

Clarian Health Gears Up for the Talent Crisis

A CLIENT STORY



Executive Summary

Clarian Health was formed when Methodist, Indiana University and Riley Hospitals united, and it boasts hospitals that are considered by many to be the premier health care facilities in Indiana and the Midwest. That's why, when key staffing and recruitment executives realized that the looming talent crisis could affect them harder than it would any other industry, they turned to Paradigm Learning's talent leadership program—**Mosaic: The Art of Talent Leadership™**. Mosaic, a discovery learning activity, was created in response to Paradigm Learning's Fortune 500 clients' needs for an interactive, engaging way to teach managers about their key roles in the quest to develop the best talent.

The Health Care Paradox

Experts predict that over the next decade the health care industry will be the fastest-growing segment of our economy, accounting for three out of every 10 new jobs created. This phenomenal job growth is likely to result in a staggering shortage of health care professionals.

The number of Americans nearing retirement age will increase by 36 percent, while the population of college-aged young adults will rise by a paltry 2.9 percent. Fewer workers, tighter resources and early retirement of current health care workers will all contribute to the projected health care industry talent crisis, creating a substantial void in the quality of care available.

The need to attract and retain qualified health care workers will be paramount to the success of health care companies. Clarian Health is taking proactive steps now to ensure that it has the best possible workforce to maintain its superior quality of care and cutting-edge treatments in the future.

During the next 10 years, Clarian will face a "knowledge drain," with a large percentage of its middle- and senior-management team poised to retire.

Diverse Workers Pose a Challenge

To maintain its edge, Clarian is focusing on how best to connect with the four generations of workers now

in the marketplace. "You've got senior generation, baby boomers, Generation X and the millennials," explains Corey Baute, Clarian's recruiting and staffing manager. "We believe a different approach to reach the four distinct segments of the marketplace, each of which has its own unique values, is imperative."

Connecting with each of the four workplace groups—which will ultimately increase employee retention—is a critical part of the company's strategy. "Generation X and the millennials aren't willing to 'sell their souls' to the company," says Baute. "They want a work/life balance and don't place the same emphasis on organizational structure as previous generations did. Our recruitment techniques have been updated to reflect the changes in this upcoming class of workers."

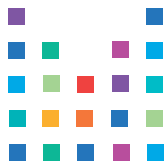
At the same time, Clarian plans to attract employees who are in the twilight years of their careers. That group, which is rich in knowledge, skills and work ethic, is not ready for full retirement, so Clarian is exploring flexible options that would meet the mutual needs of the older worker and the company.

Managers Key to Retention Efforts

Because the cost to hire a health care worker starts at one-third of his or her salary and swells to as much as 100 percent after the worker is in place, retention is crucial.

About Discovery Maps®

Discovery Maps® feature colorful table-sized panoramas that create the visual foundation for a learning experience that engages the senses, energizes learners and transfers knowledge far better than “traditional” textbook and lecture-style learning. In a classroom setting, teams of learners work together to explore the map’s content, answer questions from discovery cards, discuss issues and gain valuable insights. The experience transfers knowledge with unrivaled clarity, positively impacting employee commitment and on-the-job action.



MOSAIC
THE ART OF TALENT
LEADERSHIP™

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“We meet our target goals for recruitment initiatives but in some cases lack of strong retention impacts our overall gain,” explains Baute. “That’s why we turned to Paradigm Learning’s talent leadership discovery learning program, Mosaic: The Art of Talent Leadership.”

Mosaic is an engaging way to teach managers about their key roles in the battle to develop the best talent, which is crucial if Clarian is to meet its goals. “Mosaic helps managers take more responsibility for retention and talent leadership. Our human resources and recruiting staff cannot solely shoulder this responsibility. It’s vital we have managers engaged in retention initiatives, and give them the tools they need to succeed and have a plan of action,” comments Baute.

Using dynamic Discovery Maps®, learners quickly grasp the need for talent development and come to understand their responsibilities and accountabilities concerning talent leadership issues that organizations are facing today. Working in small teams, participants are guided through a realistic case study that helps develop insights regarding talent acquisition and retention issues. Robust guidebooks are provided with the program to help managers transfer learning to the job as they consider issues related to their own departments and teams. A variety of takeaways such as best-practice cards, self-inventories, critical-thinking guides and personal action plans reinforce the learning and create bridges to real-life work situations.

Ultimately, participants discover the critical talent leadership accountabilities that need to be embraced by managers in order to create thriving organizations. This activity, carefully designed to allow participants to navigate a process of discovery, is different from other training programs. It engages problem solving, promotes interaction, compels discussion and encourages outside-the-box thinking. Participants are energized and motivated to take action.

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Corey Baute

Clarian’s recruiting and staffing manager

As a result of this training, managers and leaders come away with critical thinking skills and insights that will enable them to the following:

- Understand workforce drivers behind the critical need for organizations to make talent development a priority
- Identify not only the three areas of managerial accountability within talent development, but also the roles and responsibilities associated with each of these accountabilities
- Recognize the need to embrace talent development as a critical leadership accountability and explain the manager’s responsibility as a developer of talent for the entire organization
- Identify why communicating and networking with other managers, leaders and functions are critical to fulfilling the role of a talent developer
- Identify immediate personal action items that will begin to foster an environment focused on the proactive development of talent

The best talent leaders understand and embrace their responsibilities in these three areas:

- Attracting employees
 - sourcing, hiring, onboarding
- Retaining employees
 - managing, engaging, developing
- Transitioning employees
 - expanding, transferring, letting go

About Clarian Health

In 1997, Methodist Hospital, Indiana University Hospital and Riley Hospitals united to form Clarian Health. Committed to excellence in patient care, education and research, Clarian Health hospitals are considered by many to be the premier health care facilities in Indiana and the Midwest. They are a fixture in *U.S. News & World Report's* America's Best Hospitals list, and 10 Clarian clinical programs ranked among the top 50 clinical programs in 2007.

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Clarian Managers Confront Reality Through Discovery Maps® Learning

While Clarian's human resources staff tries to connect with each group of workers on each group's own level, the company implemented Mosaic with midlevel and director-level management. According to Baute, the program was very well received. "Employees enjoyed the discovery learning approach," he says. "Most people experienced an 'aha' moment, realizing this is a big issue for us not only as an organization but also as a workforce. It brings to life facts that are changing the way we do business. Participants found it effective in making managers aware of their context—this is our world and this is your role in it."

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Mosaic's nontraditional interactive program fits nicely with Clarian's hands-on approach to training. "Components of role-playing and discovery learning are part of our current training initiatives, so Mosaic fit very nicely into our training curriculum," says Baute.



About Paradigm Learning

Paradigm Learning (www.ParadigmLearning.com) is a privately held company based in Tampa, Fla. Since 1994, it has worked with more than half the companies on the Fortune 500 list, creating award-winning business games, business simulations and Discovery Maps® to address a company's specific business needs. Its flagship business acumen training program, **Zodiak®: The Game of Business Finance and Strategy**, has been played by more than 1 million people worldwide. Other products address such issues as talent management, employee alignment, leadership accountability, building teams, project management and organizational change.

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