



HOW TO DEVELOP A CORPORATE UNIVERSITY STRATEGY WITH IMPACT

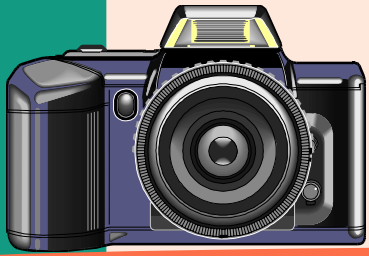
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Quest for Success 2005

www.partnershipohio.org





A Snapshot of ProMedica Health System

- Headquarters in Toledo, OH
- Footprint in 23 counties in Northwest Ohio and Southeast Michigan
- Highly-decentralized model
- Operating revenue 1.2 B
- 11 Hospitals (The Toledo Hospital as major tertiary facility)
- Over 14,000 Staff; over 2,700 Physicians
- Ranked #2 most integrated system in U.S.

Communicate What It Is In a Variety of Ways

What is ProMedica University?

....an internal, employee learning and development strategy directly tied to PHS's strategic plan.



Elevate Its Importance By Aligning It To Strategic Organizational Initiatives

- Directly tied to succession planning & leadership development process
- In direct alignment to “workforce development” component of PHS’s strategic plan
- Primary driver of PHS’s most important leadership imperatives
- Contributes to recruitment and retention
- Important vehicle for cultural transformation to “learning organization”
- Acts as primary conduit to respond to training needs of organizational initiatives

Succession Planning & Leadership Development



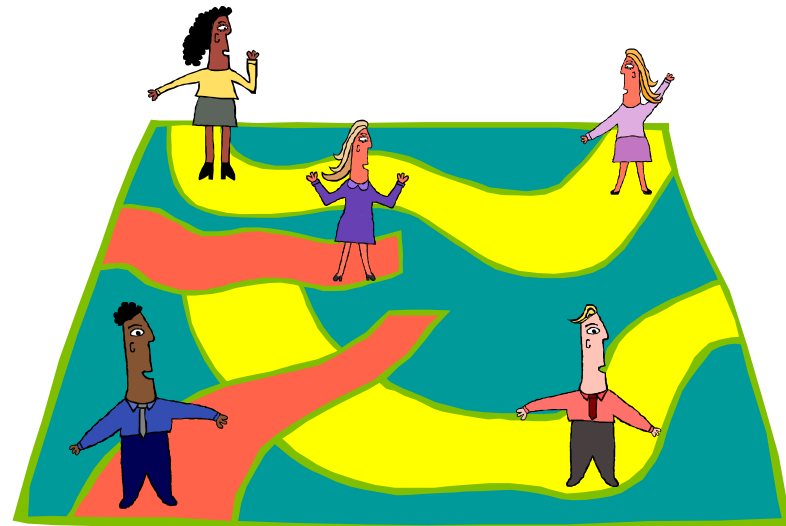
- **Key Objective:** *PMU to be the primary development engine for succession planning process*
- **How:**
 - ProMedica Leadership Institute
 - Curriculum for Managers & Supervisors
 - Advanced Curriculum
 - Coaching & Mentoring
 - External Meetings & Conferences as appropriate
 - Other

Workforce Development

- **Key Objective:** Be seen as the primary provider of overall staff development

How:

- Personal/professional curriculum
- Closely tied to Performance Appraisal Process
- Closely tied to career pathing strategies



Five Strategic Leadership Imperatives

*LEADING
CHANGE*

*PERSONAL
CAPABILITY*

*FOCUS ON
RESULTS*

*INTERPERSONAL
SKILLS*

CHARACTER



Contributes to Employee Recruitment and Retention

- Used by system-wide HR depts. in recruiting process
- Talented performers more likely to elongate their retention cycles with organizations that provide ample development opportunities
- Curriculum specifically designed to elevate leadership, management, and engagement skills of supervisors, managers, and directors

Vehicle for Cultural Transformation to “Learning Organization”

- Development expectations more visible
- CEO & Executive leadership reinforce learning and development through PMU
- CEO mandates training for new managers & supervisors



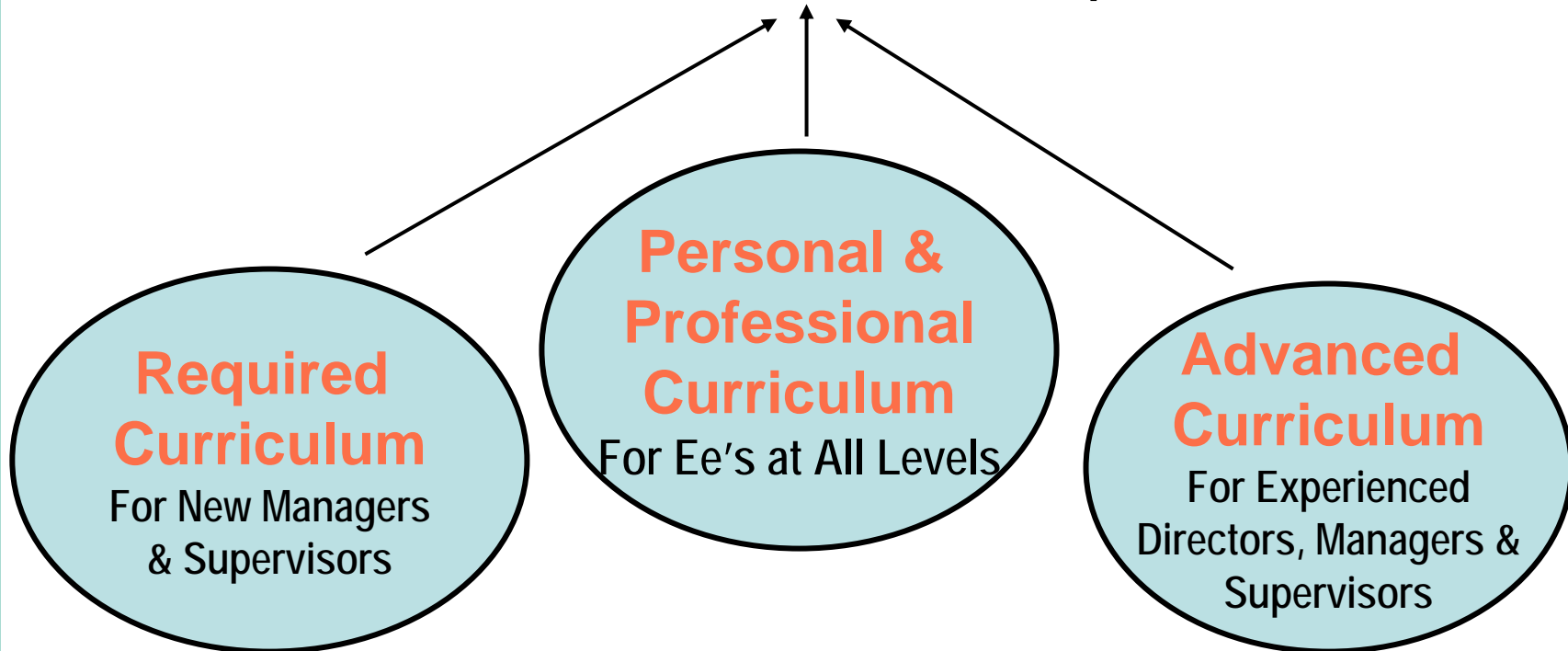
Primary Conduit for Organization's Training Needs

Examples:

- Conversion to Lawson
- Performance Appraisal Training
- Preceptor Training
- Personal Safety Training
- Book Review Sessions as additional leadership development component
- Springboard for other JIT dept'l training needs

Include Components That Are Valued by Leadership & Staff

ProMedica Leadership Series



Courses in Required Curriculum for New Supervisors & Managers

1. Intro to ProMedica Leadership
2. Administrative Procedures
3. Building Finance and Budgeting Skills
4. Quality & Safety: Doing the Right Things Right
5. Improving Performance Thru Constructive Discipline
6. Evaluating & Managing Employee Performance
7. Interviewing: Staffing for Excellence
8. Developing Successful Teams
9. Effective Conflict Management Skills
10. Change Leadership
11. Delegation & Supervision: Partnering for Performance
12. Strategies for Achieving Excellent Customer Service
13. Valuing Diversity
14. JCAHO: Continuing Readiness
15. Corporate Compliance
16. Going for Gold: Coaching for Peak Performance



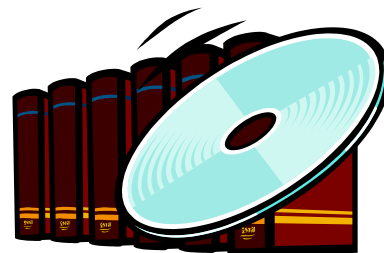
Courses in Personal & Professional Curriculum

1. Creative Time Management
2. Microsoft Office 2000
3. Get A Grip! Stress Management for You
4. Creativity and Problem Solving: Thinking Outside the Lines
5. Team and Personality Styles
6. Managing Personal Change
7. Speaking with Confidence, Conviction, and Clarity
8. Business Writing for Busy Professionals
9. Win-Win Negotiation Skills
10. Making Meetings Meaningful
11. Readers' Review Book Club
12. The Precepting Partnership



Additional Valued Components...

- ProMedica Leadership Institute
- Readers' Review Book Club
- Institute for Management Studies
- Satellite leadership conferences
- MS Office courses
- Corporate library for executive development and executive book reviews on CDs
- External development partners



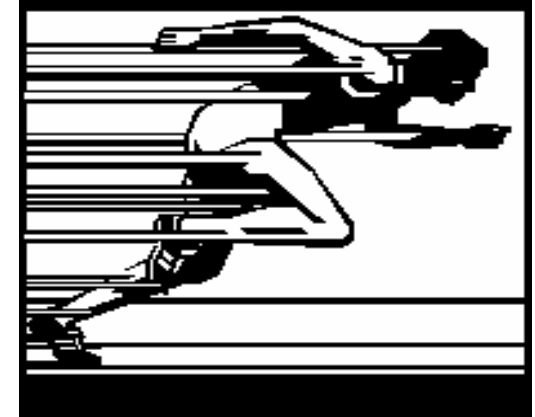
Additional Components

- Mentoring
- Executive coaching
- Personal and professional assessments
- External conferences and meetings, as appropriate
- Job rotations and special assignments/
special projects



Integrate Unique Characteristics to Sell Strategy & Generate Momentum

- Curriculum offered system-wide
- Designed primarily as 4-hr. workshops
- Effectively blends system & regional perspectives
- Easy registration process (single point of contact)
- PMU Training Council of representatives from all business units



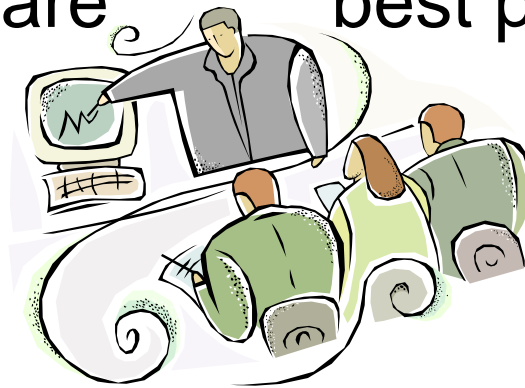
Unique Characteristics...cont.

- Customized training tracks
- Quarterly reports of participation provided to each business unit
- Formal recognition and celebration of graduates
- Internal faculty sourced from all business units
- Annual faculty retreat and recognition
 - SWOT analysis
 - Faculty development



Demonstrate the Benefits of Utilizing Internal Faculty

- Supports education as a healthcare value; provides valued developmental experience
- Taps the wealth of, and serves as an outlet for, organizational expertise
- Increases organizational visibility for faculty
- Extremely cost effective
- Networking to share best practices and assimilation



Consider Operational Issues That Support Successful Implementation

- Registration done with single point of contact – phone, fax or email: achieveatpmu@promedica.org
- PMU web page on PHS intranet
- Train-the-trainer for faculty
- Logistics
 - Pre-transportation of materials
 - Room set-up
 - Trainer's aids tool kits
 - PMU Hotline
- Branding of course materials
 - Course catalog
 - Leader's and Participant's Guides



Branding ProMedica University



possibilities



INSPIRATION / POSSIBILITIES / GROWTH



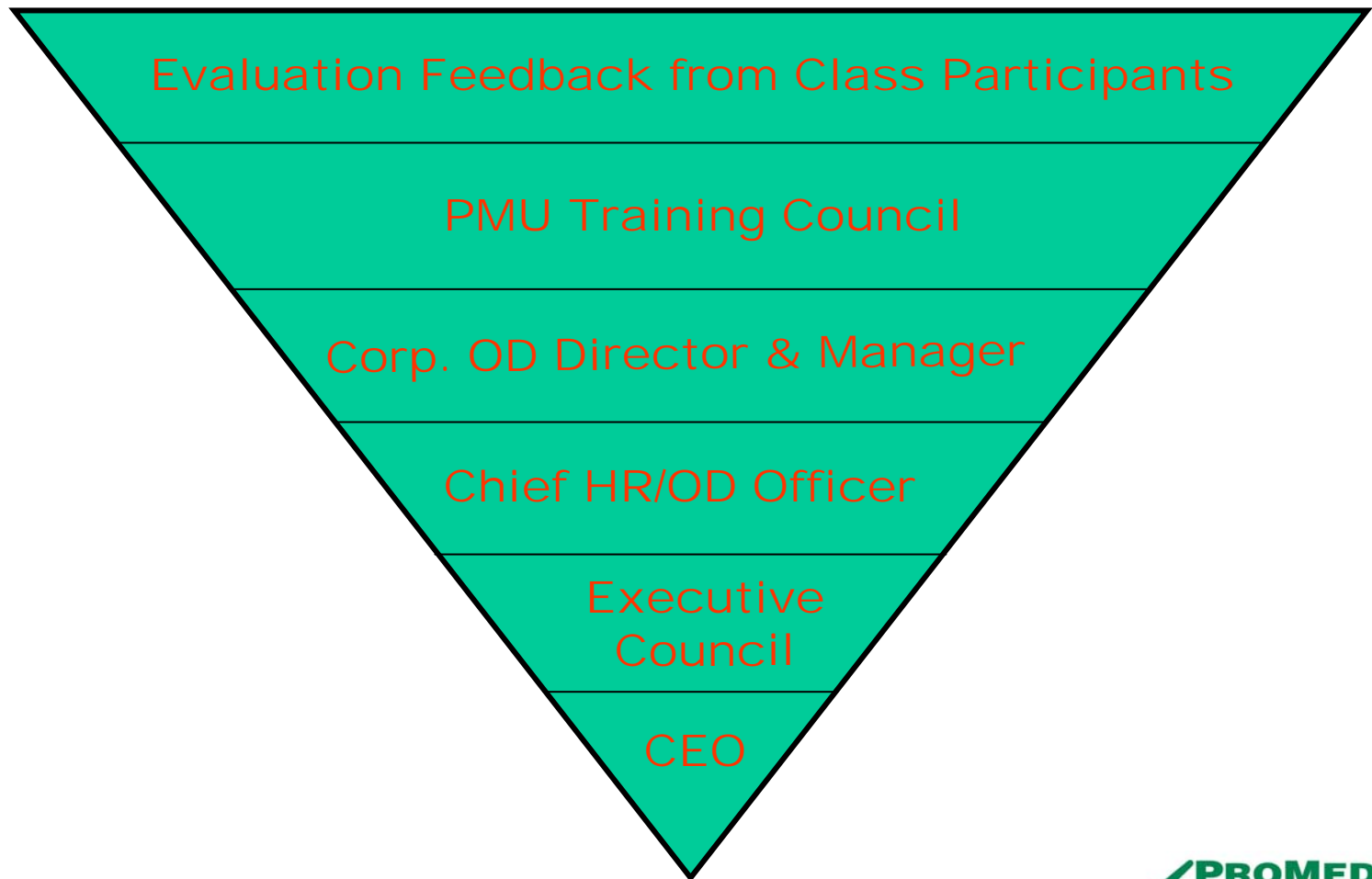
growth



ProMedica University

2005 Course Catalog

PMU Governance





2348 Employees Trained Since Start of ProMedica University



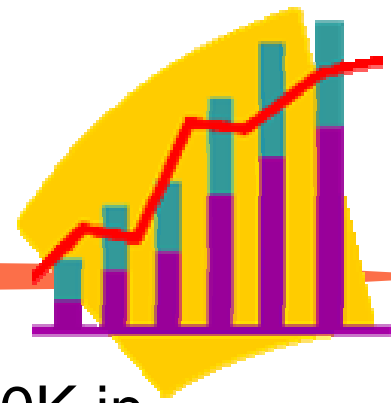
155 classes

4/1/04

through

8/31/05

Impact Business Results



- ***Financial:*** Realized approximately \$400K in savings (trained over 2,300 ee's internally since inception)
- ***Improvement in HR Metrics:*** Decrease in Turnover; Increase in Retention; Improvement in employee fulfillment, customer satisfaction, and quality measures.
- ***Assisted in transformation to a Learning Organization***
- ***Contributed to strong implementation of Succession Planning process***

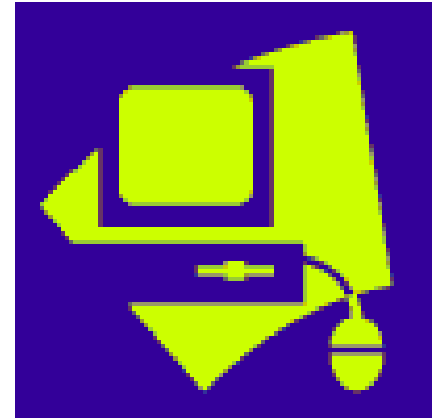
Plan for Present and Future Improvements



- Continue to enrich and modify present Required Curriculum
- Fully implement Personal and Professional Curriculum in 2005
- Design & develop Advanced Curriculum for full 2006 implementation

More About the Future...

- Expand and enhance PMU intranet home page
- Employ a robust learning management system
- Provide OTJ and e-learning modalities
- Embrace clinical staff development
- Structure PMU into specialized “colleges”
- Offer additional customized learning tracks and consultative training interventions



Developing a Corporate University Strategy with Impact

- Communicate what it is in a variety of ways
- Elevate its importance by aligning it to strategic organizational initiatives
- Include components that are valued by leadership and staff
- Integrate unique characteristics to sell strategy and generate momentum
- Demonstrate the benefits of utilizing internal faculty
- Consider operational issues that support successful implementation
- Impact business results
- Plan for present and future improvements

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Questions ???

Thank you...

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