** (hiring/selection; assessment and development; performance management, career planning; talent management)
- Encompassing to include the entire **range of behavioral requirements** for the organization

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 **Core Health Care Competency Framework (2 of 2)**

Cluster 3: Relationship Management (Focus on Interpersonal Strategy)

- **Customer Focus:** Responds to customer's needs in a manner that provides added value and generates significant customer satisfaction and impact.
- **Empathy and Rapport :** Develops trust and credibility by acting in a consistent, genuine, responsive manner
- **Cross Team Integration:** Develops and implements strategies for maximizing the collaboration of work groups separated by time and distance.
- **Networking and Partnership:** Generates productive relationships with internal and external partners that improve access to resources and expertise.
- **Vendor Management:** Selects and manages vendors in a manner that maximizes benefit to the organization.

Cluster 4: Change Leadership (Focus on Interpersonal Execution)

- **Process Improvement:** Maintains focus on the continuous improvement of processes, products and services.
- **Quality Orientation:** Establishes and maintains methods and metrics that deliver targeted standards for products and services.
- **Assessment and Measurement Skills:** Demonstrates the ability to determine key needs, diagnose and address problems, identify key metrics, and accurately monitor progress of important initiatives and activities.
- **Change and Innovation:** Develops and implements new ideas and initiatives that improve the organization's performance.

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 **Core Health Care Competencies: Business Perspective (1 of 4)**

Challenges	Core Healthcare Competencies and Definitions	Healthcare System Impact
Focus on Core Capabilities	<p>Business Acumen: Focuses activities and decisions on opportunities that produce significant, strategic business impact.</p> <p>Competitive Capability Leads groups and teams to develop and implement methods for leveraging key capabilities.</p>	<ul style="list-style-type: none"> ▪ More focus on strategy, structure, and organization alignment ▪ Greater emphasis on best practices and benchmarking. ▪ Increasing consolidation and competitive differentiation among healthcare providers.
Environmentally Responsive Practices	<p>Stewardship: Provides support for values, practices and policies that support the community and environment.</p> <p>Compliance: Applies an understanding of key legal precedents, policies, and practices to protect the interests of the organization, employees and patients.</p>	<ul style="list-style-type: none"> ▪ Facilitating the design of ethical practices and policies ▪ Providing guidance to business leaders about what is "right" for the business, employees, and the "community"
Access To Information and Expertise	<p>Knowledge Management: Demonstrates a conceptual and practical understanding of approaches and tools to help organization groups, units (team, functions, divisions, regions, subsidiaries) capture, share and exploit knowledge to support achieving objectives).</p>	<ul style="list-style-type: none"> ▪ Identification and leveraging of "soft" assets ▪ Developing and leveraging expert networks ▪ Providing online access to key information to everyone

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Core Health Care Competencies: Clinical Excellence (2 of 4)

Challenges	Core Healthcare Competencies and Definitions	Healthcare System Impact
Responsiveness to more regulated and established treatment standards and practices	<p>Safety: Maintains focus on consistently complying with all safety methods and standards.</p> <p>Service Delivery: Delivers or supports an exceptional experience for customers according to established criteria and measures.</p>	<ul style="list-style-type: none"> Improved, more consistent healthcare Improved efficiency for service provided Less errors and danger for patients
Streamlining and Automating Key Activities	<p>Technology Expertise: Helps to identify technology needs and mobilize technologies that provide easy access to services and methods for enhancing learning and personal productivity.</p>	<ul style="list-style-type: none"> Re-engineering processes Work re-design Shift to self-service models Making appropriate "make vs. buy" decisions
Increasing demand for meeting business, clinical, and quality goals	<p>Results Orientation: Holds self and others accountable for delivering on commitments.</p>	<ul style="list-style-type: none"> Improved clinical outcomes Better personal accountability Cost containment

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Core Health Care Competencies: Relationship Management (3 of 4)

Challenges	Core Healthcare Competencies and Definitions	Healthcare System Impact
Informed and More Demanding Customers	<p>Customer Focus: Responds to customer's needs in a manner that provides added value and generates significant customer satisfaction and impact.</p>	<ul style="list-style-type: none"> Increased focus on customer responsiveness Taking the lead in organizational quality/process customer interventions that produce high customer value
Establishing and maintaining client relationships in a demanding, fast-moving work setting	<p>Empathy and Rapport: Develops trust and credibility by acting in a consistent, genuine, responsive manner</p>	<ul style="list-style-type: none"> Engaging clients in a trusting partnership to improve care.
The Distributed Workplace	<p>Cross Team Integration: Develops and implements strategies for maximizing the collaboration of work groups separated by time and distance.</p>	<ul style="list-style-type: none"> Facilitate the ability build and manage larger, highly-distributed organizations More cross-team collaboration Better use of networks Creation of "communities of practice"
Increasing Complexity of Available Product and Service and Related Providers	<p>Networking and Partnership: Generates productive relationships with internal and external partners that improve access to resources and expertise.</p> <p>Vendor Management: Selects and manages vendors in a manner that maximizes benefit to the organization.</p>	<ul style="list-style-type: none"> Improved access to leading edge concepts and practices Development of and leveraging of external experts to provide services Making appropriate "make vs. buy" decisions

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Core Health Care Competencies: Change Leadership (4 of 4)

Challenges	Core Healthcare Competencies and Definitions	Healthcare System Impact
Focus on Process Capabilities and Standards	<p>Process Improvement: <i>Maintains focus on the continuous improvement of processes, products and services.</i></p> <p>Quality Orientation: <i>Establishes and maintains methods and metrics that deliver targeted standards for products and services.</i></p>	<ul style="list-style-type: none"> Focus on streamlining processes More focus on measuring the business impact of people interventions
Focus on Establishing and Applying Metrics	<p>Assessment and Measurement Skills: <i>Demonstrates the ability to determine key needs, diagnose and address problems, identify key metrics, and accurately monitor progress of important initiatives and activities.</i></p>	<ul style="list-style-type: none"> Focus on ROI and healthcare efficiency Increasing analysis of and focus on cost-benefit analysis and acceptable tradeoffs
Driving Improvements for Healthcare in a Regulated Environment	<p>Change and Innovation: <i>Develops and implements new ideas and initiatives that improve the organization's performance.</i></p>	<ul style="list-style-type: none"> Improve business efficiencies More innovative healthcare delivery systems New methods and models for healthcare

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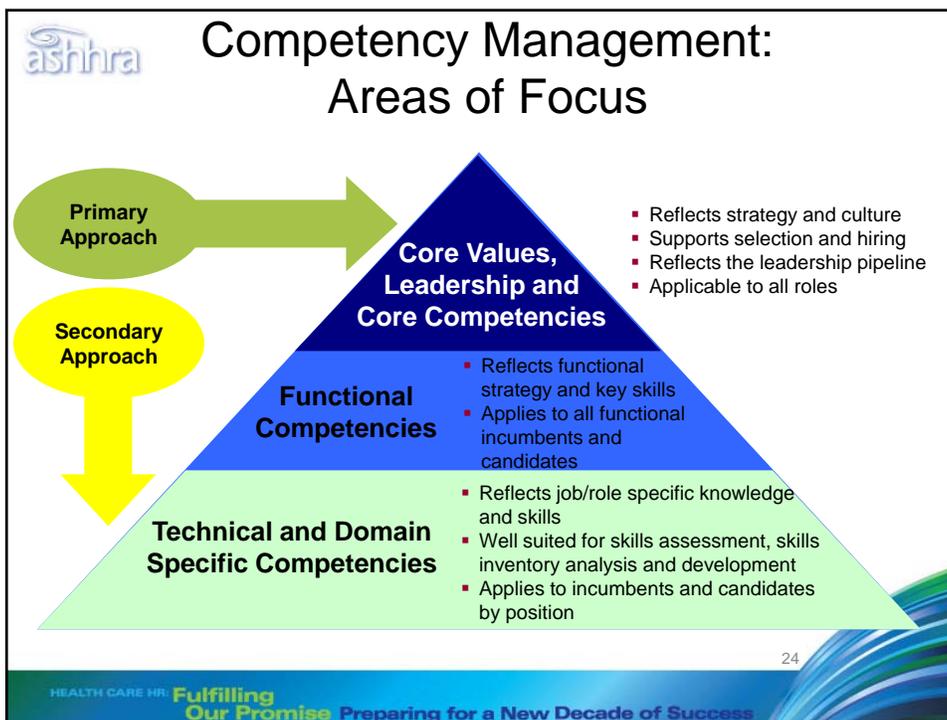
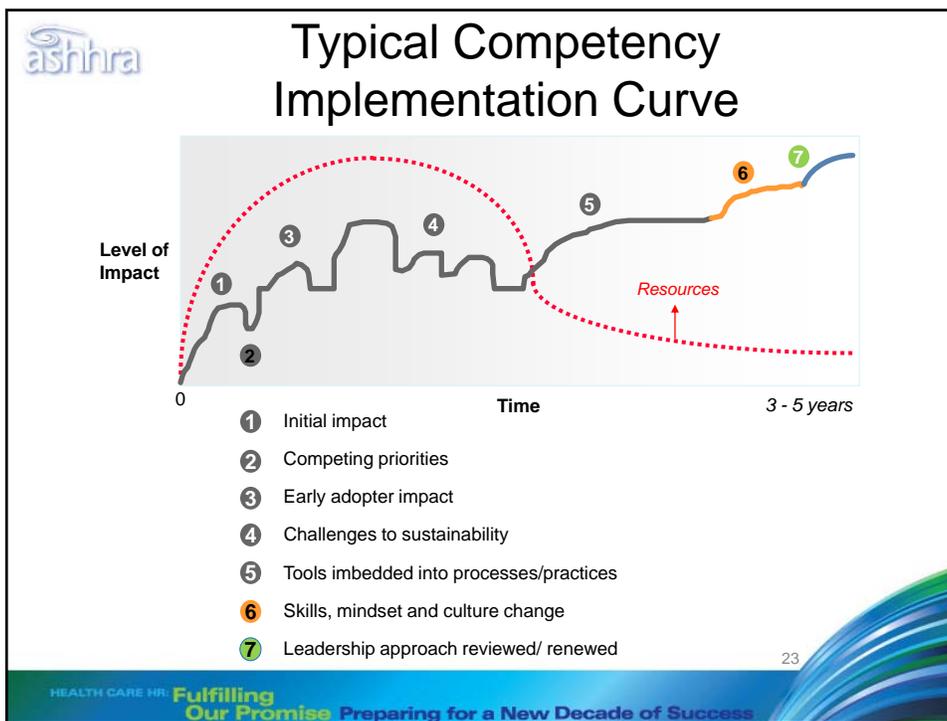


Core Competency Framework Summary

- The climate, practices and competitive environment for organizations are changing radically
- The primary focus for core healthcare competencies of the future will be to provide leadership for transforming patient care in a more demanding environment
- Health Care professionals must respond with significant changes in both behavior and the focus of their roles and relationships with employees, business partners, and patients alike

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Health Care Job Family Examples

Clinical	Administration
Cardiology	Administration
Diagnostic Imaging	Community and Public Relations
Medical Laboratory	Food and Nutrition
Mental Health	Facilities Management
Nursing	Finance and Accounting
Pharmacology	Housekeeping
Rehabilitation Services	Human Resources
Speech-Language Pathology	Healthcare Information Systems
	Medical Records
	Purchasing
	Sales and Marketing
	Support Services
	Training and Clinical Education

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Nursing Specific Competency Examples

Anesthesia	Discharge Planning	Medical Devices and Tools	Patient Assessment and Care
Burn Care	Emergency Medicine	Medical Equipment	Patient Chart Reading and Interpretation
Care Coordination	Geriatric Care	Medical Order Processing	Patient Safety
Clinical Leadership	Health Care Policy and Ethics Compliance	Medical Prescriptions	Pediatric Treatment
Clinical Performance Improvement	Health Counseling	Medication Administration and Prescription	Transplant Information Systems
Clinical Research	Health Information Documentation	Obstetrics	Transplantation Processes
Curriculum Advising	Healthcare Knowledge	Oncology	Trauma Care
Daily Living Assistance	Infusion Therapy	Operating Room Management	Triage
Diagnosis	Labor and Delivery	Pain Management	Women's Health
Dialysis	Life Support	Patient and Care Giver Education	

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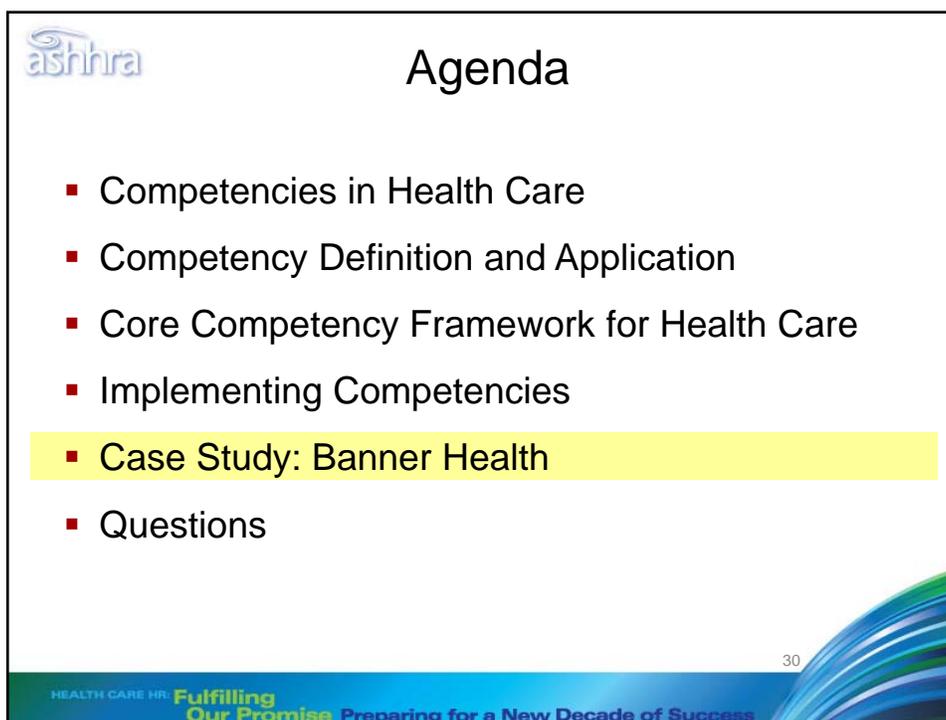
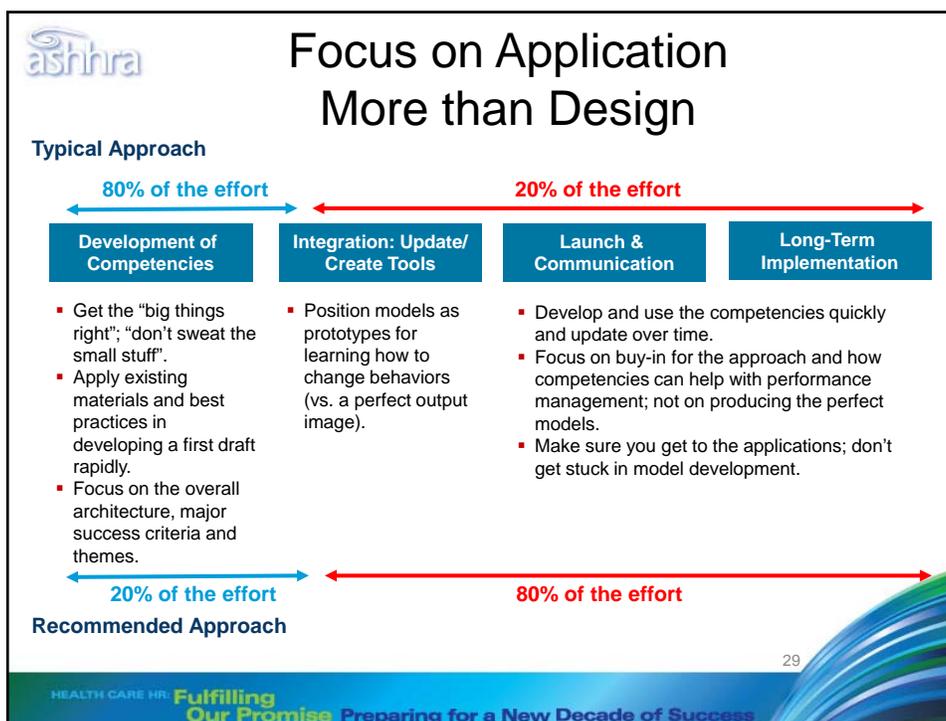


“From Words to Fully Embraced”

- **Explicit Success Criteria** – link to vision and strategy, focus on end-user benefits
- **Clear Guidelines** – clearly define terms, roles and responsibilities, what is centralized and decentralized
- **Early Adoption Success** – identify sponsors and other advocates, pilot to build momentum
- **Enabled Processes** – consider the applications of the data, support the process based on your objectives
- **Change Management** – create a long term plan for communication
- **Embedding Practices** – build on the approach each year; communicate successes, but also improvements

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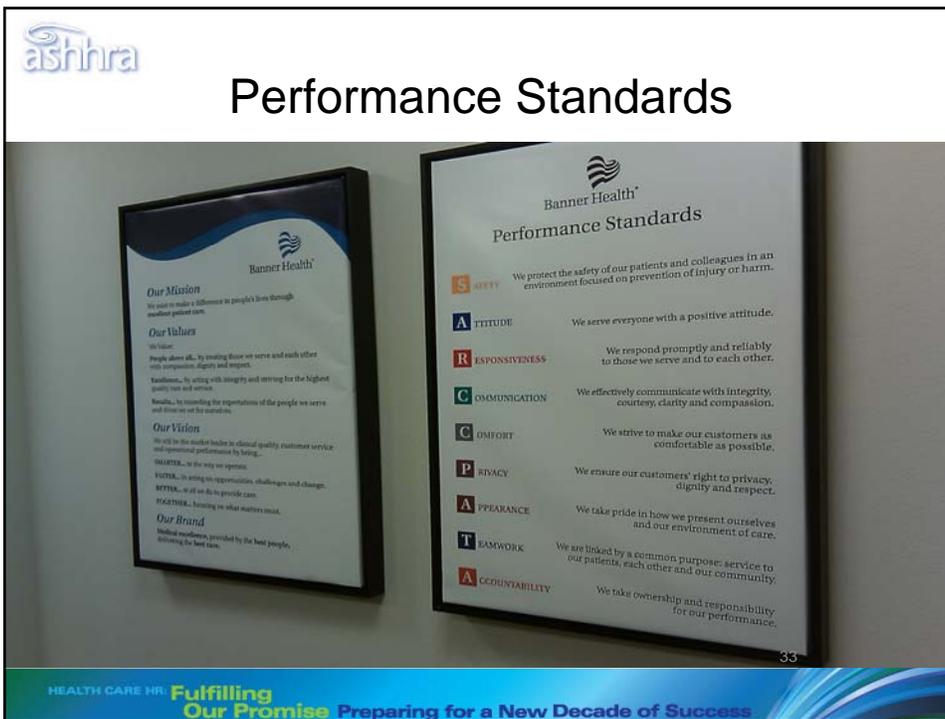


Banner's 2020 Vision

Industry Leadership 2016 - 2020	LEAD IT
Innovation 2011 - 2015	CHANGE IT
Growth 2007 - 2010	GROW IT
Performance 2003 - 2006	DO IT
Turnaround 2000 - 2002	FIX IT

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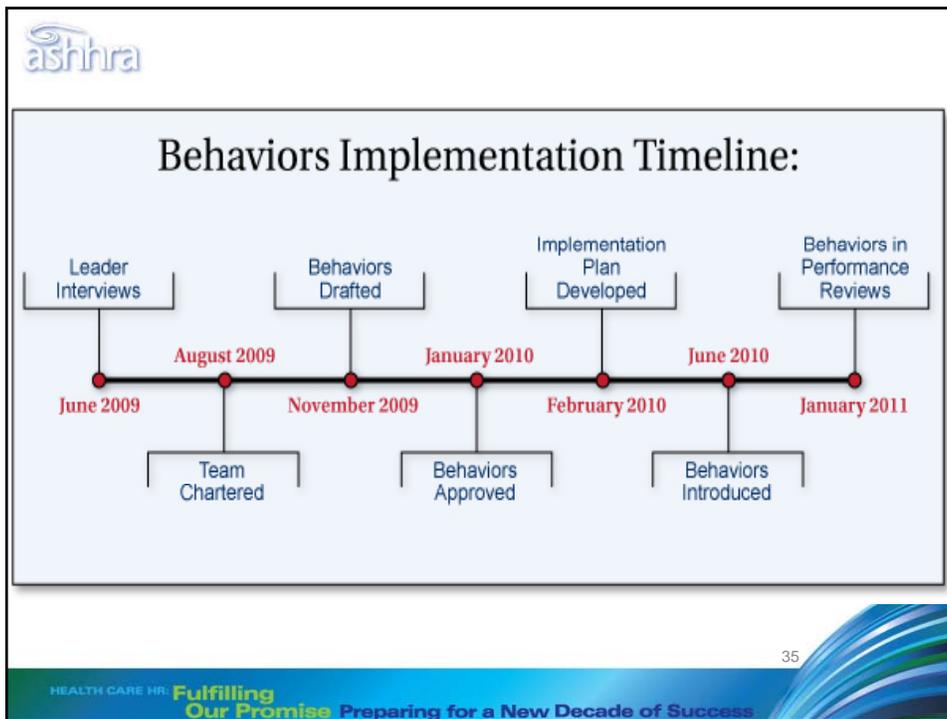
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Performance Standards

<ul style="list-style-type: none"> S • Safety A • Attitude R • Responsiveness C • Communication C • Comfort 	<ul style="list-style-type: none"> P • Privacy A • Appearance T • Teamwork A • Accountability
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Banner Health
The actions and behaviors expected of all employees are defined by our core and leader behaviors.

Core Behaviors (all employees)

People Above All		Excellence		Results
Patient Centered	Collaboration	Ownership	Continuous Improvement	Outcome Focused
Compassionate Respectful Responsive	Promotes Teamwork Fosters Cross Departmental Coordination Effectively Communicates	Proactive Resourceful Responsible	Safe & Reliable Shares Knowledge Continual Learner	Performance Driven Agile Accountable

Leader Behaviors (additional for all leaders)

People Above All	Excellence	Results
Optimize Organizational Talent	Shape the Future	Executive Presence
Creates an inclusive and safe environment where people can thrive Identifies and promotes talent by providing opportunities for growth Engages employees in improving individual and team performance	Acts as a change champion Performs effectively in an ambiguous and complex environment Actively engages others in our goal of achieving Industry Leadership	Exhibits energy, excitement, enthusiasm, and courage Effectively communicates to, and influences a variety of audiences Builds credibility and trust through visibility

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Keys to Successful Implementation

- Utilize Voice of the Customer to
 - Determine if a change is needed
 - Shape final product
 - Create champions
 - Reduce resistance
- Make it a 'no brainer' – simple and aligned to organizational direction
- Utilize key words and phrases from top leaders
- Package as part of a broader change or effort
- Maximize your communication vehicles

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Next Steps for Banner

- Integrate into Performance Management & Leadership Development programs
- Align selection process
- Measure through annual employee survey
- Develop future offerings based on development needs

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Thank You for Joining Us Today

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And Have a Great Conference

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