Intermountain Healthcare

Our Caregiver Experience

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Intermountain Healthcare

Healing for life®

Helping people live the healthiest lives possible®

Intermountain® Healthcare

Integrated System

22
Hospitals

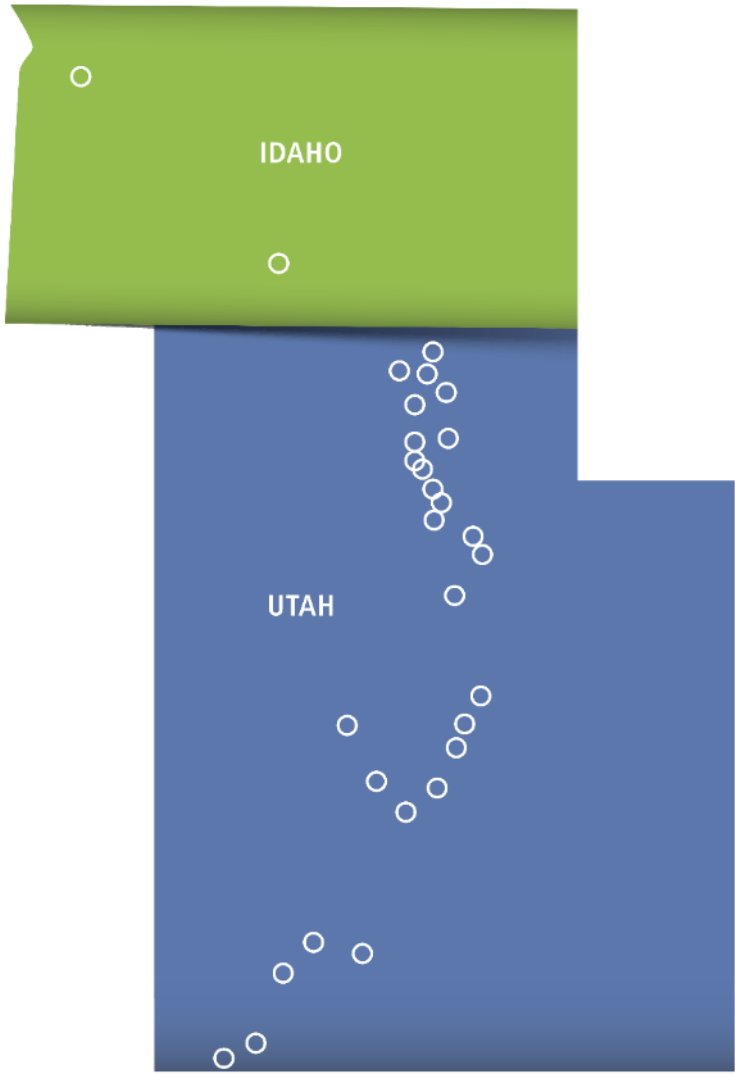
180
Medical Group Clinics

$7 B
2017 Net Revenue

2,800
Licensed Beds

852,000
SelectHealth Members

40,000
Caregivers (Employees)



We Are All Caregivers

Physicians

1,560
Employed

3,500
Affiliated

APCs

680
Employed

1,100
Affiliated

Nurses

9,300

Other Caregivers

28,000+

Volunteers

1,600

Utah's largest private employer

Intermountain® Healthcare

GALLUP® GREAT WORKPLACE AWARD

Top quartile in previous 7 years

Forbes
America's Best Employers

2015, 2016

INDUSTRY-SPECIFIC

4 straight years

Past 7 years

2014, 2015, 2016

5 straight years

Caregiver Experience

EX = CX

The Law of Congruent Experience

Employees will deliver a customer experience that matches their own experience in the organization

Maylett & Wride (2017). *The Employee Experience.*

"My manager was not willing to help with my schedule after contacting her multiple times. When I put in my 2 weeks, she tried to '*work*' with me so I would stay. It was too late, I did not feel valued as an employee."

-- RN

"I had worked here two years ago…[and] coming back into the float pool. I was given zero refresher training. I was tossed in with no passwords, no keys, no access, nothing. The hiring manager said hello to me the first day then never again."

-- Clinical Employee

“My Intermountain job stopped at 2 a.m. and my other job started at 5 a.m., so I was not getting any sleep. Originally, when I first got the job my shift ended at 11 p.m., but then it was altered and not changed back. It was too bad, I really loved my job.”

-- Housekeeper

5 Ways to Reduce Employee Turnover

How can I create an Extraordinary Caregiver Experience?

1. Hire for Retention
2. Create a First Impression
3. Hold 30-60-90 Day Conversations
4. Support Development & Growth
5. Reduce Flight Risk

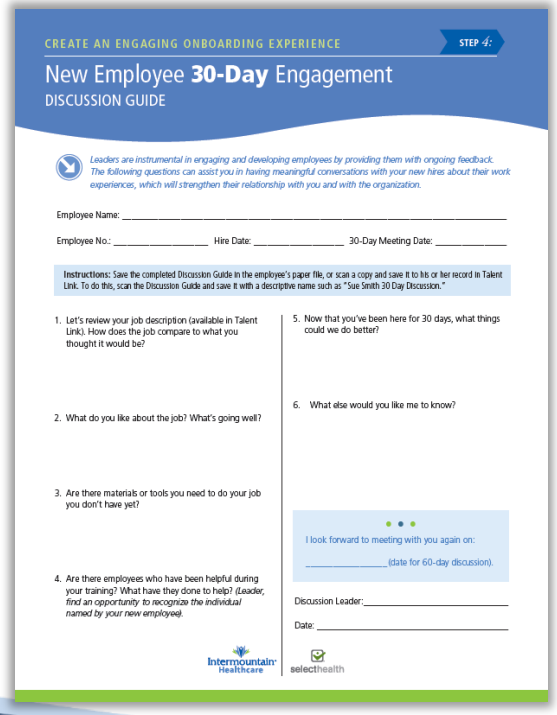
Manager Accountability

- Goals & Incentives
- Huddles & Continuous Improvement
- Tools & Tactics

3 Hold 30-60-90 Day Conversations

30-60-90 Day Conversation Guides

Guidelines and suggested questions to have a genuine conversation



CREATE AN ENGAGING ONBOARDING EXPERIENCE — STEP 4:

New Employee **30-Day** Engagement

DISCUSSION GUIDE

Leaders are instrumental in engaging and developing employees by providing them with ongoing feedback. The following questions can assist you in having meaningful conversations with your new hires about their work experiences, which will strengthen their relationship with you and with the organization.

Employee Name: _____

Employee No.: _____ Hire Date: _____ 30-Day Meeting Date: _____

Instructions: Save the completed Discussion Guide in the employee's paper file, or scan a copy and save it to his or her record in Talent Link. To do this, scan the Discussion Guide and save it with a descriptive name such as "Sue Smith 30 Day Discussion."

1. Let's review your job description (available in Talent Link). How does the job compare to what you thought it would be?
2. What do you like about the job? What's going well?
3. Are there materials or tools you need to do your job you don't have yet?
4. Are there employees who have been helpful during your training? What have they done to help? *(Leader, find an opportunity to recognize the individual named by your new employee).*
5. Now that you've been here for 30 days, what things could we do better?
6. What else would you like me to know?

I look forward to meeting with you again on: _____ (date for 60-day discussion).

Discussion Leader: _____

Date: _____

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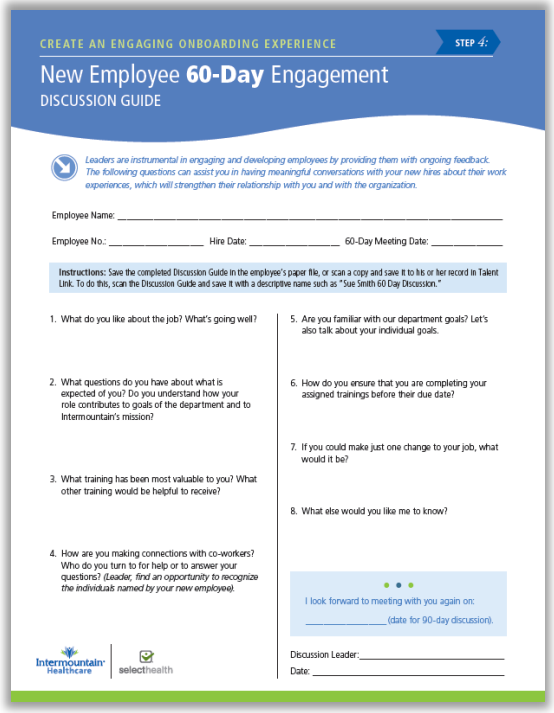

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Instructions: Save the completed Discussion Guide in the employee's paper file, or scan a copy and save it to his or her record in Talent Link. To do this, scan the Discussion Guide and save it with a descriptive name such as "Sue Smith 60 Day Discussion."

1. What do you like about the job? What's going well?
2. What questions do you have about what is expected of you? Do you understand how your role contributes to goals of the department and to Intermountain's mission?
3. What training has been most valuable to you? What other training would be helpful to receive?
4. How are you making connections with co-workers? Who do you turn to for help or to answer your questions? *(Leader, find an opportunity to recognize the individuals named by your new employee).*
5. Are you familiar with our department goals? Let's also talk about your individual goals.
6. How do you ensure that you are completing your assigned trainings before their due date?
7. If you could make just one change to your job, what would it be?
8. What else would you like me to know?

I look forward to meeting with you again on: _____ (date for 90-day discussion).

Discussion Leader: _____

Date: _____

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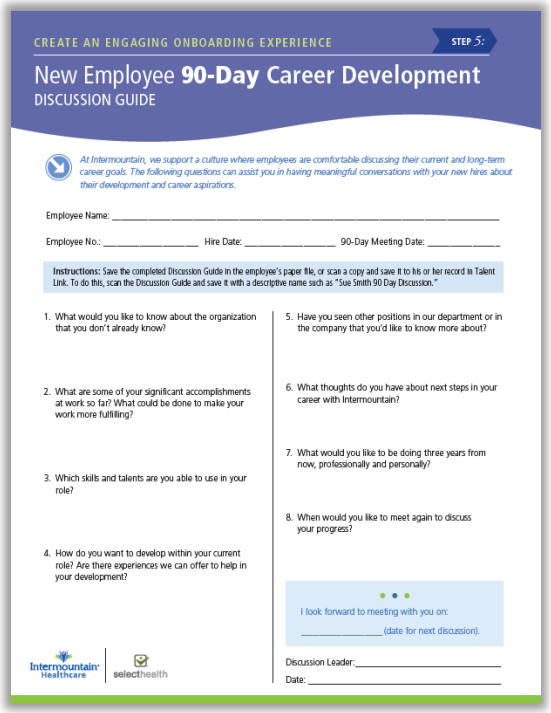

CREATE AN ENGAGING ONBOARDING EXPERIENCE — STEP 5:

New Employee **90-Day Career Development**

DISCUSSION GUIDE

At Intermountain, we support a culture where employees are comfortable discussing their current and long-term career goals. The following questions can assist you in having meaningful conversations with your new hires about their development and career aspirations.

Employee Name: _____

Employee No.: _____ Hire Date: _____ 90-Day Meeting Date: _____

Instructions: Save the completed Discussion Guide in the employee's paper file, or scan a copy and save it to his or her record in Talent Link. To do this, scan the Discussion Guide and save it with a descriptive name such as "Sue Smith 90 Day Discussion."

1. What would you like to know about the organization that you don't already know?
2. What are some of your significant accomplishments at work so far? What could be done to make your work more fulfilling?
3. Which skills and talents are you able to use in your role?
4. How do you want to develop within your current role? Are there experiences we can offer to help in your development?
5. Have you seen other positions in our department or in the company that you'd like to know more about?
6. What thoughts do you have about next steps in your career with Intermountain?
7. What would you like to be doing three years from now, professionally and personally?
8. When would you like to meet again to discuss your progress?

I look forward to meeting with you on: _____ (date for next discussion).

Discussion Leader: _____

Date: _____

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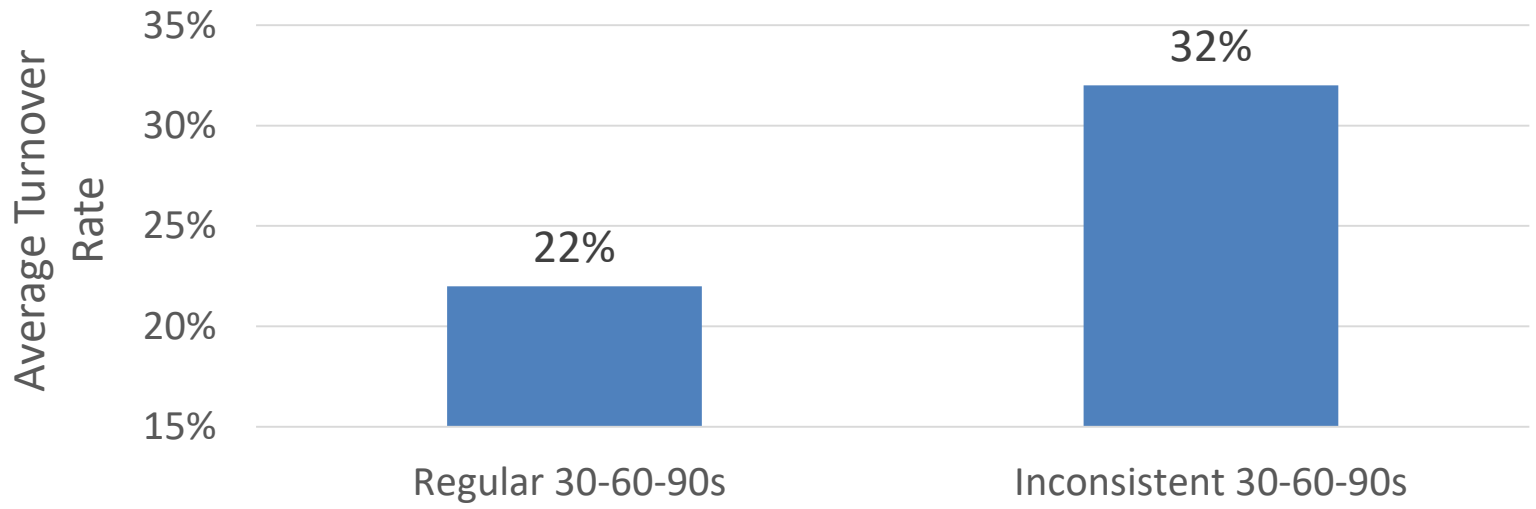
3 Hold 30-60-90 Day Conversations

The Impact of 30-60-90 Day Conversations

Regular 30-60-90 Day Conversations and First-Year Turnover Rates



4 Support Development & Growth

Development & Growth

Support employee's navigation of their own career

1

Career Exploration

Where do I want to go?

2

Development Plans

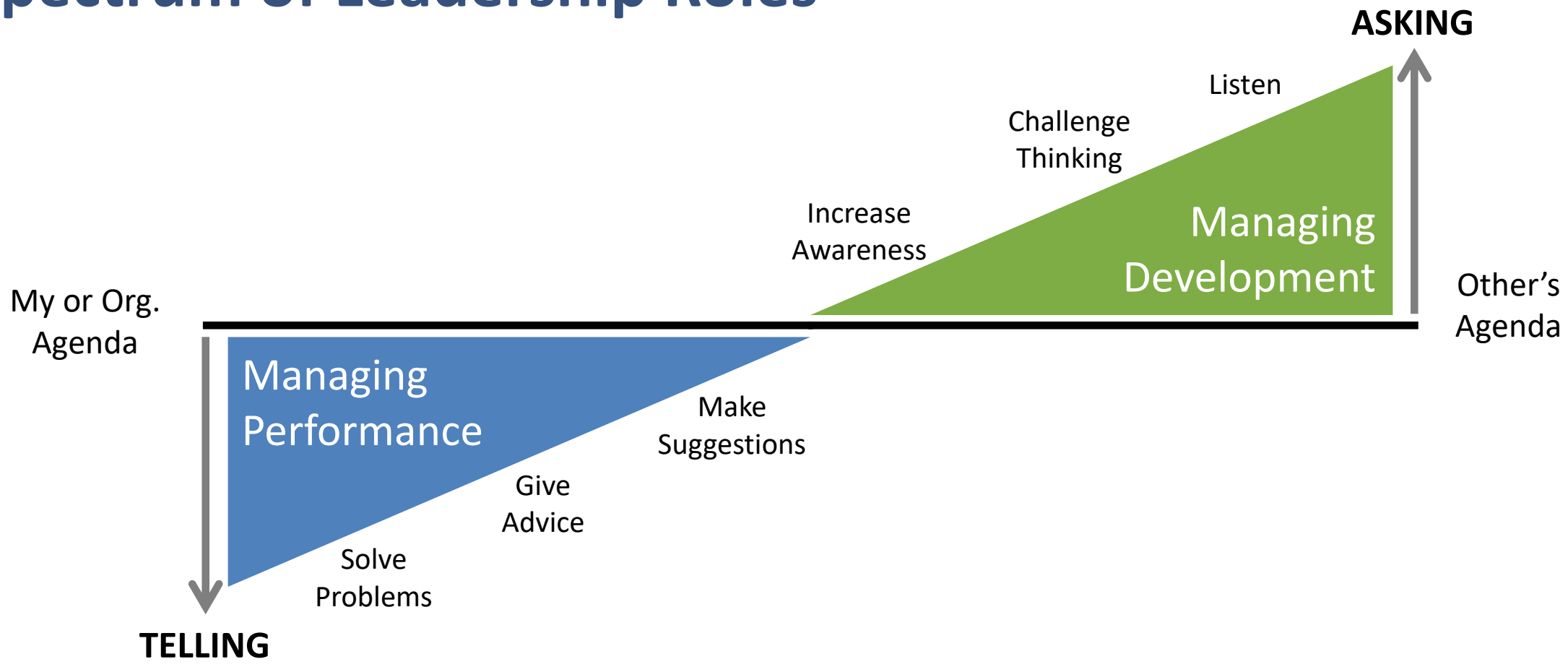
How do I get there?

3

Resources & Opportunities

What help is available?

Spectrum of Leadership Roles



5 Reduce Flight Risk

5 Ways to Reduce Employee Turnover

Flight Risk Assessment

Employees typically show some indicators when they are thinking about leaving the organization. Answer the following questions for an employee who has exhibited these behaviors more than usual.

1. Decreased work productivity	No	Some	Yes
2. Gave a minimal work effort	No	Some	Yes
3. Decreased focus on the job	No	Some	Yes
4. Acted less like a team player	No	Some	Yes
5. Decreased work motivation	No	Some	Yes
6. Negative change in attitude	No	Some	Yes
7. Less interested in pleasing boss	No	Some	Yes
8. Not committed to long-term timelines	No	Some	Yes
9. Expressed dissatisfaction with job/boss	No	Some	Yes
10. Left early from work more than usual	No	Some	Yes

Calculate a total score by assigning a value to each response (0=No, 1=Some, 2=Yes). The key suggests potential interventions.

Key

0-7: **Low Flight Risk** (no intervention needed)
8-14: **Moderate Risk** (consider conducting a stay interview)
15+: **High Flight Risk** (conduct stay interview & action plan)

The Stay Interview

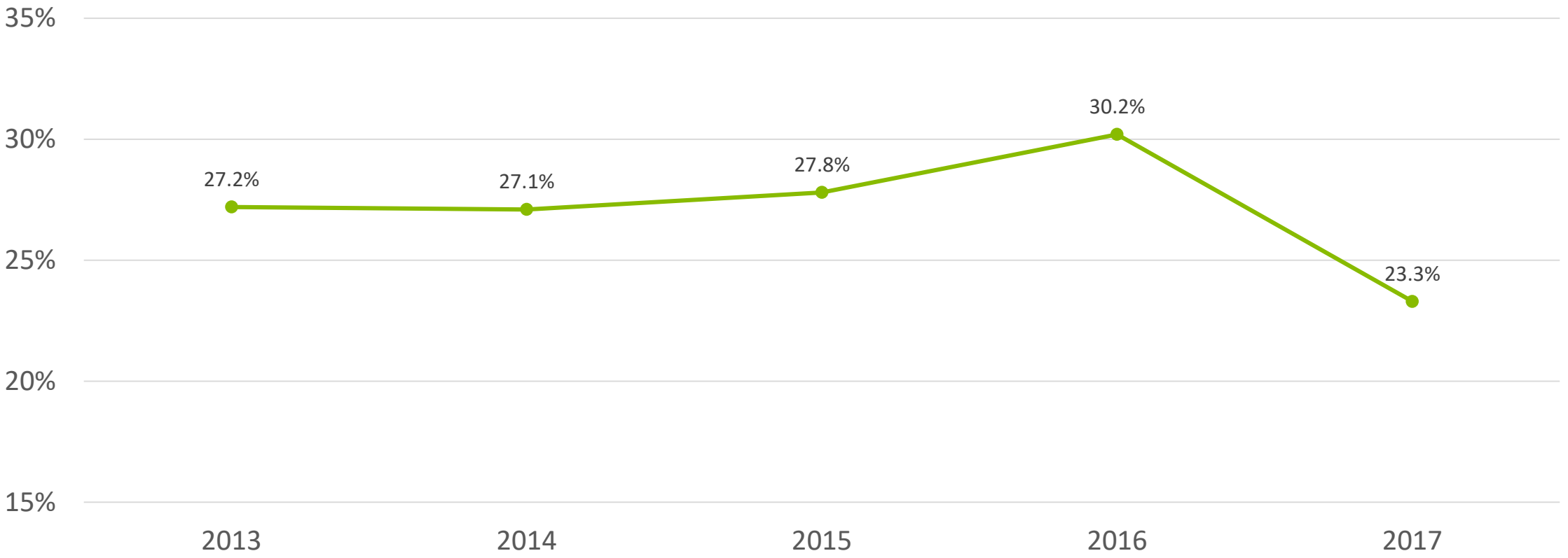
For employees who are a high flight risk, consider asking the following questions:

1. On a scale of 1 to 10, how would you rate your overall job satisfaction?
2. Why are you a _? What would make you a 10?
3. What do you like most/least about work?
4. Have you been enticed to leave Intermountain?
5. What would make you stay?

Based on their responses and potential flight risk, partner with your HR contact and the employee to develop an action plan to retain this employee.

1. Identify flight risk behaviors (Flight Risk Assessment)
2. Conduct stay interview & action plan for new hire flight risk

First-Year Turnover at Intermountain Healthcare



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