

2016 HUMAN CAPITAL INVESTMENT CONFERENCE

RITZ-CARLTON CHICAGO | NOVEMBER 15-16, 2016

Kevin L. Patterson, EdD

Director, Talent & Leadership
Development, Banner Health



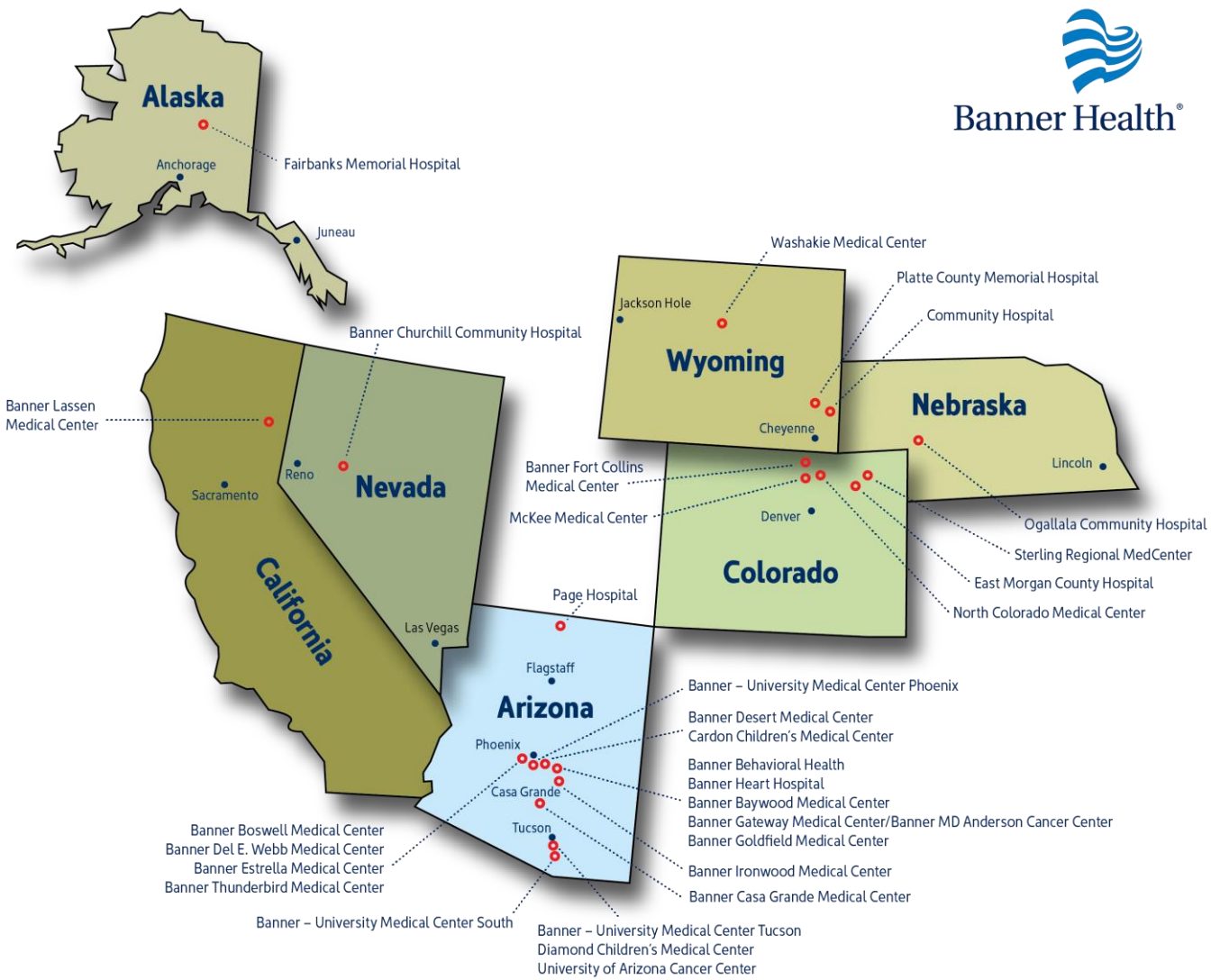
 **CREATING A
BOLD CULTURE**
NOVEMBER 15-16, 2016 ■ RITZ-CARLTON CHICAGO

**USING EVIDENCE-BASED
PRACTICES: THREE CASE
STUDIES**

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BANNER HEALTH



- 29 Acute Care Hospitals
- Banner Health Network
- >550,000 managed lives
- Banner Medical Group -1,200 physicians
- Banner University Medical Group -700 physicians
- 40 Banner Health Clinics
- 33 Urgent Care Centers
- Specialty Hospitals for:
 - Cardiovascular
 - Behavioral
 - Children's
- Banner MD Anderson Partnership
- Banner Alzheimer's Institute
- SQL lab joint venture
- Banner Pharmacy Services
- \$7.0 billion in revenue (2015)
- AA- bond rating

Background

- High RN manager turnover
- Low competency demonstration in first 6 months
- Negative exit data/organizational feedback

Bottom Line: 1 in 4 RN Managers were leaving after 6 months.

RN Leader Onboarding Program

Day One

- Banner Culture
- Banner Strategy
- Intro to Banner Leadership Model
- Navigating the Future of Healthcare

Day Two

- **Be Your Best Self**
- Speed of Trust
- Situational Leadership

Day Three

- **Lead Your Team**
- Peer to Leader Scenario
- Communicating as a Leader
 - Creating a coaching culture
 - Difficult conversations
- Team Meetings
- Effective Rounding

Day Four

- **Manage Your Business**
- Plan, prioritize, manage day
- Scheduling Process
- HR Policies
- Disciplinary Action
- Measuring productivity
- Budget

Day Five

- **Day in the Life Simulation**
- Modules to Practice:
 - Staffing/Budgets
 - Conflict Resolution
 - Competing Priorities – Critical Thinking
 - Peer to Leader
 - Managing Interruptions

Program Highlights

- RN Manager Simulation
- Alignment to Banner Health Patient Experience Competencies
- Dyad Support – HR Business Partner and Tenured Nursing Leader
- Pre and Post Assessment – Talent Development, Giving Feedback, and Demonstration of Banner Health Leader Behaviors
- Improved Handoff to Field Leaders and HR Business Partners

Organizational Metrics

Measurement	2016 (From Previous Year)
Turnover	300 BPS Improvement
Retention Savings	\$4.8 Million
Engagement	47 th Percentile to 82 nd Percentile
Succession Planning	62% to 70%+ Internal Promotion vs. External Hires
Program Enrollment	35 Participants to 70 Participants + 30% on 3 Month Waitlist