



**scottmadden**  
MANAGEMENT CONSULTANTS

**Smart. Focused. Done Right.®**



 **KETTERING**  
Health Network™



**LEAP HR**  
**Healthcare**

Radical Change Through People

**Upskilling HR to Better Deliver on Expectations of the Future**

May 4, 2021

# ScottMadden's HR and Healthcare Capabilities

## Types of HR Projects

- HR transformation strategy
- Shared services design and implementation
- Organizational performance assessment and realignment
- Operational excellence and process improvement
- Technology selection, design, and implementation
- HR model merger and acquisition integration
- Program and change management
- Analytics and automation transformation

## Understanding Healthcare

Market  
Uncertainty

Complex  
Governance

Industry-Specific HR  
Challenges

Unique Organizational  
Structures

## Sample Clients



# TODAY'S SPEAKERS



**Jerred Crosby**

Partner and Healthcare Practice Lead

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**ScottMadden, Inc.**



**Derek Morgan**

Vice President, Human Resources

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**Kettering Health Network**

# Celebrating HR's Achievements in the Face of COVID-19



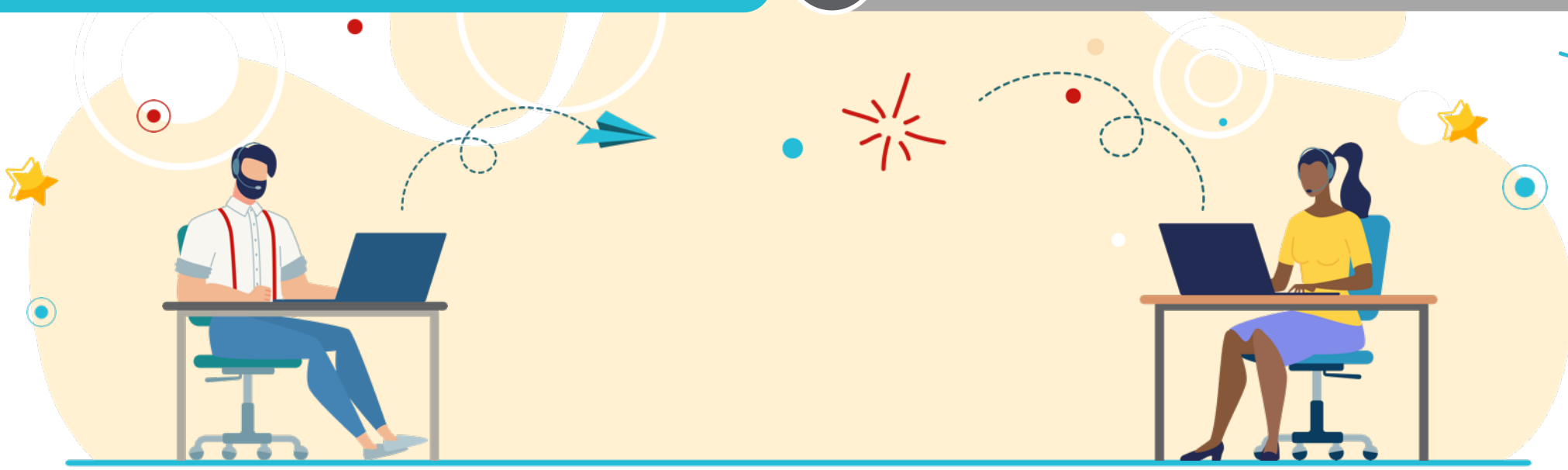
Enhanced the way we communicate with the organization



- Extended childcare benefits
- Pay protection programs
- Hotel and shower accommodations



- Remote workforce policies and processes
- Workforce planning initiatives



# COVID-19 Accelerated Changes in Expectations of HR

HR in healthcare faces increased expectations and new opportunities to support health system's strategic direction as we exit the pandemic.



Maturing the delivery model



Changing the relationship between Field HR and organization leaders



Serving as culture stewards and change enablers



Merging all Learning & Organizational Development



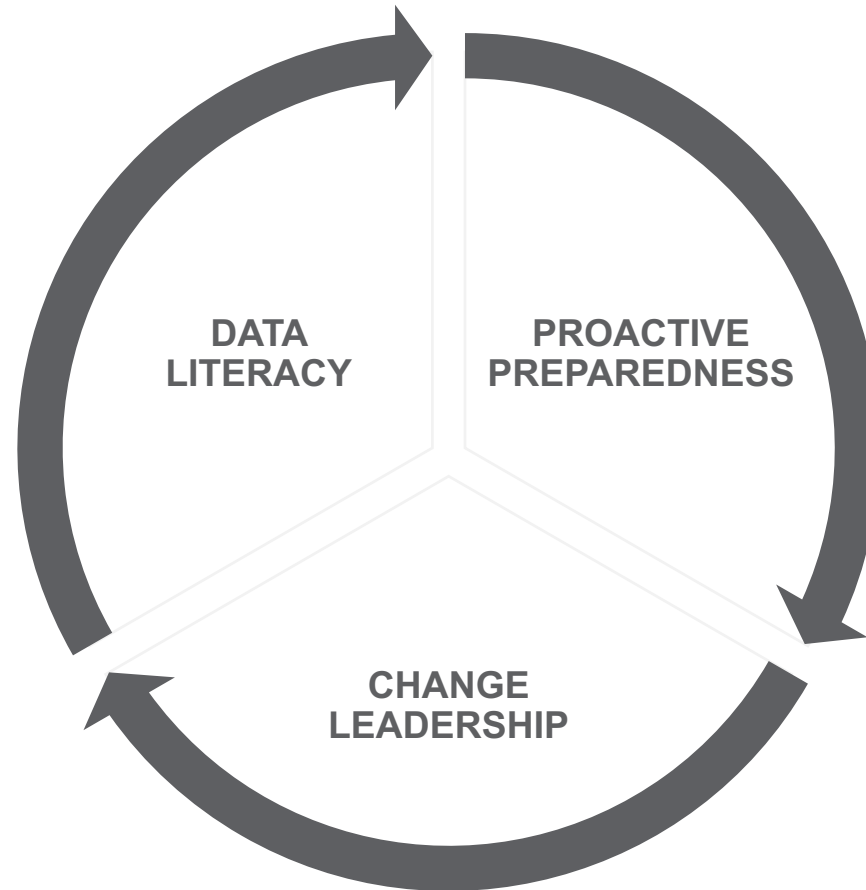
Bringing creative solutions to talent challenges



Supporting data-driven decision making

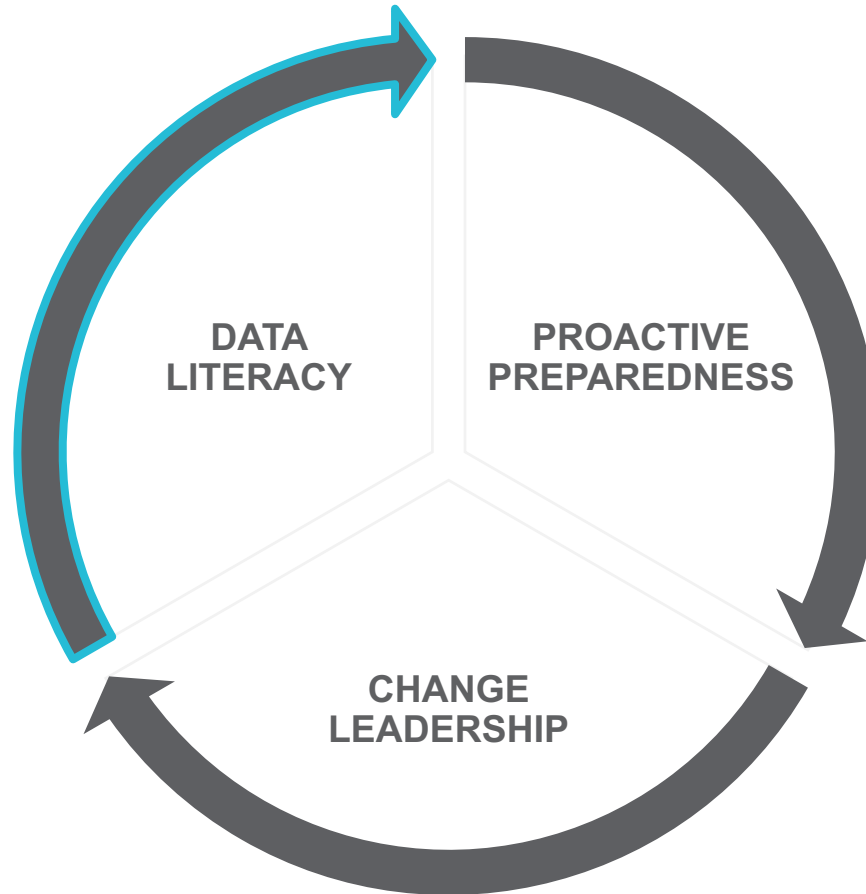
# COVID-19 Accelerated Changes in Expectations of HR

These kinds of visionary expectations require HR to embody an expanded set of capabilities.

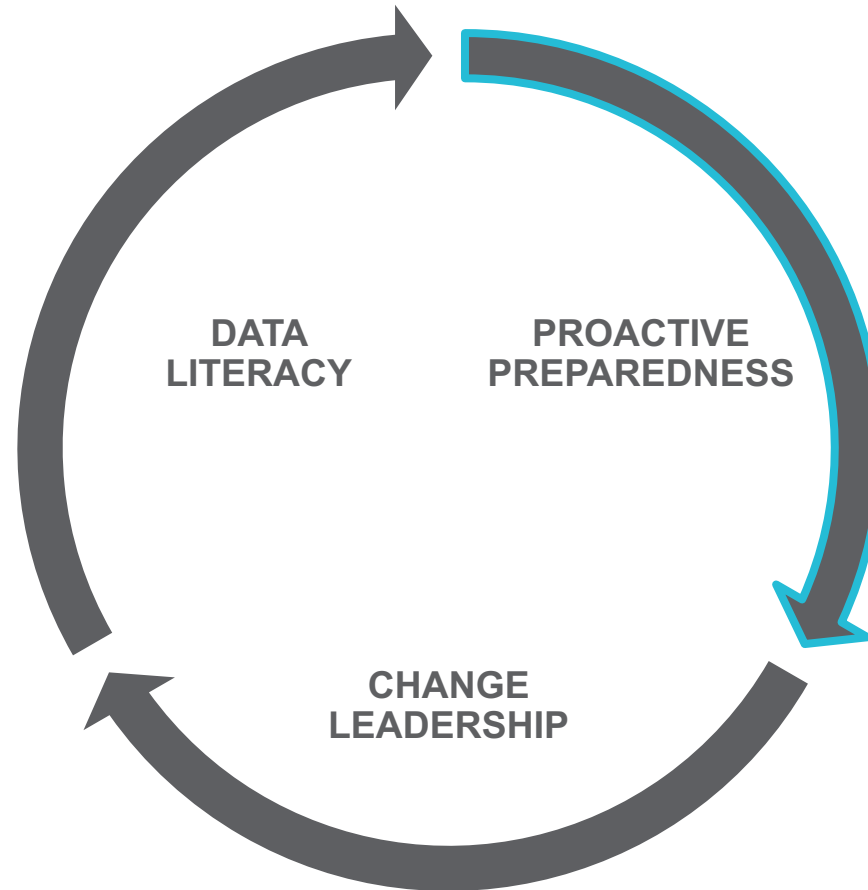


# Critical HR Capabilities for the Future

- Data centric approach to decision making and day-to-day operations
- Leveraging integrated, multi-function analytics for planning for the workforce of the future

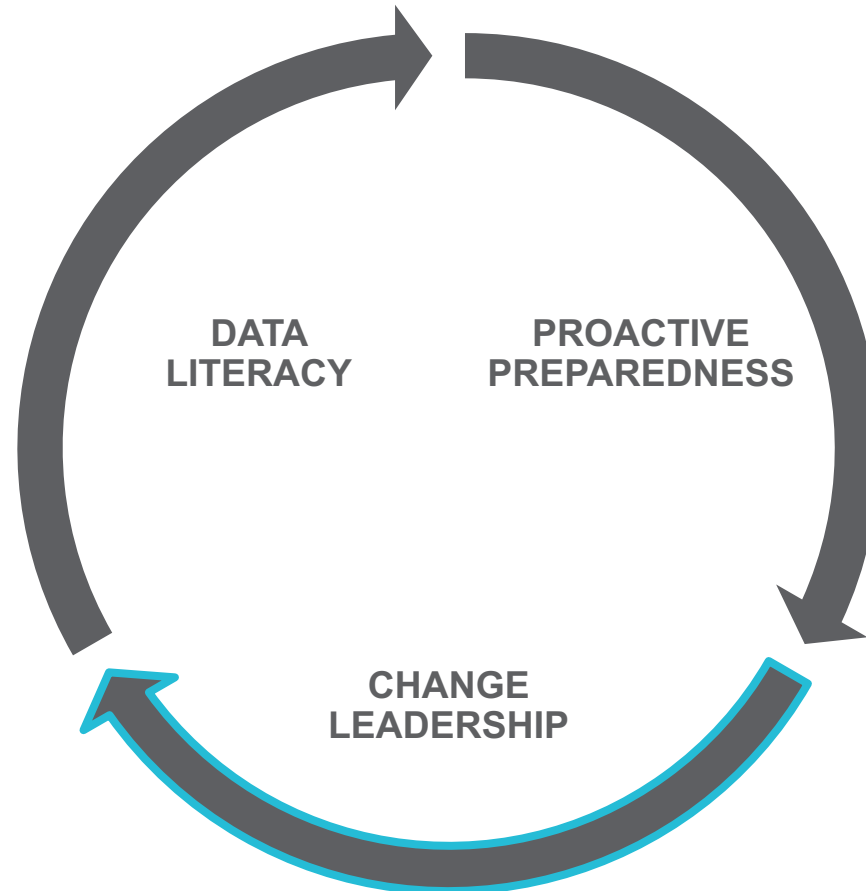


# Critical HR Capabilities for the Future



- Proactive instead of reactive
- Nimbleness in response
- Problem solving and solution-oriented mindsets

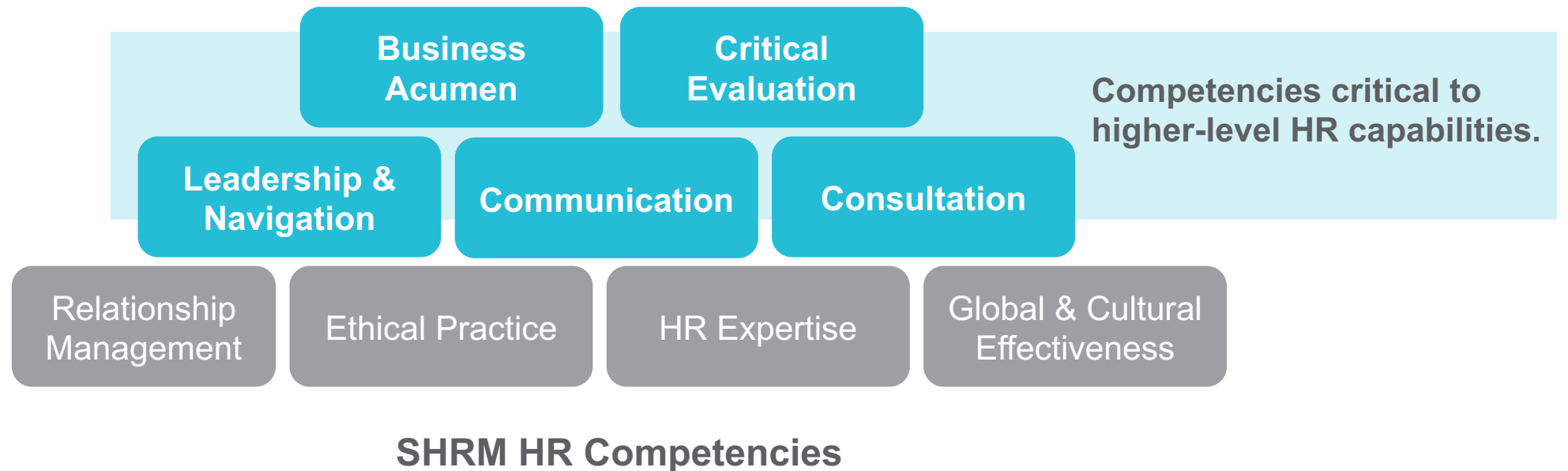
# Critical HR Capabilities for the Future



- Influence leadership in driving change
- Support employees through change

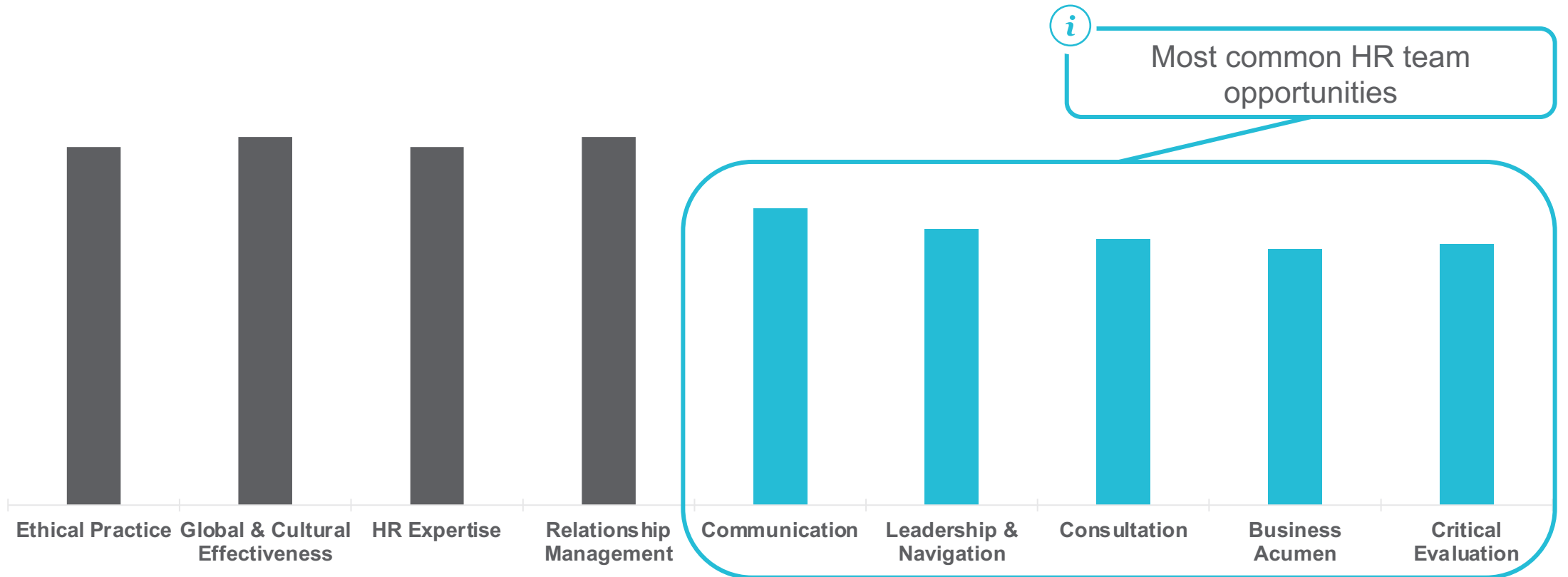
# Strengthening HR's Foundation to Enable Critical Capabilities

HR's ability to develop and master key competencies will determine its success or failure in attaining and sustaining the critical capabilities for the future.



# Identifying HR Team Level Strengths and Opportunities

HR leadership can identify opportunities for development at the organizational and individual level by assessing employees' level of proficiency across all competencies, including the five that are critical to future success.



**SAMPLE MULTI-RATER COMPETENCY ASSESSMENT RESULTS**

# Identifying HR Team Member Strengths and Opportunities

## PROFILE

Dana is currently an HR Business Partner providing strategic HR and talent support to designated leaders and employees. Previously she worked as a HR Coordinator. Dana also worked as an executive assistant during her early career

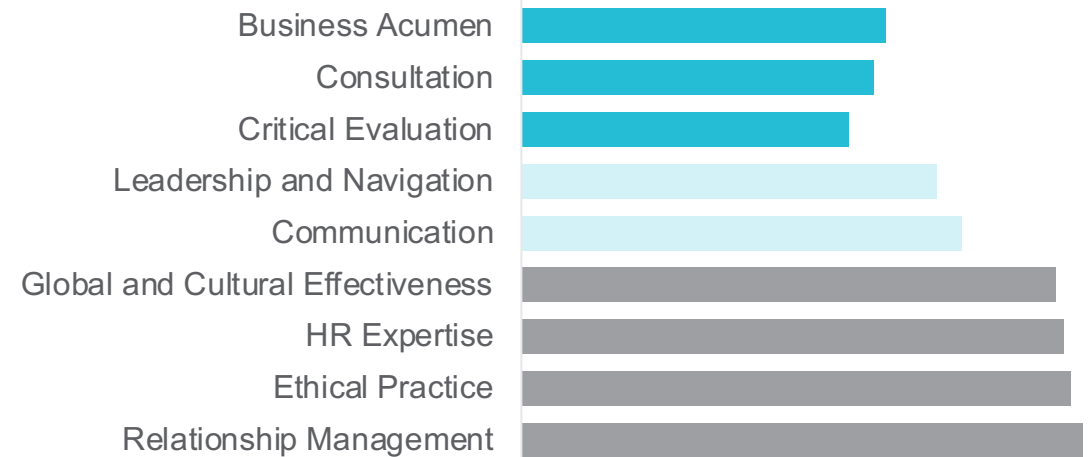
## STRENGTHS

- Go-to person for Benefits questions or concerns
- Strong relationships built with employees
- Great institutional knowledge

## DEVELOPMENT OPPORTUNITY

- Business Acumen, Consultation, and Critical Evaluation

*“Dana is very approachable and helps with managing difficult client groups and situations.”*



*“She is a valued partner to the business line she supports and has a good relationship with them.”*

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# COVID-19 Response

Derek Morgan – VP of HR, Kettering Health Network

# Kettering Health Network Overview

- Kettering Health Network is a faith-based, not-for-profit health system made up of...
  - 9 hospitals, 13 emergency departments, and more than 200 outpatient facilities
  - Over 14,000 employees and 1,900 physicians on staff, serving western Ohio
- In 2020, IBM Watson Health named Kettering Health Network one of the 15 Top Health Systems and by Fortune as one of the top 100 places to work in the country.
- Kettering College, a division of Kettering Medical Center, is a fully accredited college that specializes in health science education.



# Elevating HR Performance

**November 2019**

Implemented a full-service HR contact center to better serve our employees and business leaders

**February 2020**

Conducted competency assessment to help determine gaps and inform talent decisions related to new HR services and capabilities



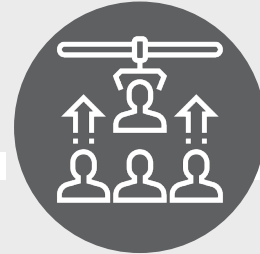
**July 2018**

Recognized the need to elevate our traditional approach to HR and KHN



**February 2020**

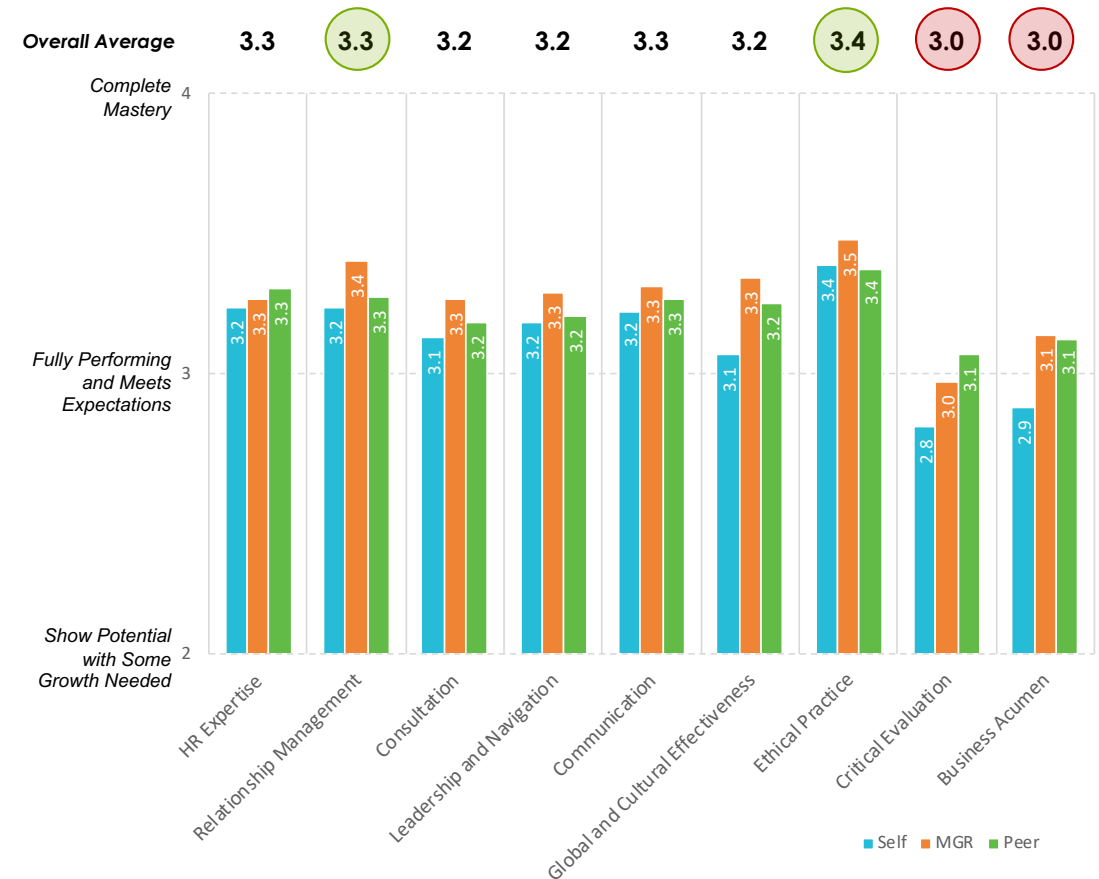
Began building out our analytics capabilities by starting small with dashboards and turnover modeling



# Competency Assessment Learnings

The competency assessment provided clarity and understanding around our strengths and opportunities as an HR team.

- While we scored well overall, we saw clear opportunities in forward-thinking areas such as critical evaluation and business acumen
- The outcomes gave us the tools as leaders to focus on individual performance and growth, as well as the information necessary to have critical, enabling conversations



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**April 2020**

Planned to develop and implement talent strategies and programs to close key skills gaps



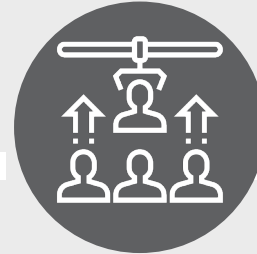
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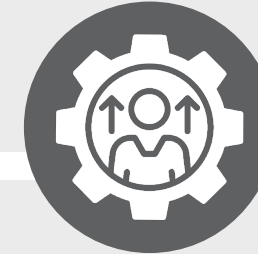
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Conducted a skills assessment to help determine gaps and inform talent decisions related to new HR services and capabilities



**March 2020**

Began thinking through expanded service offerings for the contact center to free up our Field HR to focus on true business partnering



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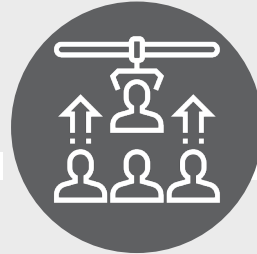
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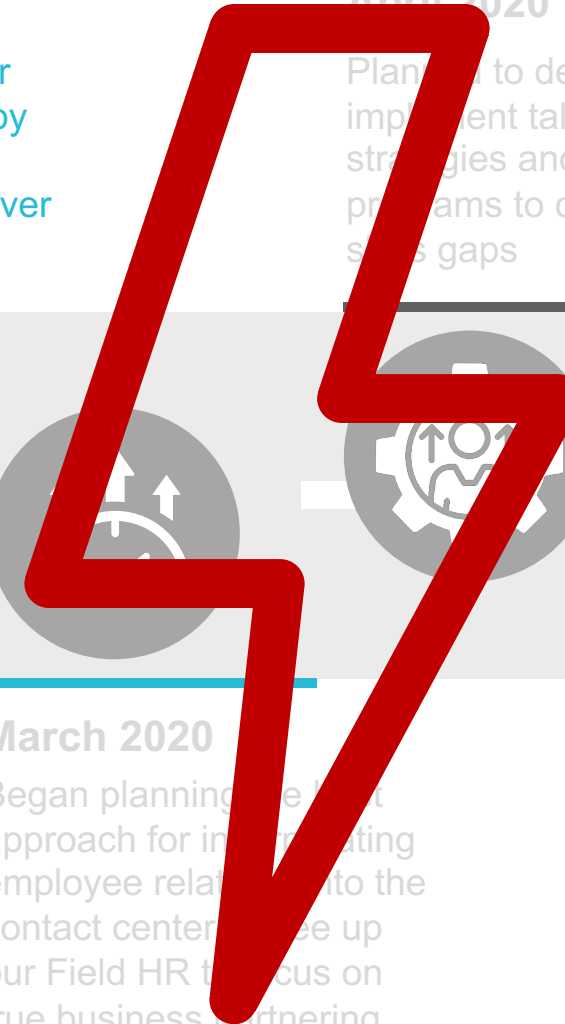
**March 2020**

Began planning the best approach for integrating employee relations into the contact center to free up our Field HR to focus on true business partnering



**April 2020**

Plan to develop and implement talent strategies and programs to close key skills gaps



# HR as a Leader During COVID

- Network Incident Command support and key organization-wide communications
- Reporting and analytics
- Furlough options and consultation
- Workforce planning, including use of contingent workers
- Policy, practice, and process flexibility and modifications (e.g., exemptions, remote work)
- Expanded benefits (e.g., childcare, financial assistance, counseling)
- Employee Health services and fit testing

All of these items required a shift in how we think, work, and interact with the employees and leaders we serve

# Building Our Analytics Capabilities

Our initial foray into people analytics set us up for success during our COVID response. We were able to help our Network Command Center make informed business decisions and keep our employees and patients safe.

## We created and relied on:

- HR dashboards that combined data sets from multiple sources
- Automated report delivery
- Ad hoc, purpose-built reports
- COVID-related case reporting and escalation processes in the service center



We are now moving past this foundational work and leveraging analytics to dive deeper into key business issues such as nursing turnover

# Where We Are Going Next

Time will tell...

Address skill gaps in key HR roles and plan for skills needed in the future

Enabling staff to achieve new levels of performance

Leverage data to begin tackling our COVID-related retention challenge





# Thank-you