Ascension

- Faith-based healthcare organization
- Largest non-profit health in US-world’s largest Catholic health system
- Dedicated to transformation through innovation across the continuum of care
- Commitment to compassionate, personalized care to all, with special attention to persons living in poverty and those most vulnerable
“We can’t solve problems by using the same kind of thinking we used when we created them.” - Albert Einstein

• Transitioning Talent Planning and Development Strategy

• From-disjointed, HR driven, segregated, reactive process at local level

• To-targeted approach, aligned to business needs, integrated and ongoing process at the Ascension level
Critical leadership competencies / behaviors

- **Organizational Leadership**
  -- results oriented
  -- business acumen
  -- ministry identity

- **People Leadership**
  -- builds capability
  -- influences and collaborates with others
  -- emotional/ spiritual intelligence

- **Thought Leadership**
  -- strategic orientation
  -- change leadership
  -- consumer orientation
Process

• Identify/ assess key talent across Ascension Ministry markets
• Focus on 8 strategic positions within a Ministry market
• Ready now and Ready in 1-3 years
• Selections based on deliberations among senior leadership
• Track talent across Ascension through Talent Insights tool
• Companywide quarterly talent reviews
• Formational and developmental experiences implemented at national level
Ascension Texas-Further Steps to Ensure Development of Key Talent in support of Humancare 2020

- Transformation creating One Ascension Ministry
- Focus on matrix behaviors
  -- partnerships across the continuum
  -- influence and collaboration skills
  -- systemness
  -- aligning goals
  -- role clarity
  -- constructive conflict
  -- get decisions made
  -- productive meetings
Engaging Key Talent at the local level

• Teach the matrix behaviors forward

• Planning Team in place to develop experiences
  --May 2016 retreat
    * developing a synergistic community of leaders across Texas market
  --opportunity to help drive Texas market integration
Responding to Specific Business Need through Development Opportunity

• Turnover at the front line leader position

• Critical implications
  --creates environment for engagement
  --why / how and impact of change
  --impact of local goals on organizational success

“Associates leave their supervisor, not the organization”
Emerging Leader Program (ELP)

- Provide a realistic, practical job preview of the manager job
- Day in the Life of a Seton Manager
- Build a pipeline by sharing wisdom and experience of current high performing, role model leaders
  -- creates pathway
  -- reduces time to fill
  -- reduces erosion of associate engagement
Approach

• ELP Team
  --developed program infrastructure and presenter selection criteria

• Stakeholder Interviews-success for today and future
Key Themes

• Building Relationships
  --Diplomacy
  --Emotional Intelligence

• Planning and Organizing
  --Managing Ambiguity
  --Resourcefulness

• Tracking Individual and Team Performance
  --System Thinking
Participants and Presenters

• Application process based on selection criteria

• 3 ( 4 hour ) sessions

• Presenters share personal practices, organizational tools and resources, and leadership lessons learned in the Seton Healthcare Family

• Inter-session work includes dialogue with leaders and application of development tools and resources
Results

• Met HR goals
• 30 + moved into leadership positions
• Ongoing Development focus
• Creating a community of leaders
• Paying it Forward