MERCY HEALTH

Why Competencies Matter Panel Discussion

Shana Welch, Director Talent Acquisition

Health Professions Network (HPN)
April 10, 2015

Trinity Health
Livonia, MI

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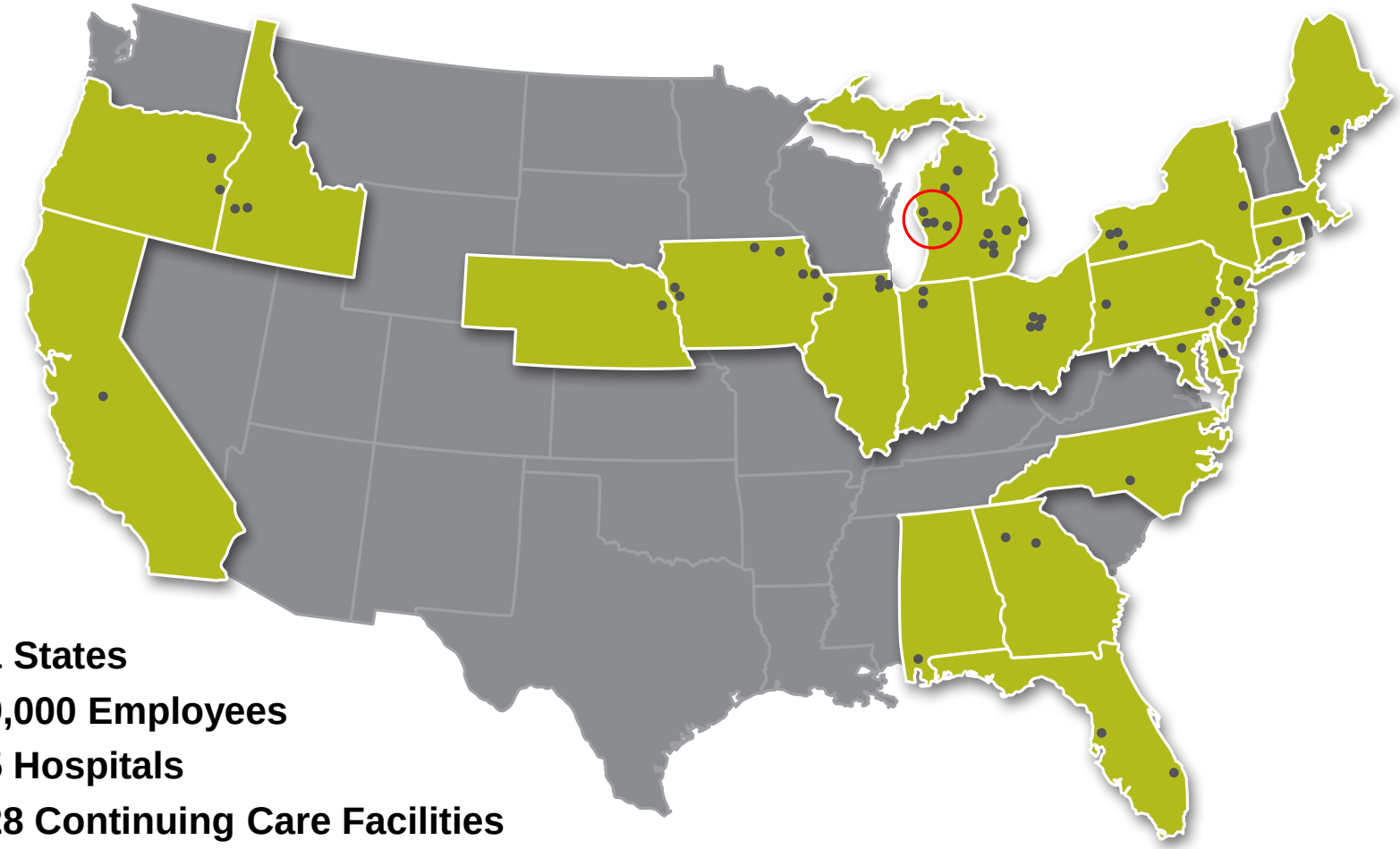

- 21 States
- 89,000 Employees
- 85 Hospitals
- 128 Continuing Care Facilities
- 2.8 Million Home Visits
- $13.6 Billion Revenue

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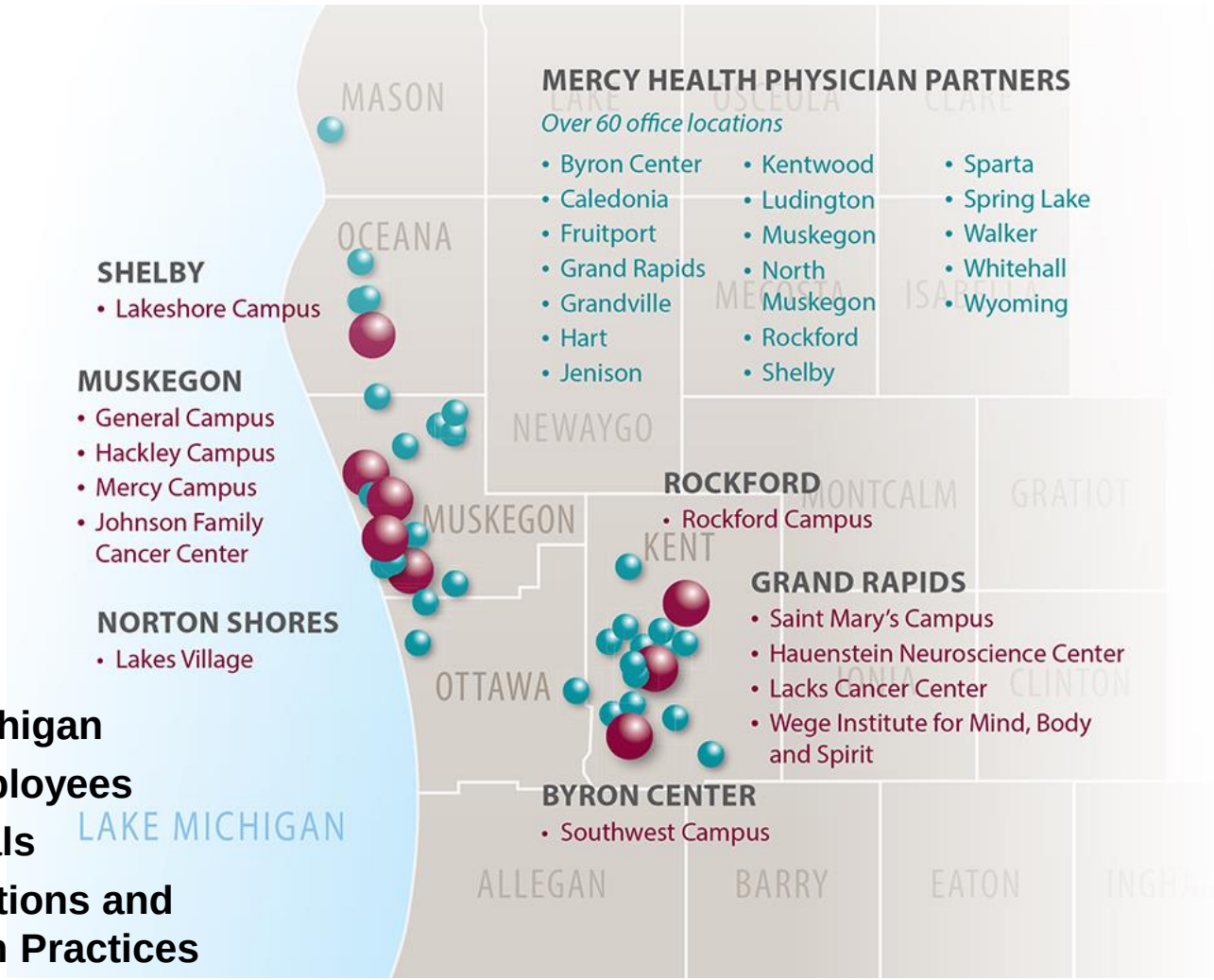
Mercy Health – West Michigan



- **West Michigan**
- **7500 Employees**
- **4 Hospitals**
- **60+ Locations and Physician Practices**

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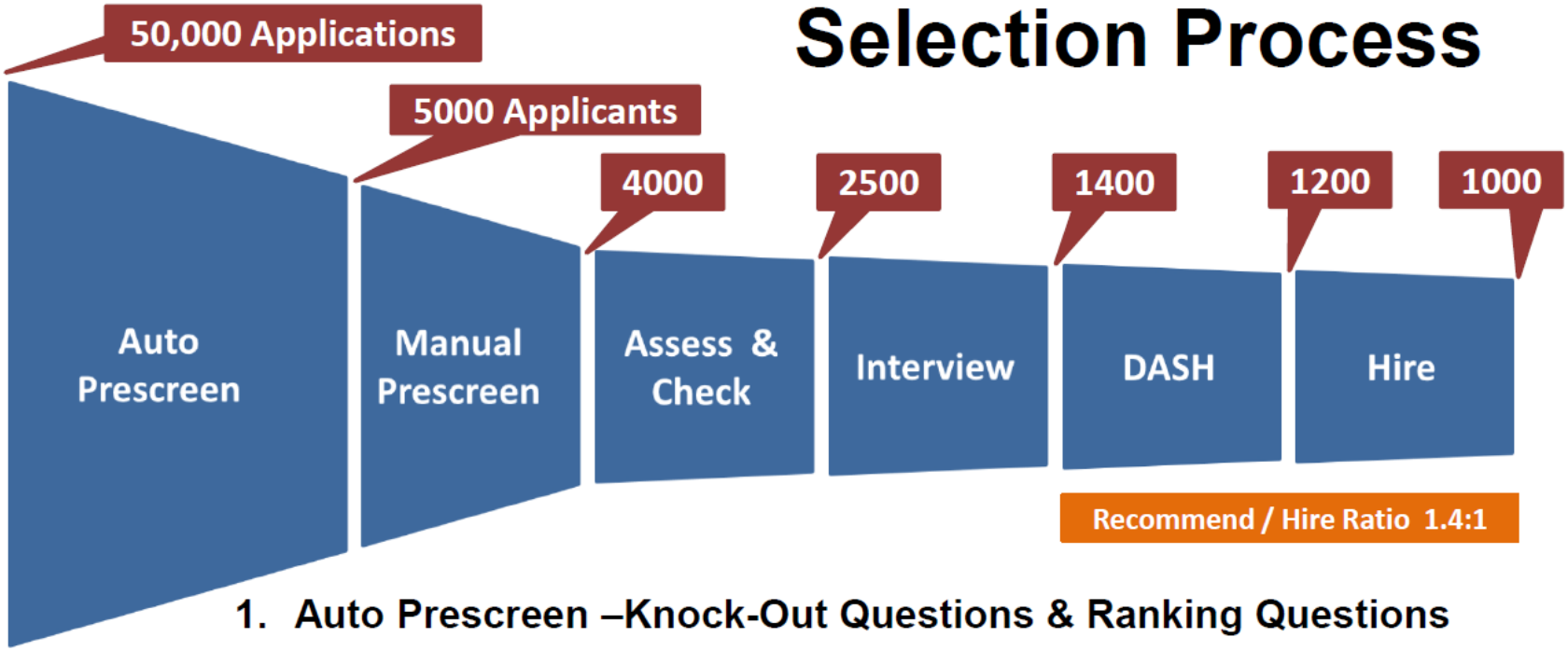
Selection Process



1. Auto Prescreen –Knock-Out Questions & Ranking Questions
2. Manual Prescreen – Application Review, Engagement Call
3. Assessments – ETS Job Fit (Character), ETS Cognitive Ability, SkillSurvey® reference checks, and credential verification
4. Interview – HR TA Specialist with Structured Interview Guide (SIG) including review of assessments and checks
5. DASH – Day of Action Selection Hiring, with Hiring Mgr.
6. Hire – Post-Offer Checks and Employment Physical

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Comprehensive Competency Model

Occupational Competencies

Job Specific Competencies *– also know as Tasks or Work Behaviors – are job specific work activities.*

Industry-Wide Competencies *– industry specific work activities that are common across multiple jobs.*

Foundational Competencies

Cognitive

- *Problem Solving*
- *Critical Thinking*
- *Listening*
- *Speaking*
- *Reading*
- *Writing*
- *Math*
- *Time Mgt.*
- *Perception*

Character

- *Initiative and Perseverance*
- *Teamwork and Citizenship*
- *Problem Solving and Ingenuity*
- *Responsibility*
- *Flexibility and Resilience*

Physical

- *Vision*
- *Strength*
- *Steadiness*
- *Dexterity*
- *Coordination*
- *Speed*
- *Stamina*
- *Flexibility*

Linking

Foundational competencies are linked to occupational competencies to establish their relationship to job performance

Job Analysis Process

1. Task List

Appendix F – Task List for TECH Job Family with Tools and Technology

No:	Task Statement	Tools and Technology
	Information Input	
1.0	Looking for and Receiving Job-Related Information	Computer programs such as; Powerchart, FirstNet, RADNET, SBM, PACS, Philips Software, Regassist, Chartmax, Seimans, Biodose, Pathways Scheduling, etc. Inventory Scanner Portable diagnostic devices such as; i-STAT, DEXIS, C-arm Toshiba CAT Scan Ultrasound machine Holgic Siemens MRI Siemans Mamo unit Philips CAT Philips PET/CT Scanner
1.1	Assemble diagnostic, sterilizing and other auxiliary equipment to ensure proper operation.	
1.2	Collect patient's medical information and/or samples. Collect samples of hazardous materials for analysis.	
1.3	Examine patients to collect clinical data.	
1.4	Gather information and medical history on patient. Gather supplies according to instructions for room set-up.	
1.5	Interview patients to collect clinical data.	
1.6	Monitor patient vital signs, conditions, and behavior during tests, procedures, and/or surgeries. Monitor medical equipment and/or room conditions for proper operation and patient safety.	
1.7	Observe patients throughout examinations and/or procedures to ensure their safety and comfort. Observe medical equipment data output during diagnostic procedures.	
1.8	Obtain patients identification, medial history, and/or test results. Obtain written consent to perform invasive procedures.	
1.9	Read current literature to remain up-to-date in field of study. Read physicians' orders and patients' charts to determine condition and treatment protocols.	
1.10	Review diagnostic images to determine satisfactory quality. Review reports concerning bedside procedures, laboratory results, staffing, etc.	
1.11	Take patient's medical histories, vital signs and physical conditions for accurate assessment.	
2.0	Identify and Evaluating Job-Relevant Information	
2.1	Detect diseases using radiopharmaceuticals and/or radiation. Detect disease using samples.	
2.2	Inspect magnetic resonance images(MRI) for quality. Inspect workplace environment in accordance with safety standards and government regulations.	
2.3	Investigate accidents, health-related complaints and equipment technical issues for future avoidance.	
2.4	Measure parameters in patients' such as ocular, auditory, and/or somatosensory using appropriate tests. Measure radiation dosage or radiopharmaceuticals following physicians' prescription.	
	Mental Processes	
3.0	Information and Data Processing	PowerChart. Dose Calibrator Captus Blood Sugar Monitor iStat Blood Analysis Radiation Dose Report
3.1	Assess patient's mental, emotional, and physical condition by utilizing medical techniques and medical history. Assess patient responses to treatments and modify according to protocol. Assess room conditions to determine patient and surgical team needs.	
3.2	Calculate refractive errors for correction. Calculate radiation dosage using computer following physician's instructions. Calculate materials utilized including radiopharmaceuticals, sponges, needles and instruments etc.	
3.3	Determine patients x-ray needs and satisfactory images for diagnostic review. Determine sonograms to be included after observation and/or extend exam based on findings. Determine patient treatment protocols based on physicians' orders.	

Job Analysis Report TECH, Appendix F, Task List, April 21, 2014 – Page F-1

2. Linking(examples)

Appendix G – Competency Examples – TECH

This list provides examples of how competencies are used to perform the tasks in the TECH job family. This is an initial draft list to be edited at the TECH SME session.

Listening – Listening to others to receive verbal information.

- Listen to patient's answers about allergies and/or complications.
- Listen to phone calls, regarding new instrument requests.
- Listen to patient requests.
- Listen to supervisor/ team lead.
- Listen to physicians for direction regarding instructions.
- Listen to floor nurses regarding patient's needs.
- Listen to family members regarding patient's needs.
- Listen to coworkers regarding patients care.
- Listen carefully to important information from coworkers to assure accurate interpretation of instructions

Speaking – Speaking to others to convey verbal information.

- Ask about patient allergies/complications.
- Instruct patient how to position themselves on CT scan.
- Tell patients what procedures will be done with enough detail that they are comfortable with the process.
- Provide clear, compassionate directions/commands with appropriate terminology so that the patient feels respected and knows the next step.
- Articulate clearly for patients and colleagues comprehension.
- Clearly articulate important instructions to accurately relay information.
- Reassure patients with honest clear communication.
- Speak to physician on behalf of the patient.

Reading Charts – Reading documents, charts, graphs, tables, and forms.

- Read computer output, patient order, patient history.
- Read instrument request form.
- Check request form for correct procedure orders.
- Read lab results and physician's notes.
- Read electronic medical records.
- Read prior reports as preparation for current procedure.
- Read reference material to assure accuracy in acronym interpretation.
- Read labels such as; medications, contrast media, etc.

Reading Text – Reading prose, continuous text.

- Read emails.

Job Analysis Report for TECH, Appendix G, Competency Examples, April 20, 2014, Page G-1

3. Individual Ratings

Worksheet for Individual Scoring of KSAs - TECH — Name:

Item No:	Not Important	Somewhat Important	Important	Very Important	Extremely Important	KSA	KSA Description
1.0				X		Listening	Listening to others to receive verbal information.
2.0				X		Speaking	Speaking to others to convey verbal information.
3.0				X		Reading Charts	Reading documents, charts, graphs, tables, and forms.
4.0				X		Reading Text	Reading prose, continuous text.
5.0			X			Writing	Communicating effectively in writing as appropriate for the needs of the audience.
6.0				X		Vision	Looking at others, materials, or displays to receive visual information.
7.0				X		Observation	Observing, following, understanding, and evaluating processes, demonstrations, and other on-the-job procedures.
8.0				X		Perception	Awareness, social perceptiveness, problem sensitivity, and perceptual speed.
9.0			X			Service Orientation	Actively looking for ways to help people. Knowing how to serve and serving.
10.0			X			Teamwork	Monitoring and coordinating with team members.
11.0			X			Systems	Systems Analysis and/or System Evaluation.
12.0				X		Problem Solving	Identifying complex problems, applying critical thinking, judgment and decision making to develop and implement solutions.
13.0			X			Active Learning	Understanding the implications of new information for both current and future problem-solving and decision-making.
14.0			X			Time Management	Managing one's own time and the time of others.
15.0		X				Math	Mathematics knowledge, skill, and supporting abilities.
16.0		X				Science	Using scientific rules and methods to solve problems.
17.0			X			Selective Attention	The ability to concentrate on a task over a period of time without being distracted.
18.0			X			Time Sharing	The ability to shift back and forth between two or more activities or sources of information (such as speech, sounds, touch, or other sources).
19.0			X			Influencing	Influencing others by instructing, persuasion, and/or negotiation.
20.0			X			Finger Dexterity	The ability to make precisely coordinated movements of the fingers of one or both hands to grasp, manipulate, or assemble very small objects.
21.0			X			Arm-Hand Steadiness	The ability to keep your hand and arm steady while moving your arm or while holding your arm and hand in one position.
22.0			X			Manual Dexterity	The ability to quickly move your hand, your hand together with your arm, or your two hands to grasp, manipulate, or assemble objects.
23.0		X				Trunk Strength	The ability to use your abdominal and lower back muscles to support part of the body repeatedly or continuously over time without 'giving out' or fatiguing.
24.0			X			Multilimb Coordination	The ability to coordinate two or more limbs while sitting, standing, or lying down. It does not involve performing the activities while the whole body is in motion.
25.0		X				Stamina	The ability to exert yourself physically over long periods of time without getting winded or out of breath.
26.0		X				Static Strength	The ability to exert maximum muscle force to lift, push, pull, or carry objects.
27.0		X				Extent Flexibility	The ability to bend, stretch, twist, or reach with your body, arms, and/or legs.
28.0		X				Gross Body Coordination	The ability to coordinate the movement of your arms, legs, and torso together when the whole body is in motion.
29.0			X			Office Administration	Knowledge of office administrative policies, procedures, methods, and tools.

Instructions: Evaluate the importance level of each KSA. Circle the X if you agree. Cross out the X and make a new X if you feel differently.

Revised: 2014-01-23

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4. SME Consensus of Importance Ratings

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Selection Criteria

Cognitive Elements

- Judgment & Decision Making
- Critical Thinking
  - * Reading Prose (procedures)
  - * Reading Documents (Charts, Graphs, Forms)
  - * Math (Quantitative Reasoning)

Character Elements

- Overall Job Fit (personality and behavior)
  - * Recruiter SIG - (Perception, Service Orientation, Active Learning, and Office Administration)
  - * Manager SIG - (Time Management, Influence, Teamwork, Critical Thinking)
  - * Reference Checks (360 Blind Reference)

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	Selection Score Elements	Raw Score	Ranges	Normalized
1	Reading Prose	0-500	R-Y-G	1-2-3
2	Reading Documents	0-500	R-Y-G	1-2-3
3	Quantitative Reasoning	0-500	R-Y-G	1-2-3
4	Overall Fit Index	0-100	R-Y-G	1-2-3
5	Recruiter SIG	0-20	R-Y-G	1-2-3
6	Manager SIG	0-20	R-Y-G	1-2-3
7	References	1-6	R-Y-G	1-2-3
	Total Score			0-5 Stars

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Results – Key Performance Metrics

- **Reduced first-year turnover** from a baseline of 25.3% down to 19.6%
- **Reduced Time-to-Fill** from a baseline of 37 days down to 32 days
- **Reduced Recommend/Hire ratio** down to 1.4 (10 hired for every 14 recommended)
- **Increased Diversity** – up to 26.0% from a baseline of 14.6% non-white new hires.
- **Financial Impact** annual savings of $2,083,351

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Michigan – American Community Survey (2013 data)

Subject	Michigan			
	Estimate	Margin of Error	Percent	Percent Margin of Error
RACE				
Total population	9,895,622	*****	9,895,622	(X)
One race	9,629,773	+/-10,600	97.3%	+/-0.1
Two or more races	265,849	+/-10,600	2.7%	+/-0.1
One race	9,629,773	+/-10,600	97.3%	+/-0.1
White	7,829,056	+/-7,600	79.1%	+/-0.1
Black or African American	1,378,237	+/-8,581	13.9%	+/-0.1
American Indian and Alaska Native	53,720	+/-3,834	0.5%	+/-0.1
Cherokee tribal grouping	4,297	+/-1,220	0.0%	+/-0.1
Chippewa tribal grouping	20,159	+/-2,340	0.2%	+/-0.1
Navajo tribal grouping	297	+/-343	0.0%	+/-0.1
Sioux tribal grouping	1,215	+/-804	0.0%	+/-0.1
Asian	266,406	+/-4,477	2.7%	+/-0.1
Asian Indian	86,295	+/-5,797	0.9%	+/-0.1
Chinese	51,895	+/-5,165	0.5%	+/-0.1
Filipino	26,009	+/-3,745	0.3%	+/-0.1
Japanese	12,878	+/-2,814	0.1%	+/-0.1
Korean	25,306	+/-2,930	0.3%	+/-0.1
Vietnamese	18,121	+/-3,823	0.2%	+/-0.1
Other Asian	45,902	+/-4,933	0.5%	+/-0.1
Native Hawaiian and Other Pacific Islander	2,267	+/-964	0.0%	+/-0.1
Native Hawaiian	586	+/-421	0.0%	+/-0.1
Guamanian or Chamorro	168	+/-132	0.0%	+/-0.1
Samoan	689	+/-656	0.0%	+/-0.1
Other Pacific Islander	824	+/-516	0.0%	+/-0.1
Some other race	100,087	+/-7,413	1.0%	+/-0.1
Two or more races	265,849	+/-10,600	2.7%	+/-0.1
White and Black or African American	91,632	+/-6,804	0.9%	+/-0.1
White and American Indian and Alaska Native	67,785	+/-4,123	0.7%	+/-0.1
White and Asian	38,709	+/-3,902	0.4%	+/-0.1
Black or African American and American Indian and Alaska Native	13,372	+/-2,466	0.1%	+/-0.1

100.0 %
-79.1 %
=======
20.9 %

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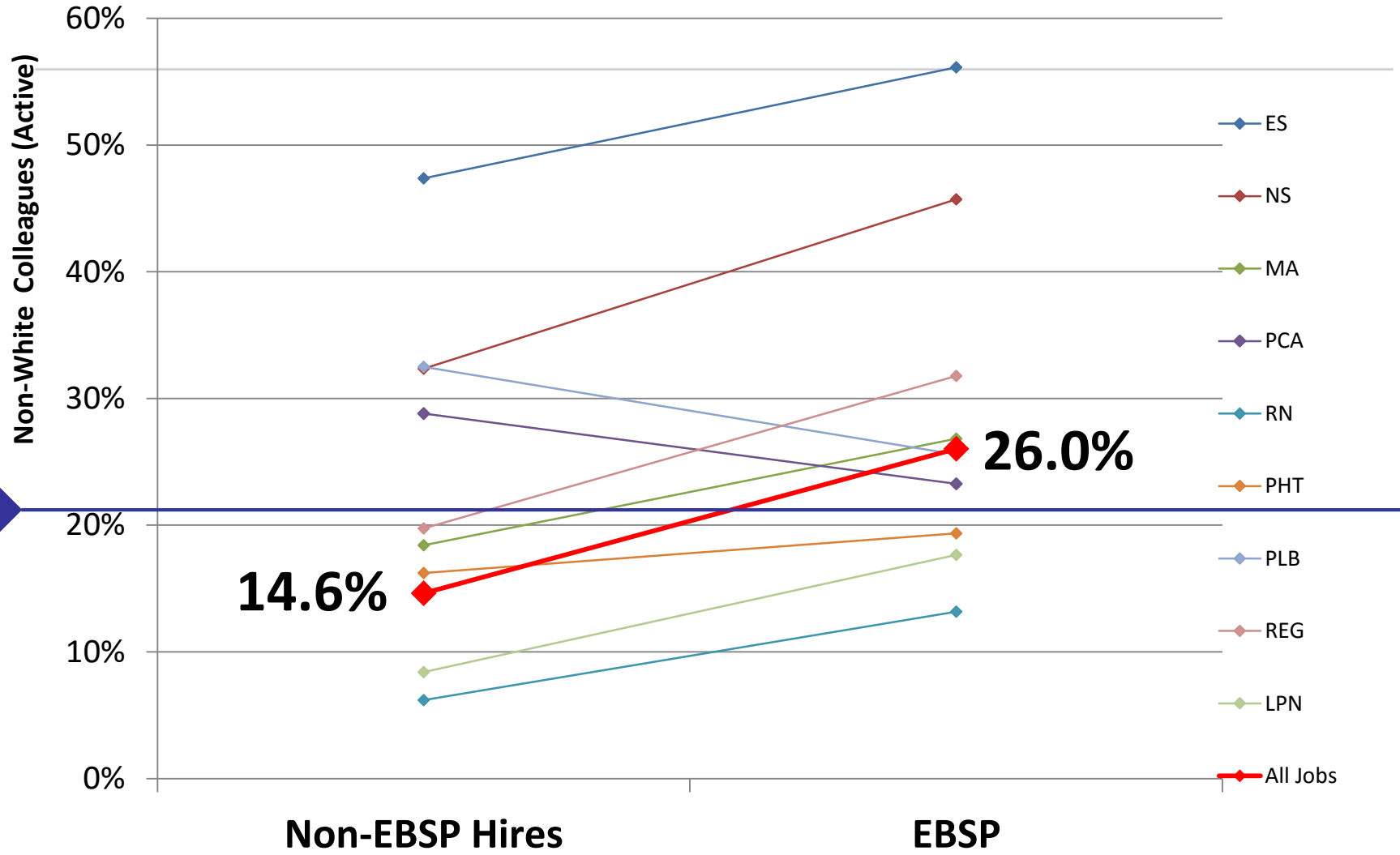
Effect of EBSP on Diversity
December 2014



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Competencies Matter … because

We need to understand the competencies that predict performance so that we have a diverse highly competent workforce to serve our patients.

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Question Time

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Grand Rapids and Muskegon

- 7500 Colleagues
- 1000 New Hires / Year
- 1000 Internal Transfers / Year
- Annual Turnover – 10.7%
- First Year Turnover – 19.6% (*as of Jan. 2015)

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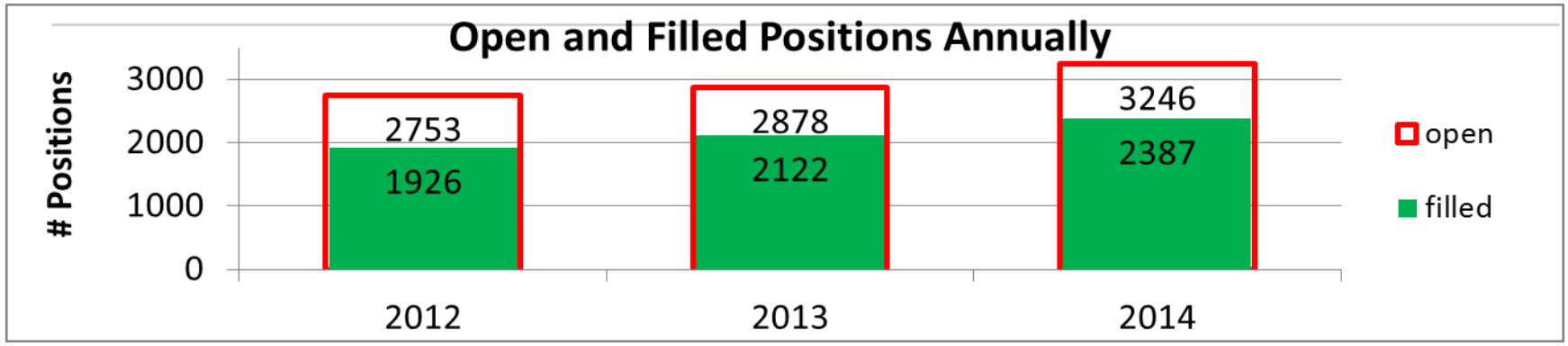
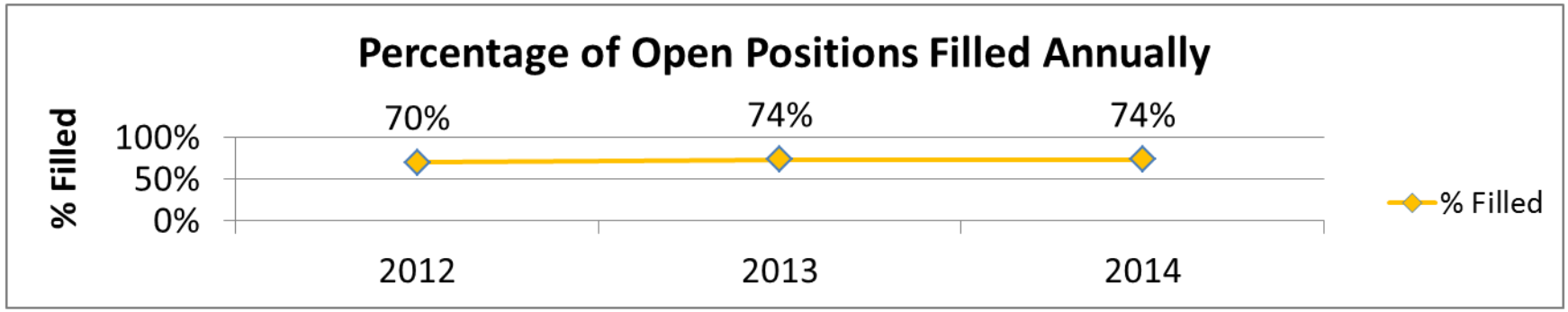
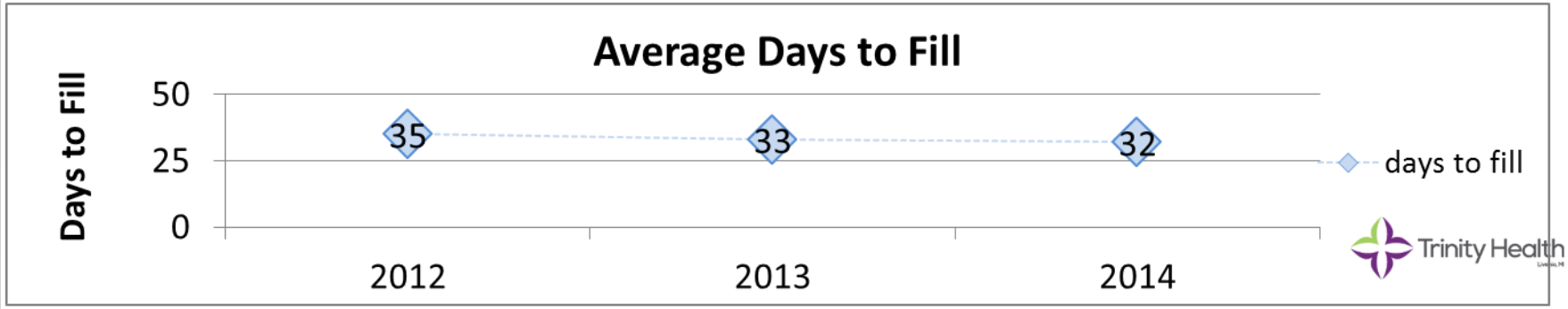
MH Regional Talent Acquisition Activity







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Our Changing Business Model

Crossing the Chasm

Fee for Service

- A focus on specialty care
- All about volume
- Maximize price to commercial payers to offset losses on government business
- Focus on population health data

Value-Based Payment

- Focused on populations and episodes of care
- Primary care becomes key
- Profits from higher quality care in home setting
- Longitudinal payments for chronic care
- Joint contracts with payers
- Focus on data

Mercy Health is making a successful transition

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Competency Based Hiring Model & Assessment Criteria

Shana Welch, Regional Director
Talent Acquisition
Mercy Health West Michigan

Trinity Health
Livonia, MI

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21 Job Families

Leaders	Executive Manager Supervisor	EXC - Executive MGR - Manager FLS - Supervisor, First-Line
Providers	PH AP	PH - Physician AP - Advanced Practitioner
Staff	ES NS PCA MA RN PT PLB BOC LPN CW TECH LAB MBC THR PHRM DTN	ES - Environmental Services NS - Nutrition Services PCA - Patient Care Assistant MA - Medical Assistant RN - Registered Nurse PT - Pharmacy Technician PLB - Phlebotomist BOC - BOC Patient Reg, Scheduling, Admitting LPN - LPN / Clinic (ambulatory) Nurse CW - Case Workers TECH - Technicians LAB - Laboratory Technicians MBC - Medical Billing and Coding THR - Therapists PHR - Pharmacists DTN - Dietitians and Nutritionists

These 21 job families cover 90.1% of employees.

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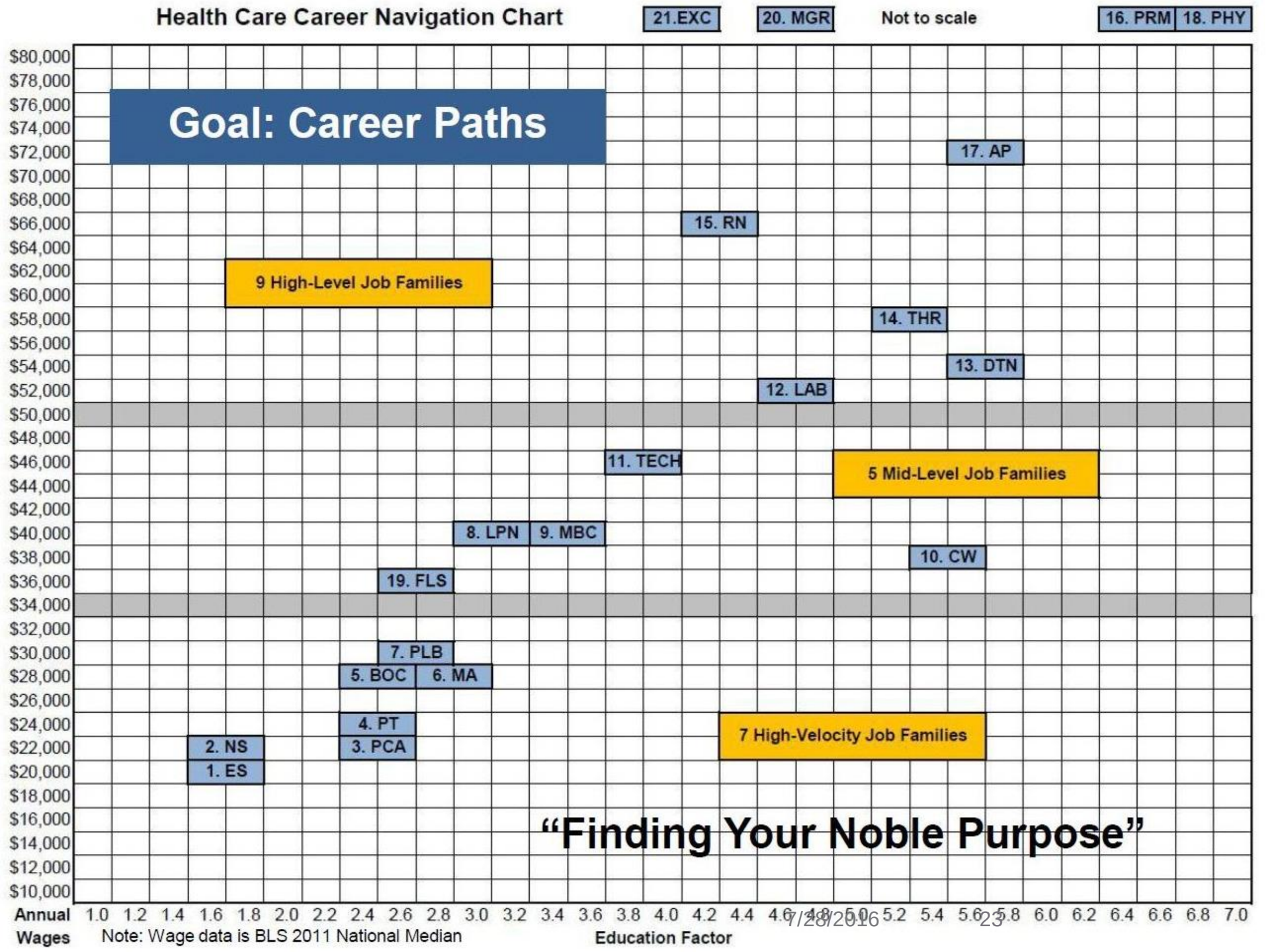
Harmonized - Knowledge, Skills, and Abilities (KSAs) - Competency Families - STAFF			
Item No:	**Impor-tance**	**KSA**	**KSA Description**
1.0	**71**	**Listening**	Listening to others to receive verbal information.
1.1	70	Active Listening	Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.
1.2	71	Oral Comprehension	The ability to listen to and understand information and ideas presented through spoken words and sentences.
1.3	64	Speech Recognition	The ability to identify and understand the speech of another person.
1.4	33	Auditory Attention	The ability to focus on a single source of sound in the presence of other distracting sounds.
1.5	32	Hearing Sensitivity	The ability to detect or tell the differences between sounds that vary in pitch and loudness.
2.0	**66**	**Speaking**	Speaking to others to convey verbal information.
2.1	70	Oral Expression	The ability to communicate information and ideas in speaking so others will understand.
2.2	65	Speech Clarity	The ability to speak clearly so others can understand you.
3.0	**63**	**Reading Charts**	Reading documents, charts, graphs, tables, and forms.
4.0	**63**	**Reading Text**	Reading prose, continuous text.
4.1	62	Reading Comprehension	Understanding written sentences and paragraphs in work related documents.
4.2	63	Written Comprehension	The ability to read and understand information and ideas presented in writing.

Task Families

Based on O*NET Generalized Work Activities (GWAs)

O*NET ID	Element Name	Description	TF#	GWA Verbs
4	Occupational Requirements	Occupational Requirements		
4.A	Generalized Work Activities	General types of job behaviors occurring on multiple jobs		
4.A.1	Information Input	Where and how are the information and data gained that are needed to perform this job?		
4.A.1.a	**Looking for and Receiving Job-Related Information**	How is information obtained to perform this job?		Obtaining, Looking, Receiving, Getting, Monitoring
4.A.1.a.1	Getting Information	Observing, receiving, and otherwise obtaining information from all relevant sources.	1	
4.A.1.a.2	Monitor Processes, Materials, or Surroundings	Monitoring and reviewing information from materials, events, or the environment, to detect or assess problems.	2	
4.A.1.b	**Identify and Evaluating Job-Relevant Information**	How is information interpreted to perform this job?		Interpreting, Identifying, Evaluating, Inspecting, Estimating
4.A.1.b.1	Identifying Objects, Actions, and Events	Identifying information by categorizing, estimating, recognizing differences or similarities, and detecting changes in circumstances or events.	3	
4.A.1.b.2	Inspecting Equipment, Structures, or Material	Inspecting equipment, structures, or materials to identify the cause of errors or other problems or defects.	4	
4.A.1.b.3	Estimating the Quantifiable Characteristics of Products, Events, or Information	Estimating sizes, distances, and quantities; or determining time, costs, resources, or materials needed to perform a work activity.	5	
4.A.2	Mental Processes	What processing, planning, problem-solving, decision-making, and innovating activities are performed with job-relevant information?		
4.A.2.a	**Information and Data Processing**	How is information processed to perform this job?		


Health Care Career Navigation Chart
21.EXC
20. MGR
Not to scale
16. PRM
18. PHY
Goal: Career Paths
17. AP
15. RN
9 High-Level Job Families
14. THR
13. DTN
12. LAB
11. TECH
5 Mid-Level Job Families
8. LPN
9. MBC
10. CW
19. FLS
7. PLB
5. BOC
6. MA
4. PT
3. PCA
2. NS
1. ES
7 High-Velocity Job Families
"Finding Your Noble Purpose"
$80,000
$78,000
$76,000
$74,000
$72,000
$70,000
$68,000
$66,000
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$18,000
$16,000
$14,000
$12,000
$10,000
Annual Wages
1.0 1.2 1.4 1.6 1.8 2.0 2.2 2.4 2.6 2.8 3.0 3.2 3.4 3.6 3.8 4.0 4.2 4.4 4.6 4.8 5.0 5.2 5.4 5.6 5.8 6.0 6.2 6.4 6.6 6.8 7.0
Note: Wage data is BLS 2011 National Median
Education Factor

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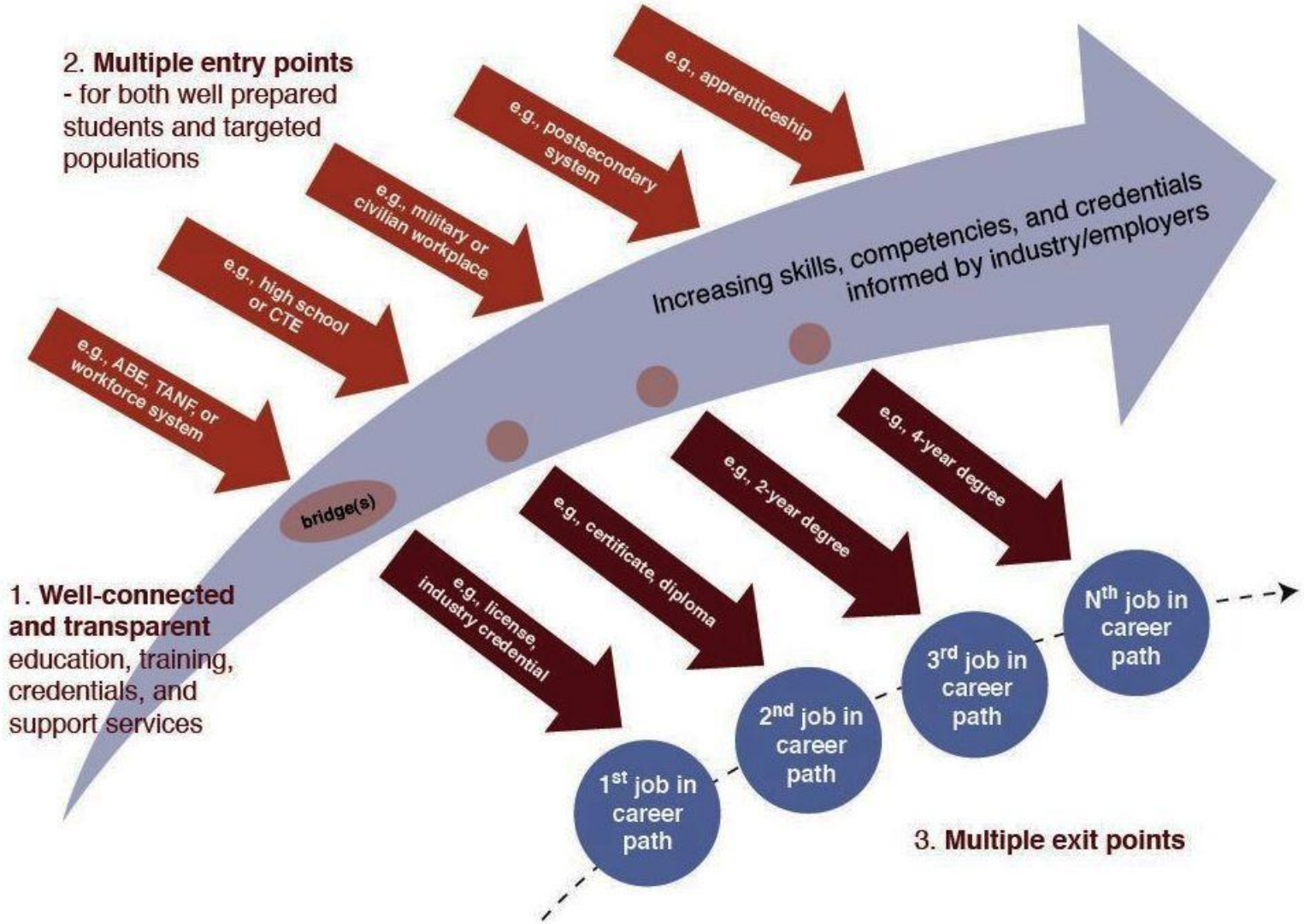
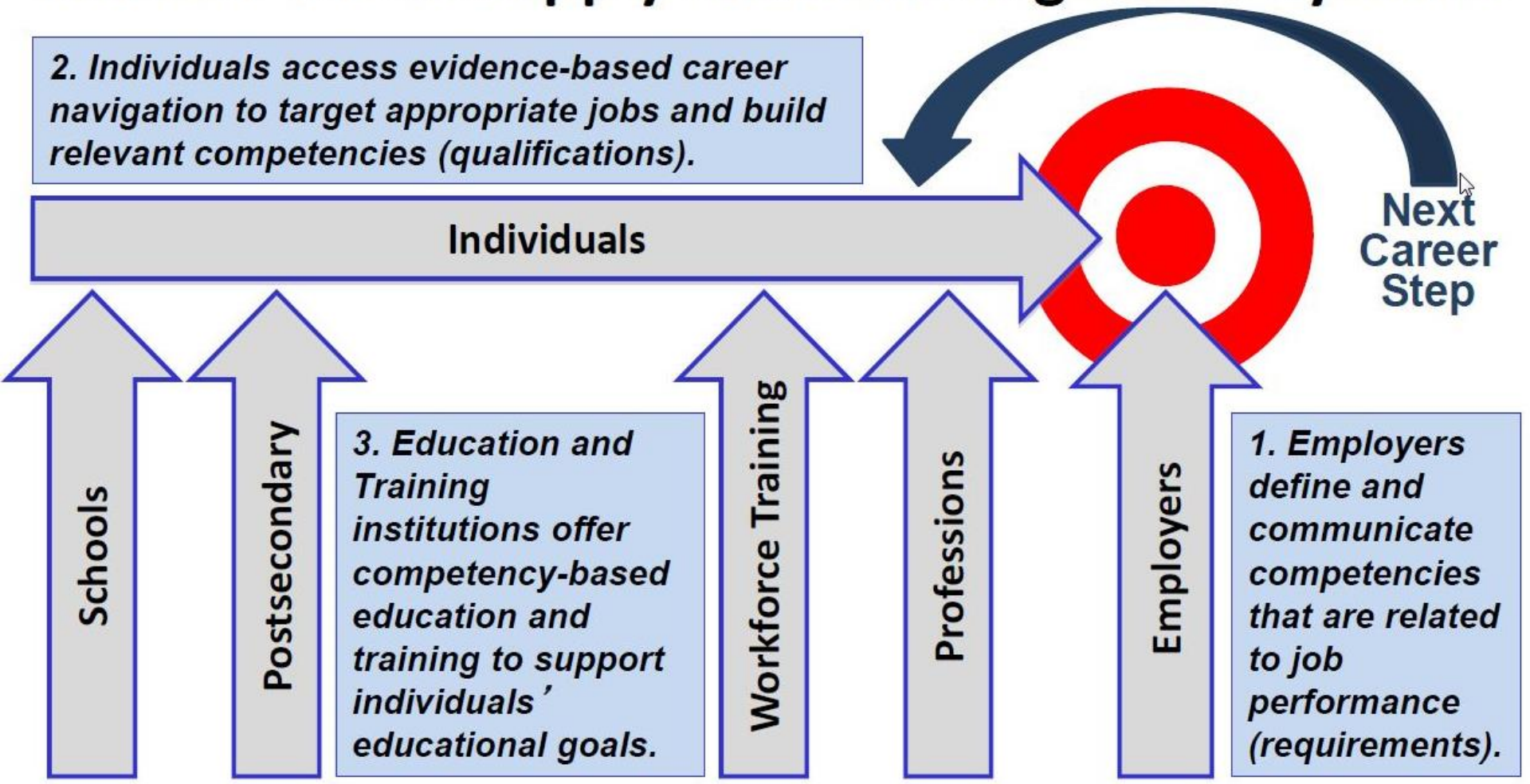
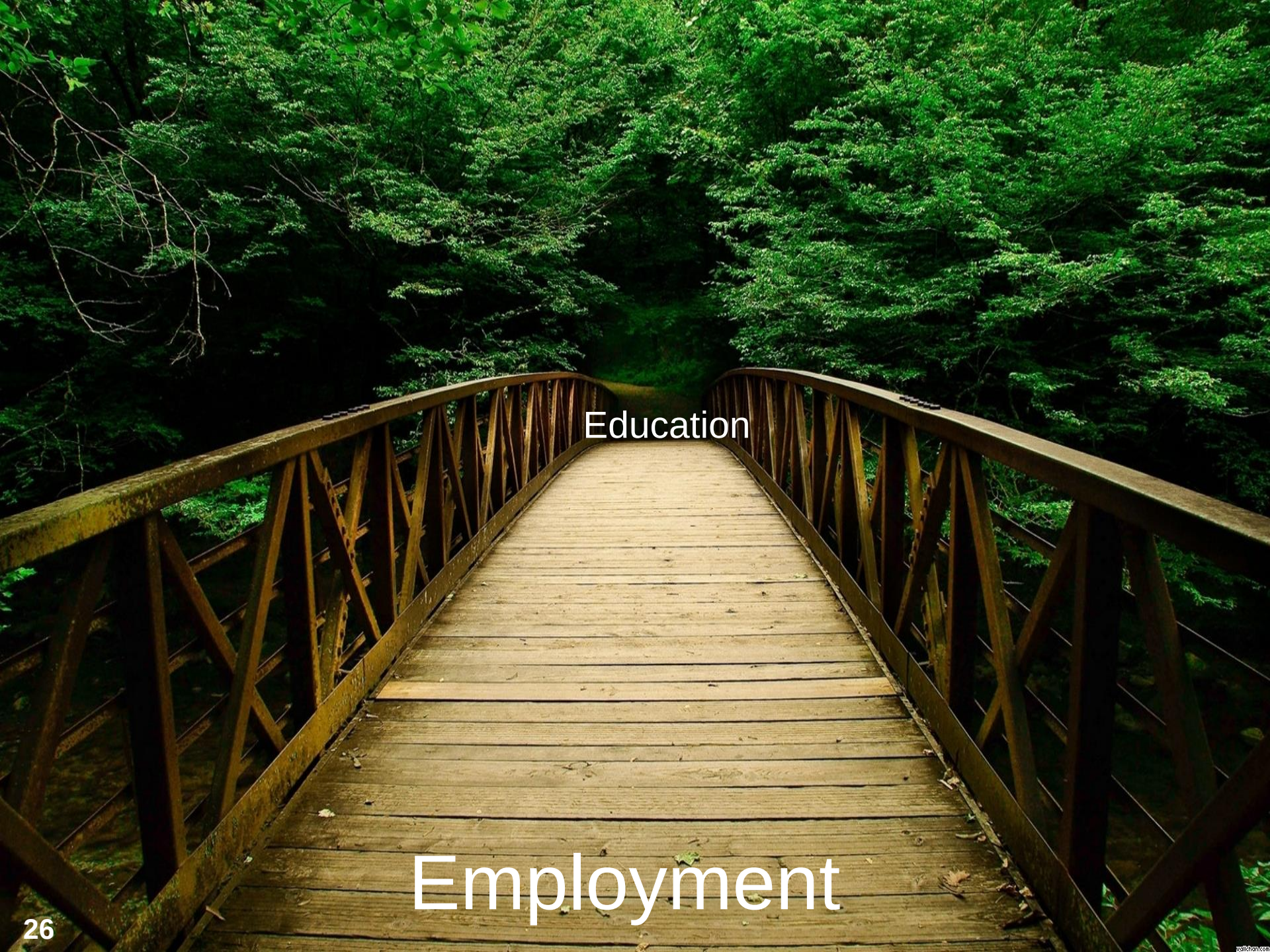
Alliance for Quality Career Pathways (AQCP) Model



Roles in Talent Supply Chain Management Systems



Policy Foundation that supports: (1) employers to define, validate, and communicate competency requirements, (2) individuals to navigate career paths and target specific competency building, and (3) educators to provide competency-based education and training.


Education
Employment

NURSE