

# Human Resource Committee

June 2021



# AGENDA

- Overview
- Employee Family Engagement, Recruitment, Retention, and Professional Development
- Compensation and Benefits

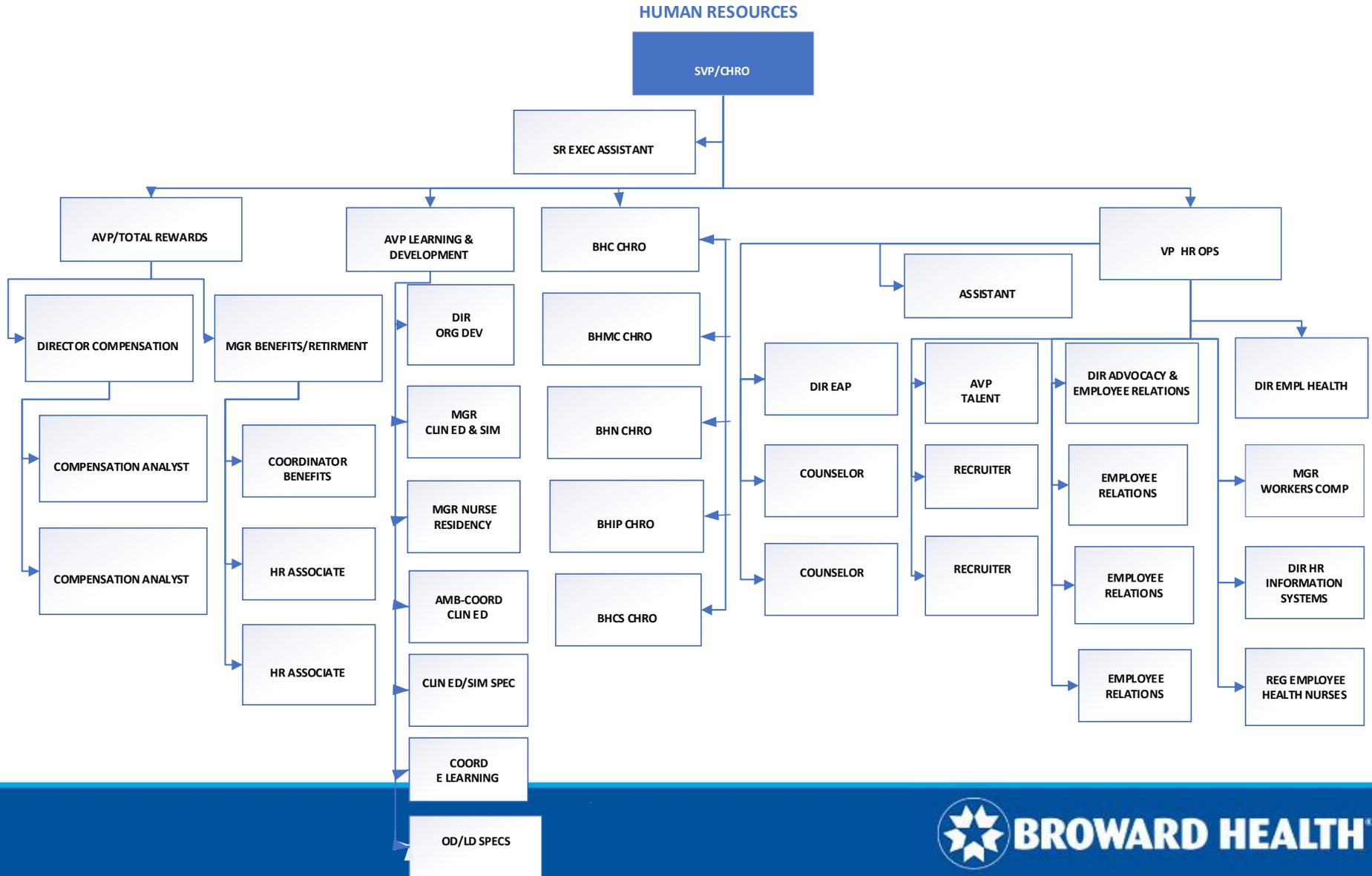
# OVERVIEW & STAFF INTRODUCTIONS

# Broward Health

- Founded in 1938
- 1,579- Licensed beds
- 8,200+-Employees
- 1,701 Medical Staff
- 1.2 Billion Organization
- SWB Budget- 711M, 59%
  - SW- 581M
  - Benefits-130M



# TABLE OF ORGANIZATION



# CORPORATE COORDINATED FUNCTIONS

- Talent Acquisition
- Department of Learning and Organizational Development
- Employee Relations
- Employee Advocacy
- Diversity and Inclusion

# CORPORATE COORDINATED FUNCTIONS

- Employee/Occupational Health
- Employee Assistance Program
- Worker's Compensation
- Compensation and Benefits
- Human Resources Information Systems (HRIS)

# ORGANIZATIONAL CULTURE & ENGAGEMENT

# DIVERSITY, EQUITY & INCLUSION



*Diversity of people and perspectives.*

*Equity in policy, practice & processes.*

*Inclusion via access, voice and organizational culture.*

## WORKFORCE

- ❖ Diversity at the leadership & employee levels of the organization that is representative of the population we serve.
- ❖ Foster a culture of inclusion, equity and access for all employees. Increase employee engagement.
- ❖ Sustainability and accountability – identify and breakdown systemic barriers to full inclusion by embedding diversity and inclusion in policies and practices and equipping leaders with the ability to manage diversity and be accountable for the results

## PATIENT CARE

- ❖ Increased diversity of Physicians & GME that is representative of the population we serve.
- ❖ Develop a highly-skilled and culturally competent workforce.
- ❖ Provide accessibility and culturally competent care to our patients and members of our surrounding communities.

## COMMUNITY

- ❖ Leverage D&I in the marketplace in partnership with customers, suppliers and communities we serve (for e.g. Increased Supplier Diversity-opportunities and access for more minority/women owned vendors/businesses.
- ❖ Reflect organization's commitment to culture of inclusion to the community (i.e. marketing, website, service lines etc.)
- ❖ Identify opportunities and lead advocacy efforts for the organization to engage with our broader communities to promote equity, social justice, and inclusion and support anti-racism, anti-discrimination efforts in our communities.

## DESIRED OUTCOMES

All employee partners and workforce members report a strong sense of belonging/inclusion & demonstrate the knowledge and skills necessary to successfully grow, develop and accomplish organization's diversity goals and initiatives.

Employees at all levels—including the Executive, management and staff levels reflect the rich diversity of the national and local talent pools.

Identified disparities in healthcare, recruitment, retention, and promotions are eliminated.

Broward Health becomes recognized as an employer of choice, patient care provider of choice, national leader in healthcare, research, teaching, and public service related to equity, inclusion, and diversity.



**BROWARD HEALTH**

# DIVERSITY & INCLUSION PLAN



# EDC CHARTER OBJECTIVES

- Conduct a bi-annual/annual self-assessment and employee assessment of the committee's effectiveness each fiscal year.
- Promote opportunities for employees to have meaningful engagement with Broward Health leadership to encourage cultural inclusivity and discuss issues relating to inclusion and equity in the workplace.
- Create awareness of Broward Health's diversity, inclusion and equity initiatives and serve as a communications vehicle to senior management, as well as the overall organization, by helping develop the tone of internal messaging to staff on committee activities and efforts.
- Make recommendations for the development or modification of policies and practices, processes or resources impacting diversity, inclusivity and equity efforts for employees and patients.

# EDC CHARTER & PRIORITIES

- Identify opportunities for Broward Health to engage with the broader community to promote equity, social justice and inclusion and to support anti-racism and anti-discrimination efforts.
- Create opportunities to embed DEI strategies throughout every aspect of the organization.

## EDC PRIORITIES:

- Improve diversity at all levels of the organization but primarily related to the physicians, leadership and governance levels.
- Enhance the organization's DEI training program in order to create an inclusive, culturally fluid workforce and provide culturally competent care to our diverse patient population.
- Foster opportunities to foster a more inclusive environment for the diverse employees, physicians, and leaders that encompass our Broward Health.

# ALIGNMENT

- Orientation
- Annual Performance Evaluation
- Incentives
- Meeting Structures
- Recognition Awards



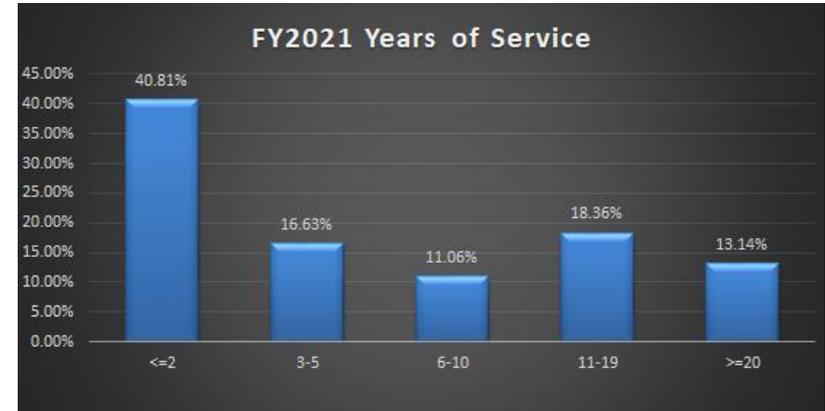
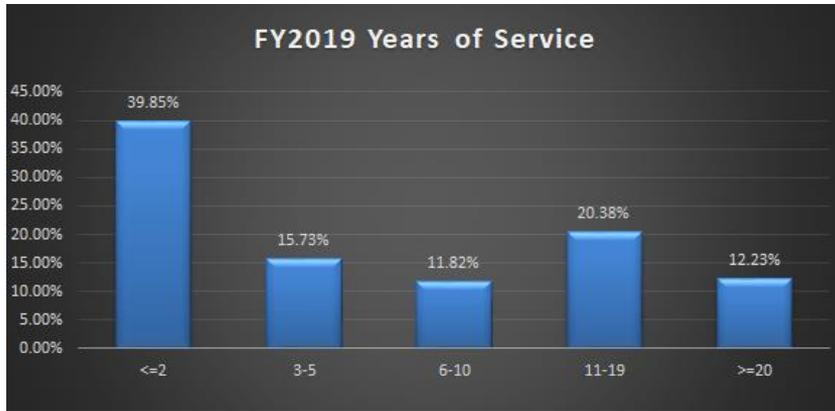
# 2019 EMPLOYEE SURVEY

- 2019 Overall Ranking in the Press-Ganey database was the 12<sup>th</sup> percentile
- Opportunities:
  - High-Quality Care and Service
  - Employee Recognition
  - Career Development
- Moving towards a quarterly survey that is actionable

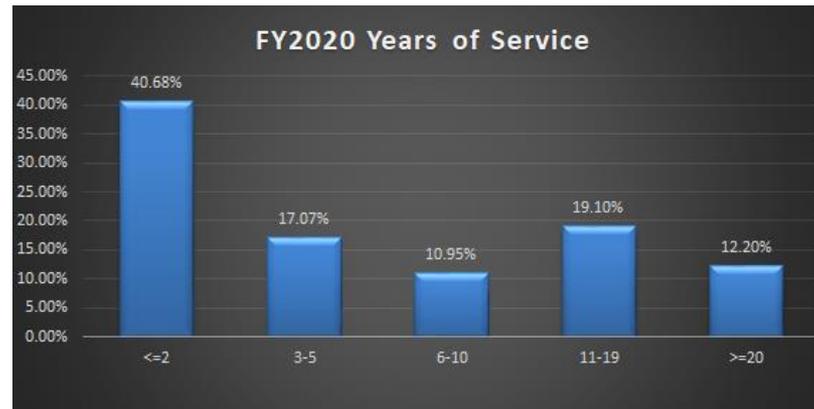
# RECOGNITION PROGRAMS

- Service Awards at 5 years, and every 5 years thereafter
- Valuing Our Stars Program
- Regional Programs
- FY22: New Peer to Peer Program

# FY19 – FYTD21 YEARS OF SERVICE (ACTIVE EMPLOYEES)



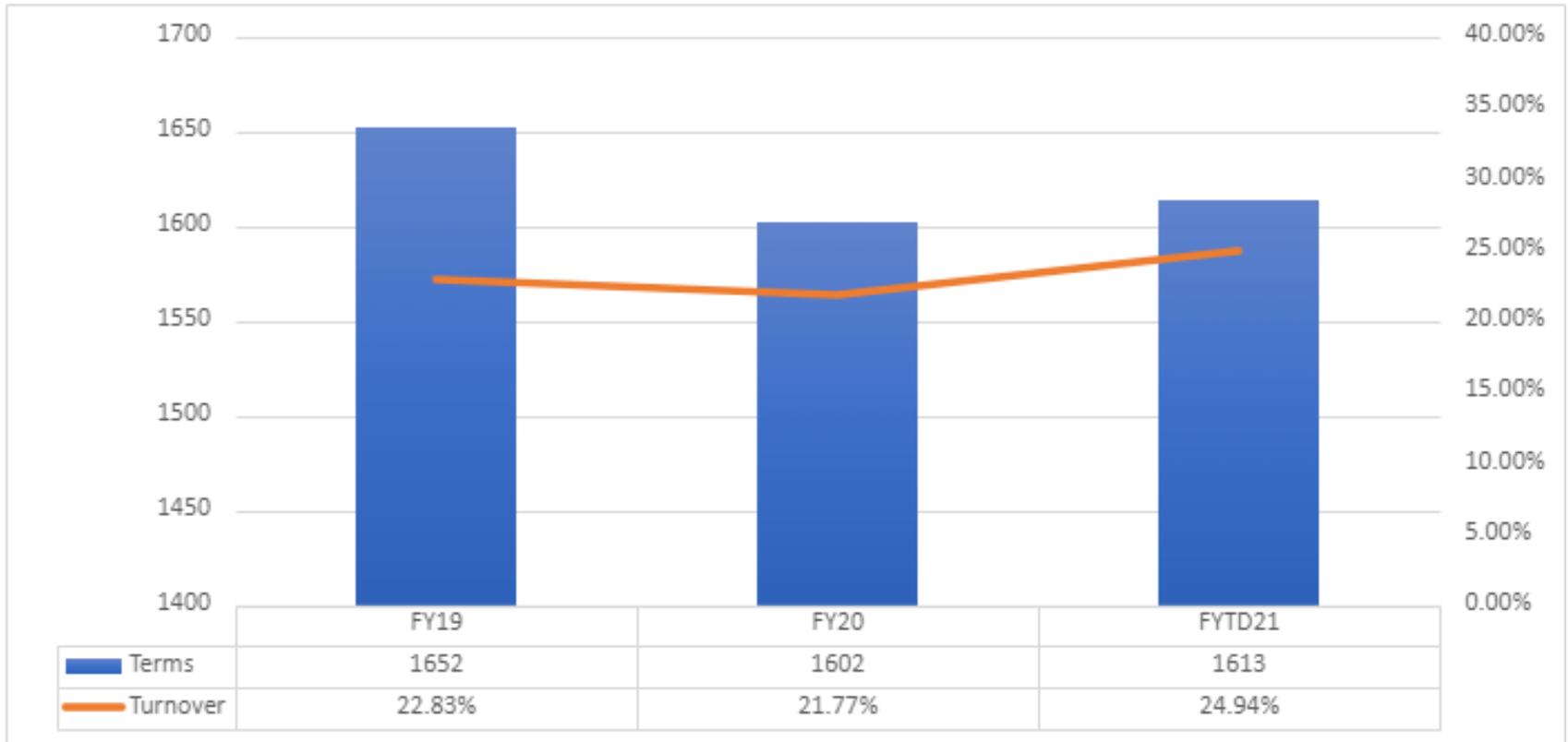
•FY19 – 8.1 years



•FYTD21 – 8.06 years

•FY20 – 7.92 years

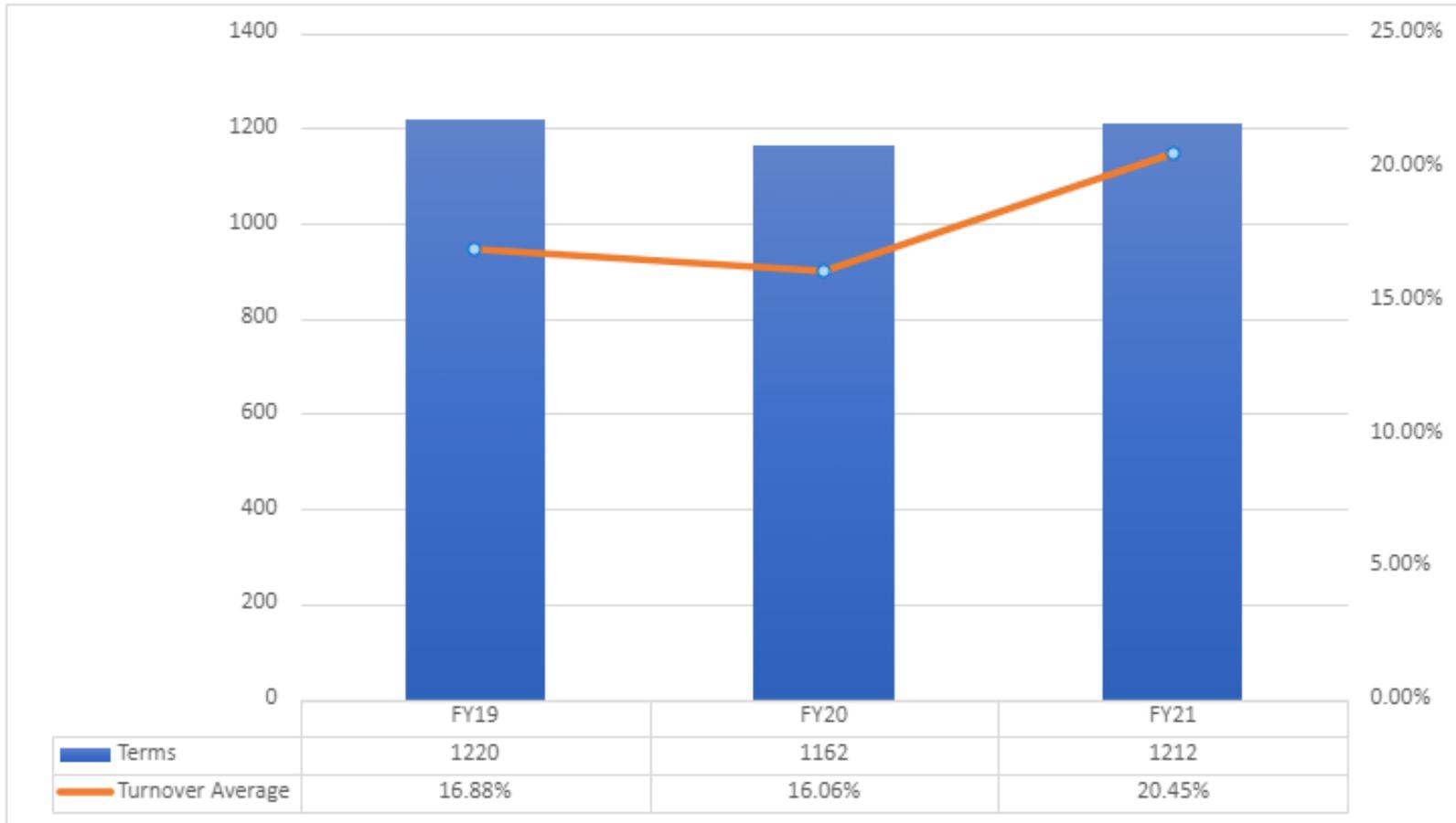
# SYSTEM WIDE TURNOVER



Regional Benchmark: 24.6%

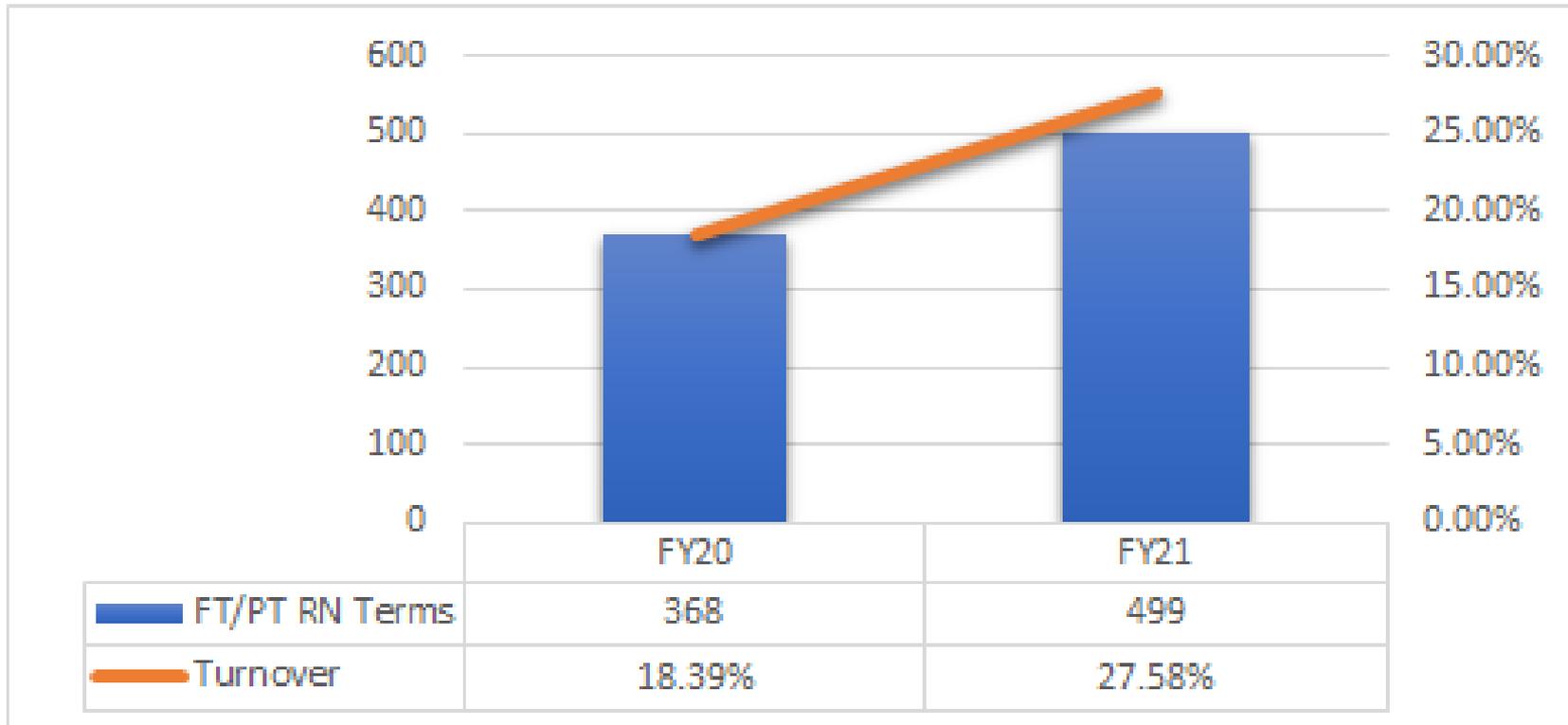
\*Inclusive of ALL employees

# SYSTEM WIDE TURNOVER (FT/PT)



Regional Benchmark: 21.1%

# RN TURNOVER



Recent FHA Data: 24.3%

# TURNOVER DASHBOARD

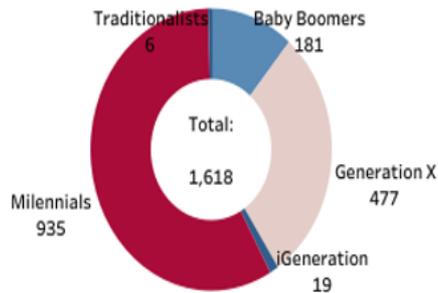
- Overview
- Detail
- Detail 2
- Job Codes
- Reference

## HR Turnover: Detail

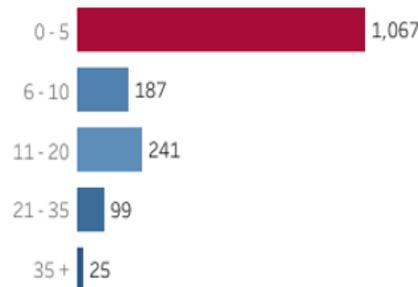
Fiscal year: 
 Region: 
 Job Description: 
 Department:

FYTD Avg Time Variance	FYTD Avg Tenure	Avg Employee	MTD Terms	FYTD Terms	FYTD Terms % as of Prev. Month
7.25	6.55	7,695	57	1,620	26.28

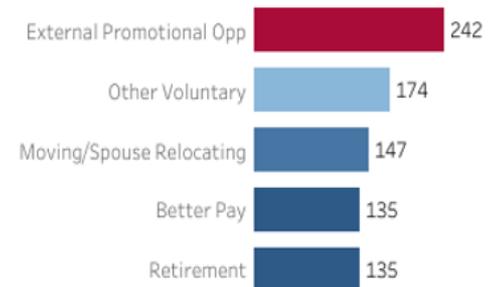
### By Age Range



### By Tenure Years

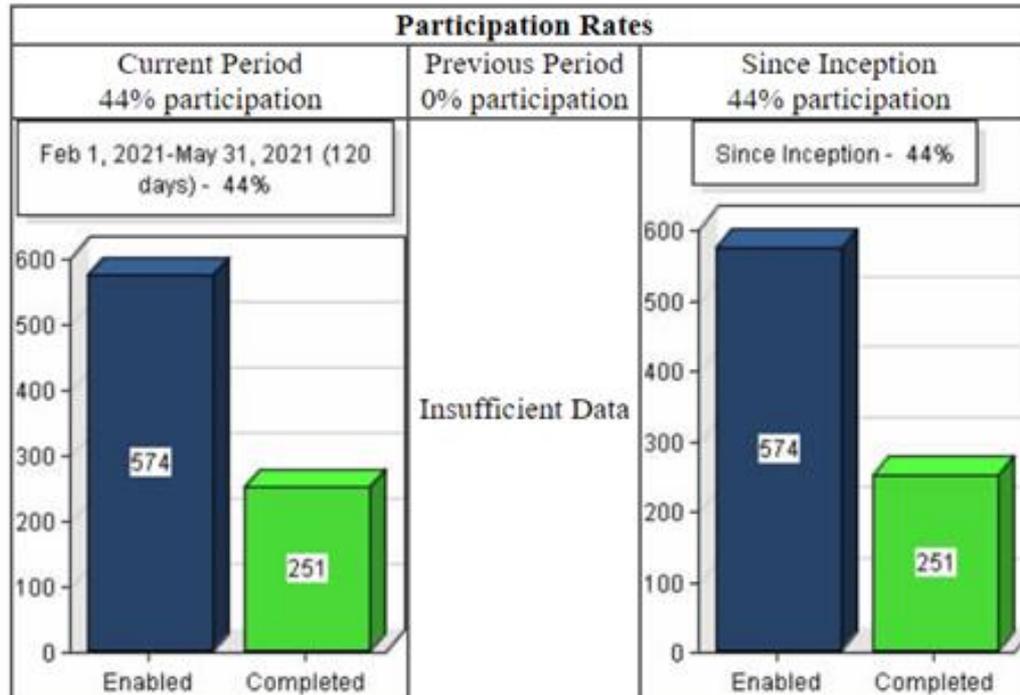


### Top 5 Reason for Leaving



\*Inclusive of ALL employees

# EXIT SURVEY: RETURN RATE AS OF 5/14/21



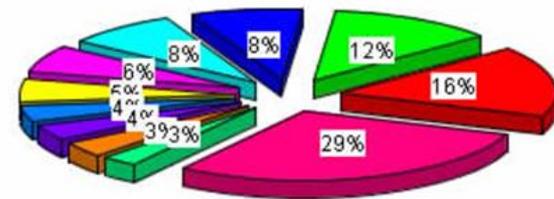
# EXIT SURVEY: REASONS FOR LEAVING

## II. Reasons For Leaving

### A. During Report Period (250 respondents)

The top reasons for employees leaving Broward Health are:

1. Salary: 16%
2. Other: 12%
3. Career change-Different industry: 8%
4. Relocating: 8%
5. Family: 6%
6. Unhappy with work conditions: 5%
7. Retiring: 4%
8. Unhappy with company culture: 4%
9. Health: 3%
10. Recruited by a competitor: 3%



# NEW HIRE SURVEY

## New Hire Survey Questions

### Environment

1. I have been provided the necessary tools to perform my job.

### Management - direct supervisor

2. My leader has provided appropriate training to help me succeed in my position.

### Work

3. The deadlines I have been given are reasonable.

4. I feel appropriately challenged in the work I do here.

5. I understand how my job fits into Broward Health's business goals.

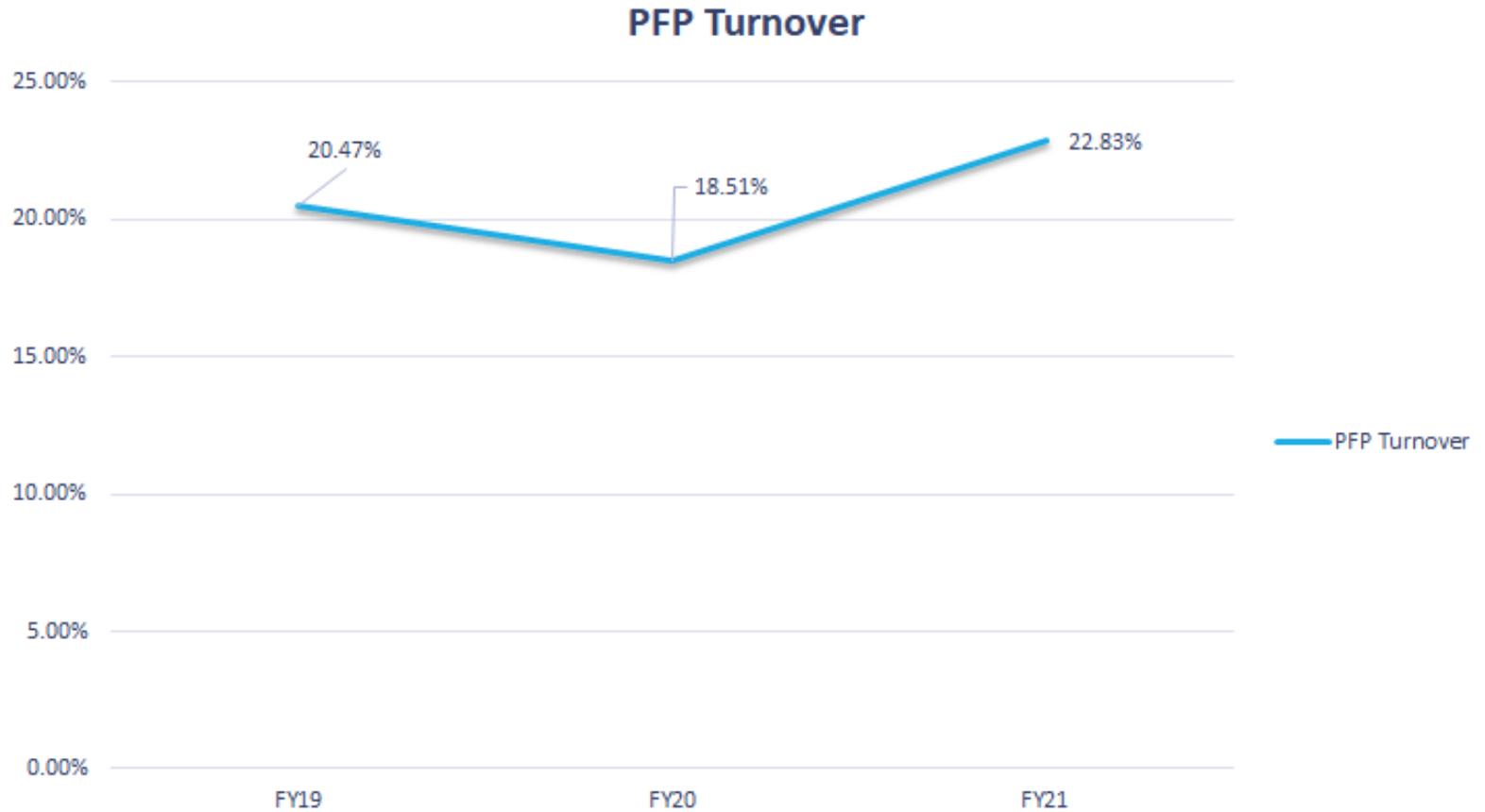
### Compensation

6. I understand and am pleased with the compensation and benefits package Broward Health provides.

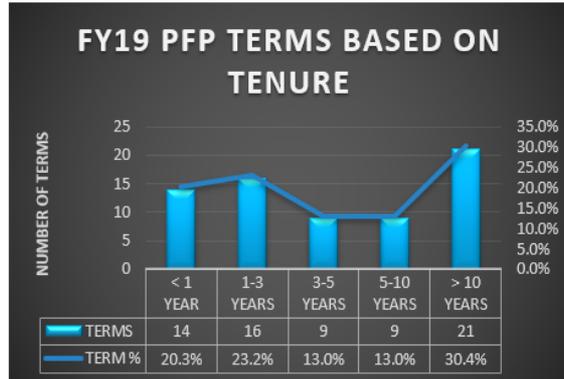
### Company

7. Patient satisfaction is a priority at Broward Health.

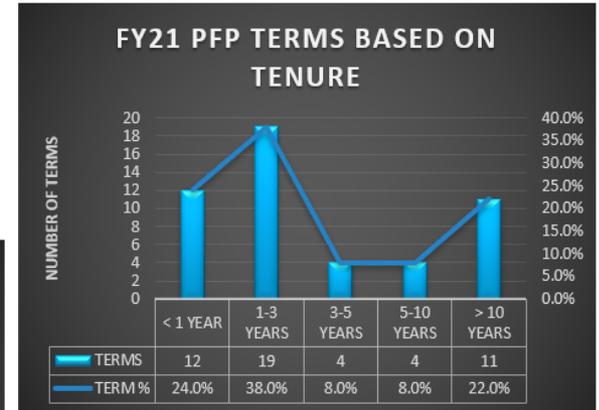
# LEADERSHIP TURNOVER



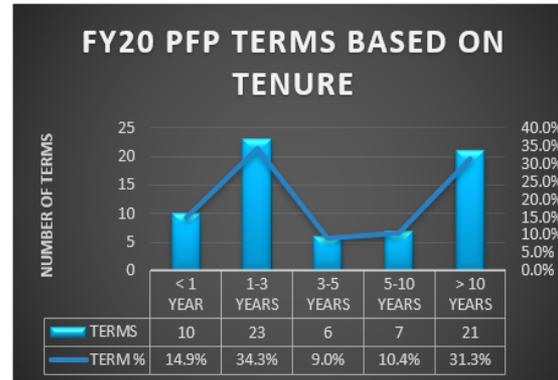
# LEADERSHIP TURNOVER: TENURE & REASONS



- Top Reasons for Leaving
1. Better Job Opportunity
  2. Position Elimination
  3. Retirement
  4. Other Voluntary

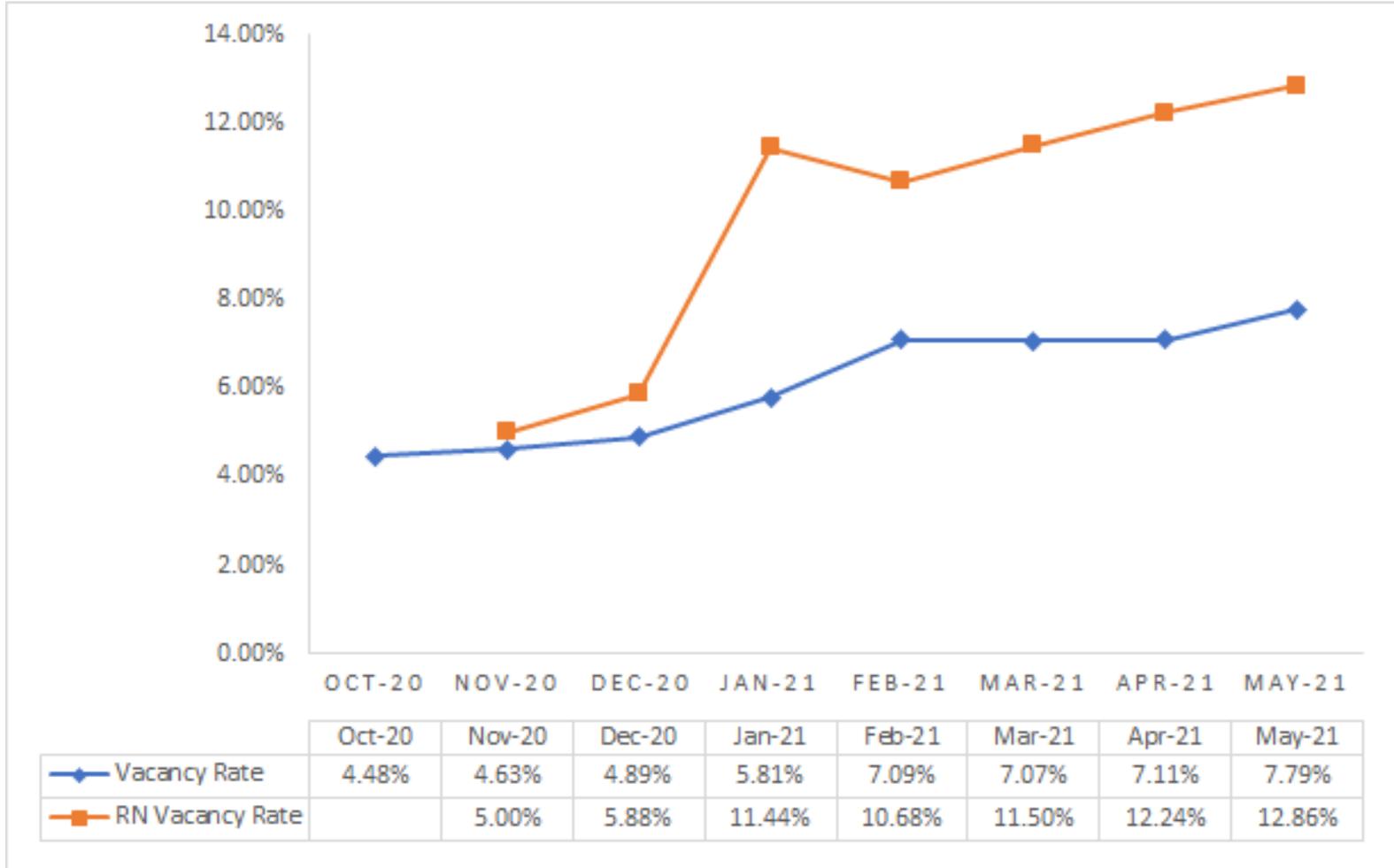


- Top Reasons for Leaving
1. Better Job Opportunity
  2. Position Elimination
  3. Other Voluntary
  4. Retirement



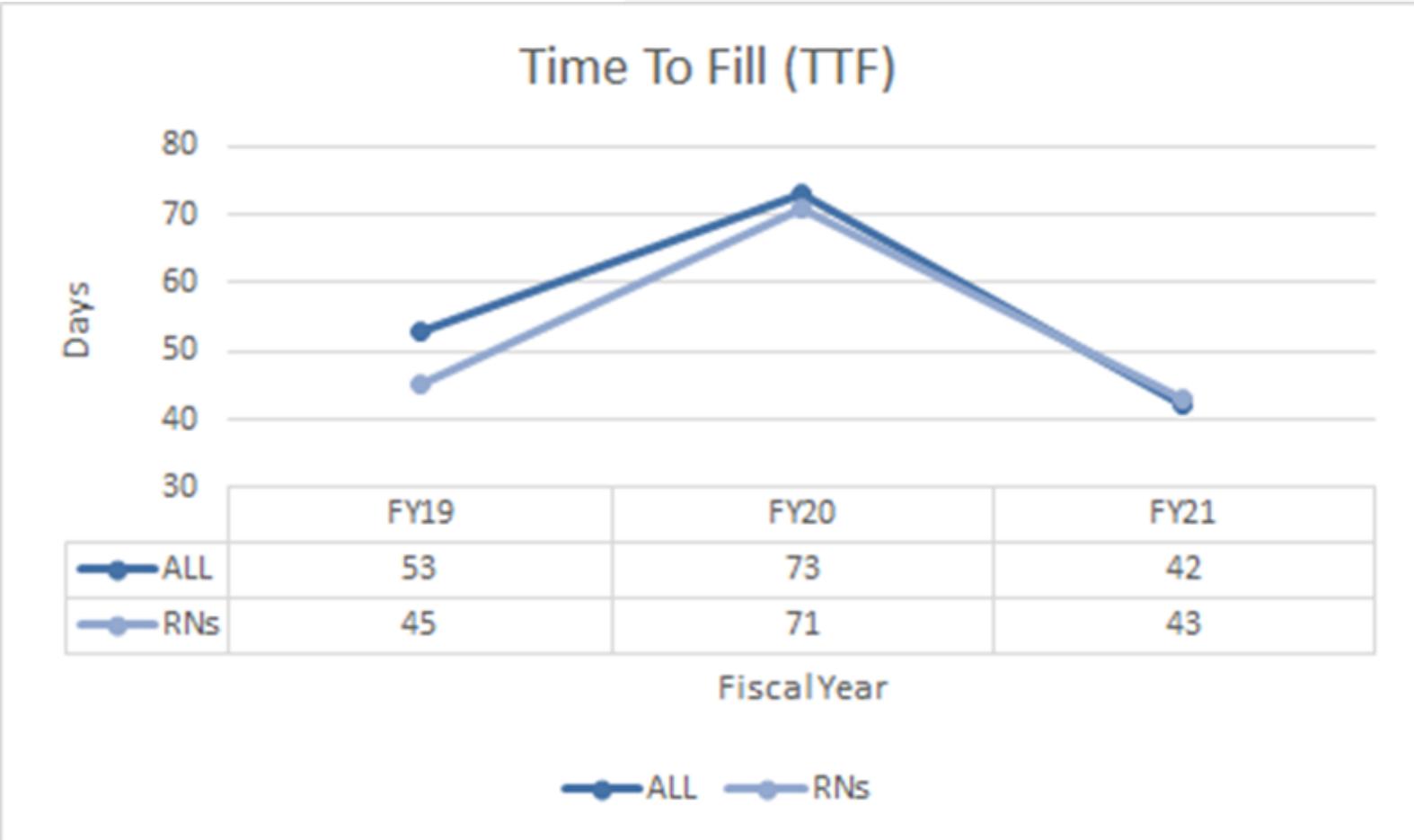
- Top Reasons for Leaving
1. Position Elimination
  2. Retirement
  3. Better Job Opportunity
  4. Other Voluntary

# VACANCY RATE



FHA Benchmark: 9.4%; Regional: 12.2%

# TALENT ACQUISITION



# WORKFORCE PLANNING: STUDENT PIPELINE

Over 25 Master Student Affiliation Agreements covering over 67 clinical and non-clinical programs to support workforce pipeline and attract to the Broward Health System

- FY 19 – 20 – Over 3,600 student placements clinical and non-clinical
- FY 20 – 21 - 30% of normal placement due to Covid – placed critical Allied Health Disciplines and Nursing student ready for graduation
- Currently – at 80% of normal student capacity and expanding
- Active Advisory Board Member – Broward College, Keiser, FIU, FAU, Nova, and Broward County School Board

# WORKFORCE PLANNING: MARKET SHORTAGES

## Critical Programming Areas (in progress)

- Laboratory Technology
- Cardiac Catheterization Laboratory
- Patient Care Associate

# PROFESSIONAL DEVELOPMENT: CLINICAL

- Pathways Nurse Residency Program – Transitioning the novice nurse to practice
- CNO approved Nursing Career Maps
- Clinical & Advanced Training Program (Telemetry, Critical Care, ED, Perioperative, etc.)
- Active Virtual Hospital for Simulation & Training
- American Heart Association Training Center – supporting resuscitation training
- New Nurse Leader Orientation program
- Charge Nurse Academy
- Robust LMS - Courseware
- Advisory Board – Evidence Based Practice Series

# PROFESSIONAL DEVELOPMENT

- Broward Health Leadership University (BHLU) - skills for succession planning:
  - Core, Intermediate, Advanced Leadership Program Tracks
  - iLead – Quick start success program for new leaders
  - New Leader Orientation Program
- Organizational Development – consulting/coaching/mentoring for performance
- Staff Development Programming
- Advisory Board – Professional Development Series for all Disciplines
- In Progress – Comprehensive Succession Plan – selection, skilling, mentoring, transitioning

# PROFESSIONAL DEVELOPMENT - FOCUS

- Support clinical preceptors to facilitate new RN orientation and promote retention
- Support new nurse leaders to facilitate support for new graduate nurses
- Implementation of system wide succession plan and mentoring program
- Broward Health Leadership University - enhanced awareness campaign for development opportunities

# COMPENSATION & BENEFITS

# MARKET OVERVIEW

- Healthcare employment is projected to grow 15% (2019-2029)
- Largest SF Healthcare Employers: Baptist, MHS, HCA, CCF, Tenet, Holy Cross, and University of Miami
- All employers are worried about how they step-down incentives
- Competitors are expanding outpatient services and other care delivery models which will be attractive to our employees. For example, Baptist, CCF, Walmart, Amazon, other Brand Names
- Healthcare Wages will continue to grow and excel beyond 2.4%

# COMPENSATION BASICS

- Individual salaries are set within the salary range based on the candidate's experience, education, and internal equity
- Pay Differentials and Premiums
  - Shift Differentials – additional pay is provided for working evening, nights, and weekend shifts
  - Float pay - paid for staff to float to different areas/floors
  - On-Call, and Call Back Pay (emergent services)
  - Preceptor Pay - compensates clinicians for additional duties related to precepting of new clinically licensed employees
  - Charge Pay - provided to staff level employees designated as shift supervisor
- Annual Merit Increases
  - Salary adjustments of 1%, 2%, or 3% are processed on an annual basis based on performance evaluation

# COMPENSATION BENCHMARKING

## Market Benchmarking

- Is based on several healthcare industry surveys, such as Mercer, Gallagher, Sullivan Cotter, and Willis Towers Watson which provides pricing detail, e.g., the market median
- Facility size, job scope, and peer jobs are additional considerations

## Current Average Salaries

- Our current average salaries are the 40th percentile of the market median for similar positions
- Increasing all jobs to 65th percentile is a significant investment
- Therefore, we currently use a market based “hot jobs” approach

# CURRENT APPROACH

- Throughout the year and during the annual review process "hot jobs" are identified and monitored
- "Hot jobs" are jobs that are:
  - Experiencing high turnover and/or recruitment issues, such as job offer declinations and/or low applicant pools
  - Mission critical and/or organizational initiatives
- Recommendations for hot jobs are similar to the annual review recommendations and/or may require tweaking our hiring approach, such as offering Hire On/Referral Bonuses etc.

# RETIREE BENEFITS UPDATE

- The Aon Retiree Health Exchange (ARHE) provided our retirees with a 99.7% savings opportunity, original projection was 99.5%
- 84.2% chose a savings opportunity plan

	Low	Moderate	High	Extreme	Average
Average Cost/(Savings) by Utilization Levels	(\$2,882)	(\$2,354)	(\$795)	\$881	(\$2,145)
% of Members With Access to Lower Cost Coverage	91.2%	90.0%	76.4%	15.5%	84.2%

- Currently we have over 830 of our retirees now enrolled in the ARHE
- 23% enrolled in a Medigap versus an Advantage Plan
- We are still allowing Retirees in the group plan to transition to the AHRE through the 2022 calendar year

# BENEFITS PLANNING FOR FY22

## Benefit Valuations

- Aon will complete a medical benefits analysis to identify adjustments to employee cost share and expenses
- Mercer will be doing a deep dive of all benefits for market competitiveness

## Goals For Calendar Year 2022

- Increase utilization of BH facilities, physicians and services through medical plan network design

# RETIREMENT PROGRAMS & PLANNING

## Cash Balance Plan

- Eligible employees accrue 5% of base each month after 1 year of employment (up to IRS limits)
  - Automatically enrolled
  - Fully vested after 5 years of eligible service

## Star Plus Retirement Plan

- 403(b)
  - Allows employees to make pre-tax contributions
  - Employer match of 2.4% of first 5% of employee contribution (100% of first 1%, then 35% of next 2% to 5%)
- 457(b)
  - Eligible for additional pre-tax saving up to the annual maximum (unmatched)

# DEFINED CONTRIBUTION PLAN STATISTICS BY VENDOR

403(b) *as of 12/31/2020	AIG/VALIC	FIDELITY
2020 Total Contributions	\$18,866,575	\$18,318,277
Rollovers	\$880,237	\$2,190,693
Total Plan Assets	\$403,260,888	\$277,357,208
Total Active Participants	3,237	2,554
Total Plan Participants	6,011	6,739
Average Account Balance	\$68,048	\$89,123
Average Annual Contribution	\$5,818	\$7,450

Average Fees: Fidelity 0.5% / VALIC  
0.95%

# NON-QUALIFIED PLAN STATISTICS BY VENDOR

457(b) *as of 12/31/2020	AIG/VALIC	FIDELITY
2020 Total Contributions	\$751,721	\$2,072,115
Rollovers	\$198,105	\$335,426
Total Plan Assets	\$11,236,079	\$19,205,128
Total Active Participants	81	276
Total Plan Participants	133	429

# DEFINED CONTRIBUTION AND NON-QUALIFIED PLAN GOVERNANCE & PLANNING

- Finalize Contract with Investment Consultant
- Create internal Retirement Committee, Committee Charter and Investment Policy
- Move to a Single Recordkeeper
- Streamline the investment options to a mutual fund platform, with 14 to 20 active and passively managed options in addition to target date funds
- Automatic employee enrollment with annual increases with an opt out option

# KEY TAKEAWAYS

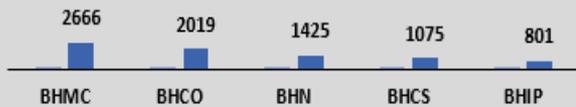
- Lawson/HRIS Upgrade is Foundational
- Compensation & Benefits Positioning
- Retirement Planning
- Community Partnerships to ensure a Workforce Supply is Essential

# APPENDICES

# PLANNING DATA

# EMPLOYEE STATISTICS DASHBOARD

Employees by Region



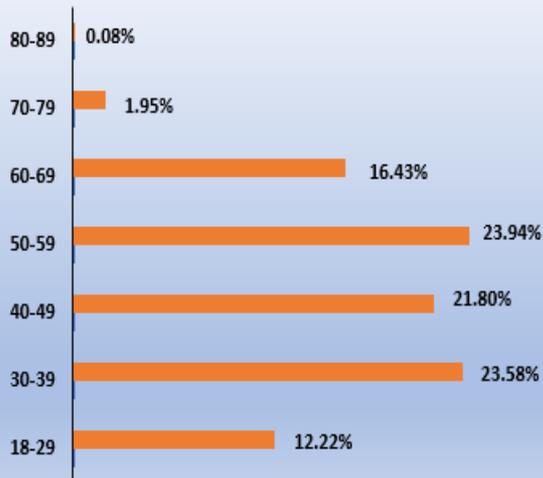
Total Employees

7986

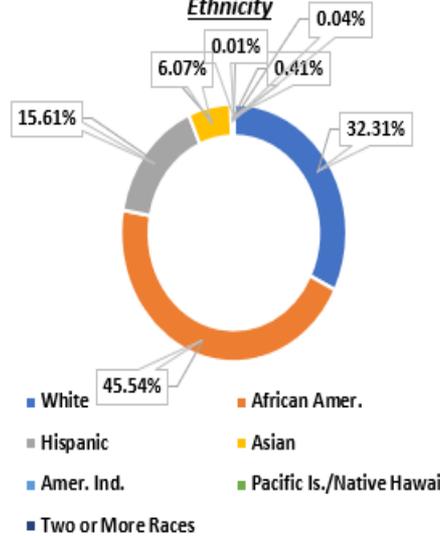
Gender

Male	Female
1914	6072

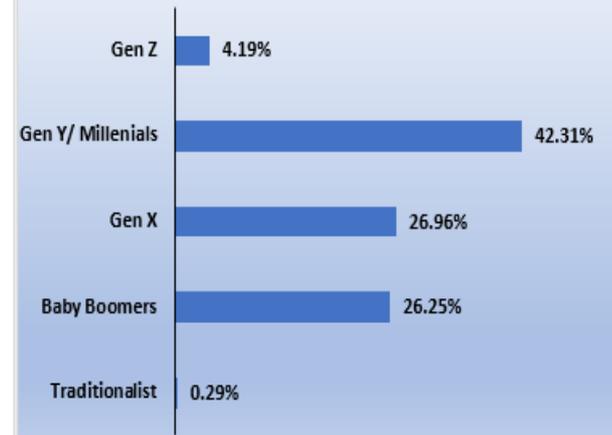
Age



Ethnicity



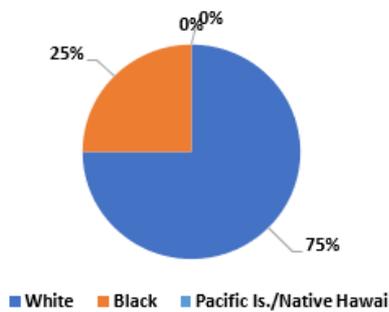
Generation



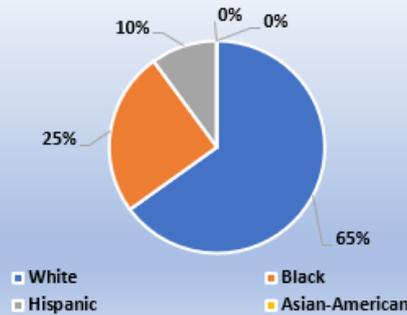
\*Dashboard data represents Quarter 1 of 2021

# EMPLOYEE STATISTICS DASHBOARD

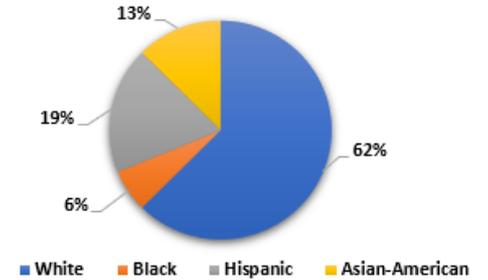
**Board Members**



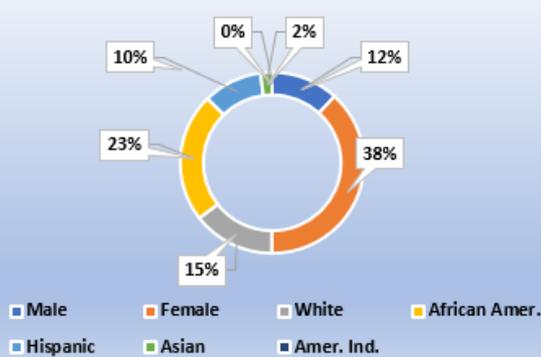
**Regional C-Suite (Ethnicity)**



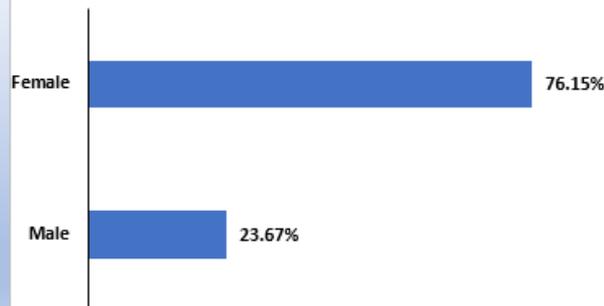
**Executive Leadership**



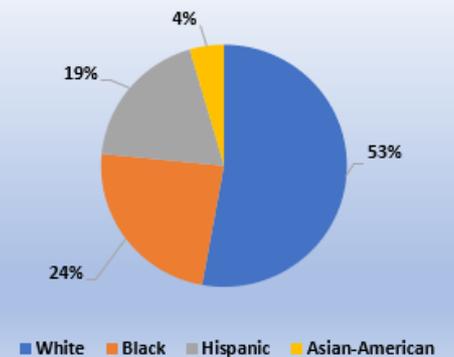
**New Hires (Race)**



**New Hires (Sex)**

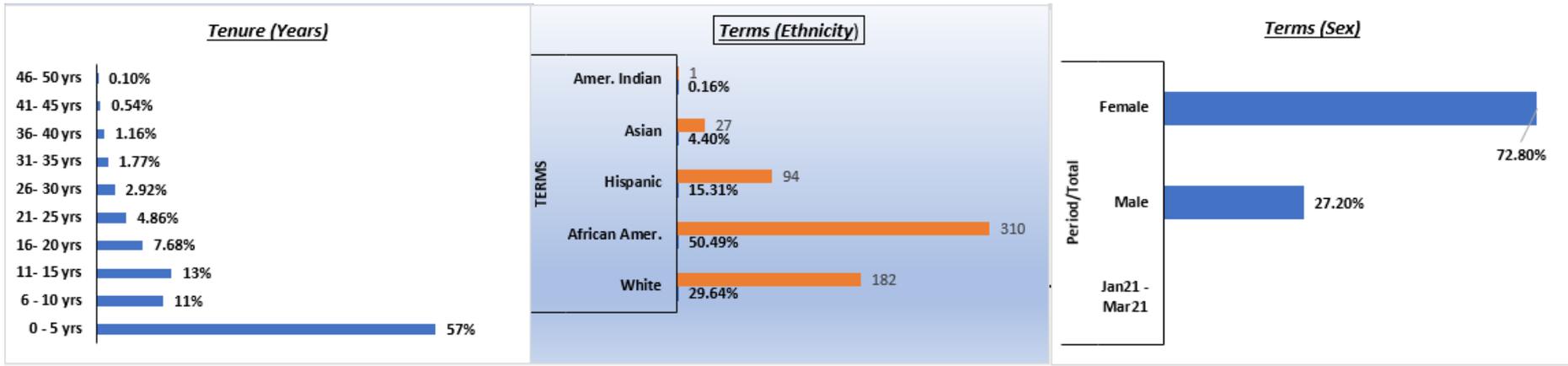


**First and Second Level Managers**



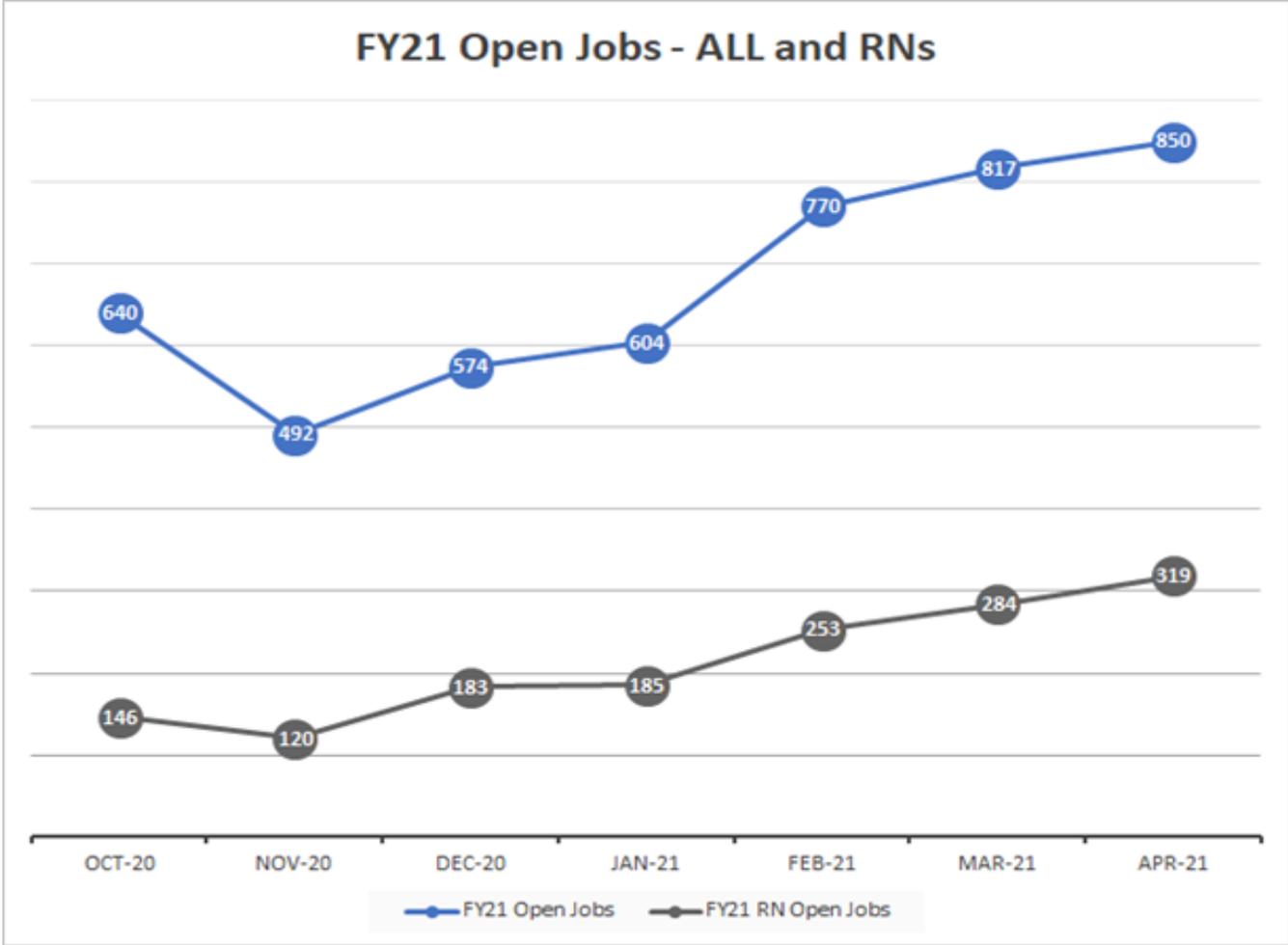
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# EMPLOYEE DASHBOARD

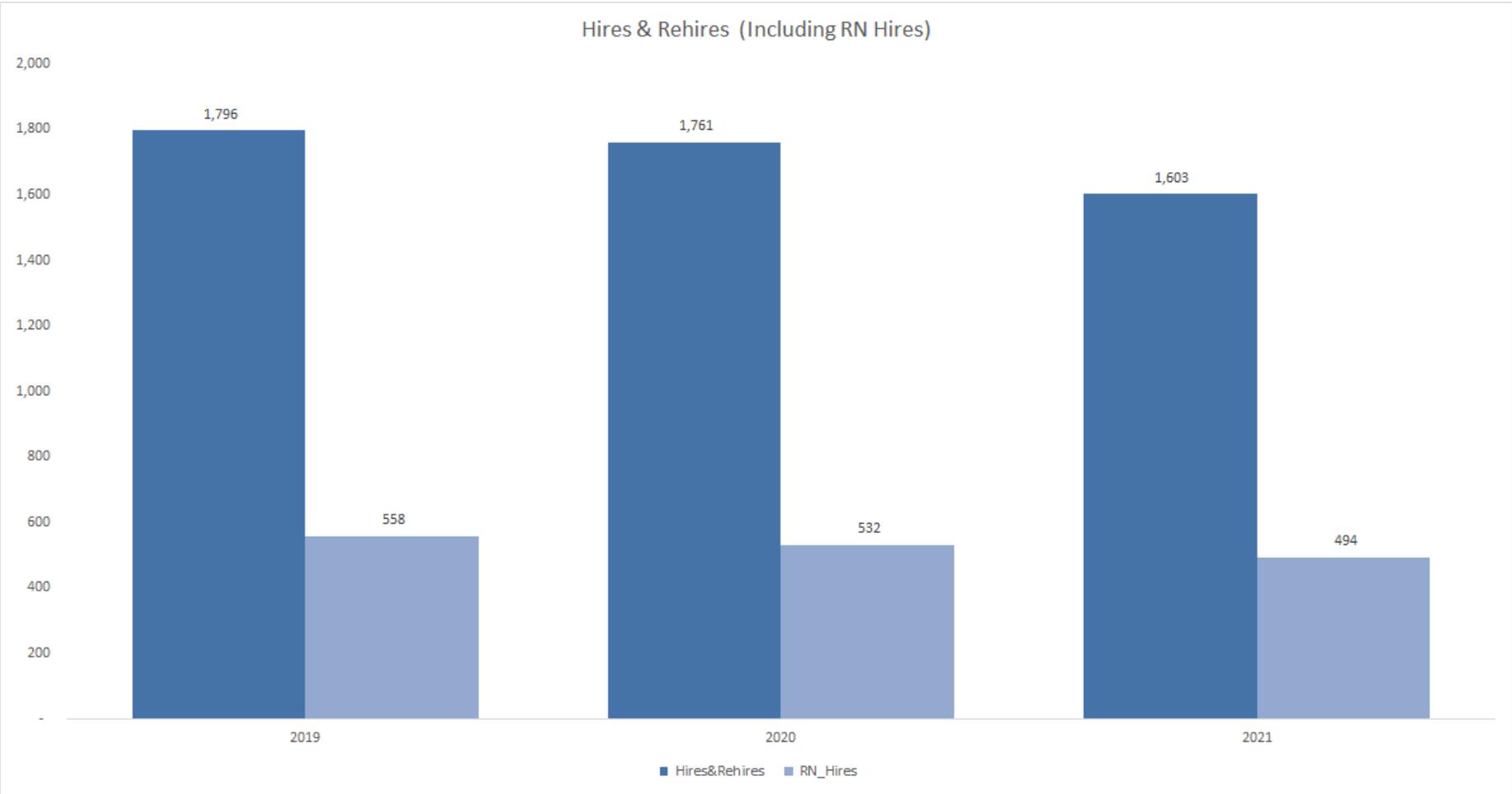


\*Dashboard data represents Quarter 1 of 2021

# TALENT ACQUISITION



# TALENT ACQUISITION



# COMPENSATION

# COMPENSATION PLANNING

## Annual Market Review Process

- The Total Rewards team evaluates the combination of compensation and the value of benefits and perks during the budget process each year
- The goal is to provide a competitive total rewards package to promote effective Recruitment and Retention
- Recommendations are then provided to Executive Leadership for review and to enable prioritization based upon the organizational goals and available financial resources

# COMPENSATION

## At Risk Compensation/Bonuses

- Management At Risk Compensation based on fiscal year performance of scorecard metrics
- Discretionary Staff Bonus
- VP/CEO Achievement Awards provided to employees who exhibit exceptional service
- Clinical Practices Recognition Awards are provided to several clinical disciplines for clinical excellence
- Hire on/Retention one-time payments at hire are available for critical jobs as identified by Regions based on vacancy rates, turnover rates, and time to fill
- Referral Bonus paid to BH employees who assist with recruiting hard to fill jobs
- Extra Shift Incentives are offered for critical needs areas

# COMPENSATION BEYOND BASE PAY

- Pay/Differentials
- Individual salaries are set based on the candidate's experience and internal equity
- 2nd Shift (3:00 pm to 11:30 pm), 3rd Shift (11 pm to 7:30 am), and Weekend pay differentials are provided for jobs requiring 24/7 staffing coverage
- Differentials range from \$1 per hour to \$6 per hour based on job type and shift
- Float pay differential of 5% is paid for staff to float to different areas/floors
- On-Call, and Call Back pay is offered for most staff level positions
- On call pay ranges from \$2 to \$3 per hour based on job type
- Call Back is paid at 1½ times the employee pay rate
- Preceptor Pay differential of 10% compensates clinicians for additional duties related to precepting of new clinically licensed employees
- Charge Pay differential of 6% is paid to staff level employees designated as shift supervisor
- Annual Merit Increases
- Salary adjustments of 1%, 2%, or 3% are processed on an annual basis based on performance evaluation

# BENEFITS

# CURRENT BENEFIT PROGRAMS

## Medical (3 choices)

- Aetna Choice POS II – HDHP
  - 83% Actuarial Value \*
  - Low payroll deductions
  - Higher Deductibles and Out of Pocket Limits
  - Health Savings Account (HSA)
- Aetna Choice POS II – Best Choice PPO
  - 88% Actuarial Value \*
  - Mid-level payroll deductions
  - Lowest Deductibles and Out of Pocket Limits
- Aetna Open Access – Aetna Select (EPO)
  - 92% Actuarial Value \*
  - Higher payroll deductions
  - Mid-level Deductibles and Out of Pocket Limits

## Health FSA and Dependent FSA

\* Under ACA, an employer-sponsored plans must provide a minimum actuarial value of at least 60% of the total allowed cost of benefits that are expected to be incurred under the plan.

# CURRENT BENEFIT PROGRAMS

## Dental

- Aetna Dental (Dental Maintenance Organization)
  - \$5 office visit Copay
  - No annual maximum
  - Orthodontia Screenings at a reduced cost
  - Orthodontia with a Lifetime Max benefit
- Reliance Dental (Preferred Provider Organization)
  - \$50 Deductible – 3X Family Max
  - \$1,250 annual maximum
  - Preventive cover in full
  - Other services have coinsurance
  - Orthodontia 50% coinsurance with \$1,500 per person lifetime maximum

## Vision

- Aetna Vision
  - Annual Eye Exams with Copay
  - Lenses with Copay
  - Frame Allowance – two years

# CURRENT BENEFIT PROGRAMS

## Life and AD&D

- Reliance Standard Basic Term Life and AD&D
  - Basic 1 times salary, \$500K maximum
  - Accidental Death and Dismemberment (AD&D) up the level of Term Life
- Supplemental Life
  - Employee up to \$500K guarantee issue, \$1M maximum with screening
  - Spouse up to \$50K guarantee issue, \$250k maximum with screening

## Disability

- Reliance Standard Short-Term Disability (STD)
  - Staff only
  - 60% of weekly pay after 18-day elimination period
  - 24 weeks
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  - Staff only
  - 60% of weekly pay after 18-day elimination period
  - 24 weeks

# CURRENT BENEFIT PROGRAMS

## Voluntary Plans

- AFLAC
  - Critical Illness Insurance
  - Hospital Indemnity Insurance
  - Additional Services
    - Medical Bill Saver
    - Personal Wellness
    - College Assistance
- Nationwide Pet Insurance
- Hyatt Legal
- Other Benefits
  - Tuition Assistance
    - Associate's degree \$105 per credit hour
    - Bachelor's degree \$200 per credit hour
    - Additional Services
    - Master's degree \$370 per credit hour
    - 10 credits max per semester
    - Part-time eligible - 50% of reimbursement rate
    - Certifications \$500 max per year for approved certification exam
- Employee Assistance Program
- On-Call Travel Assistance

# CURRENT BENEFIT PROGRAMS

## Wellness Programs

- Nutritional Resources supporting wellness and weight management
- Wellness Resources
  - Onsite wellness centers
  - Employee Assistance Staff
- Seminars focusing on physical, mental and financial wellness
- Employee Health providing free vaccinations, health screenings and much more
- Onsite Retail Pharmacy

# HR PLANNING

# **BROWARD HEALTH MISSION**

*The mission of Broward Health is to provide quality health care to the people we serve and support the needs of all physicians and employees.*

# **BROWARD HEALTH VISION**

*The vision of Broward Health is to provide world-class healthcare to all we serve.*

# VALUES

- Exceptional Service
- Collaborative Team
- Accountability for Positive Outcomes
- Fostering Innovation
- Valuing our Employee Family

# MARKET OVERVIEW

- Competition for highly skilled and educated workforce
- Employers are adapting to the needs of younger workers. For example, work-life balance, education, flexible “gig” schedules, social, purpose-driven, updated technology, and a relaxed environment
- Those that adopt AI, Machine Learning, and Predictive Tools are more likely to deliver lower cost and higher quality
- Growing Unionization Threats

# COMPETITIVE LANDSCAPE

- Growing outpatient market with Baptist, UM, and CCF
- Baptist (north), Holy Cross, and HCA/MHS are our top three competitors for talent
- Telework, Technology, and Flexibility
- COVID-19 Impact (What do employees want?)

# IMPACT OF COVID-19

- Increase in Public Health Opportunities
- Changed Management and Front-Line Worker Relationships
- Difficult to Step-Down Wages
- Telework and the impact to building a Culture
- More Value on Family and Flexibility due to Impaired Work Boundaries
- Exhaustion and Burnout

# HR STRATEGIES – INITIATIVE AND TACTICS

Strategies	2022	2023	2024
<p><b>Expand a Culture of Purpose and Inclusion</b></p> <p><b>Theory:</b>  <b>Cultural Match = Recruitment and Retention</b></p>	<ul style="list-style-type: none"> <li>- Work with Leadership to better define who we are, e.g. Our Story</li> <li>- Employee Focus Group for “I Want and I can Give”</li> <li>- Partner to cultivate and share grass roots stories</li> <li>- Do we have employees or Stakeholders</li> <li>- Validate 5 Star Values</li> <li>- Develop partnerships for Service Days</li> <li>- Diversity and Inclusion (See Detail)</li> <li>- Identify Processes that may be bias or contribute bias</li> <li>- Revamp Recognition Program</li> <li>- Best Place To Work Assessment</li> <li>- EOS: Quality/Recognition/Career</li> <li>- EOS Survey late FY2022</li> </ul>	<ul style="list-style-type: none"> <li>- Redesign application and onboarding to hardwire culture understanding</li> <li>- Assess applicants for cultural fit using a predictive tool</li> <li>- Implement Service Days and PL or other credits</li> <li>- Assess Recognition Improvement</li> <li>- Blind the application process to reduce bias and ensure all qualified applicants are reviewed</li> <li>- Assess for DNI Certification</li> <li>- Action Plan for EOS</li> </ul>	<ul style="list-style-type: none"> <li>- See evidence on survey of top decile for work life</li> <li>- Apply for Best Places To Work DNI Certification</li> </ul>

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Strategies	2022	2023	2024
<b>Drive a Talent Strategy</b> <b>(Overlap with Benefits)</b>	<ul style="list-style-type: none"> <li>- Hiring Leader Assessments (What are you solving for?)</li> <li>- HR Participation in Leader Hires</li> <li>- Better assess the talent graduating from local colleges and universities</li> <li>- Hold Leaders and HR accountable for the Talent Acquisition Process</li> <li>- Transparent reporting of vacancy and turnover</li> <li>- Workforce Planning Group to identify the skills required for now and the future to update JDs</li> <li>- Incorporate Exit Interview Data</li> </ul>	<ul style="list-style-type: none"> <li>- Improve social media image to conform to Gen Z</li> <li>- Automation of vacancy and turnover reporting at the department level</li> <li>- Develop internal job hops</li> </ul>	<ul style="list-style-type: none"> <li>- Hire while in school / evaluate Scholarship Programming</li> <li>- Partner with local university for BH on-board college credit courses</li> </ul>

# HR STRATEGIES – INITIATIVE AND TACTICS

Strategies	2022	2023	2024
<b>Ensure Competitive Compensation and Benefits</b>	<ul style="list-style-type: none"> <li>- Adopt Methodology with Leadership, Hot Job Review every 6 months (a la carte)</li> <li>- Align compensation enhancements with the Strategic Plan</li> <li>- Implement Title and JD Project</li> <li>- Secure Fiduciary and Assess Retirement Savings</li> <li>- Assess Educational Benefits</li> </ul>	<ul style="list-style-type: none"> <li>- Healthcare Plan Design that leverages our System and Pharmacies</li> <li>- Evaluate Student Loan Forgiveness Programs</li> <li>- Design educational programming from formal gap analyses</li> <li>- Who will be displaced by AI and Outsourcing? Retrain, Redeploy</li> </ul>	<ul style="list-style-type: none"> <li>- Evaluate full scholarship with work commitments for hot job, difficult skills sets in partnership with local youth</li> </ul>
<b>Update Technology to Meet the Needs of Leaders and Employees</b>	<ul style="list-style-type: none"> <li>- Lawson Upgrade</li> </ul>	<ul style="list-style-type: none"> <li>- Ensure Leverage and Use of Lawson as intended</li> </ul>	<ul style="list-style-type: none"> <li>- Employee Data in the Data Lake with Predictive Tools</li> </ul>

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Strategies	2022	2023	2024
<b>Centralize and Expand Employee Health and EAP by Leveraging Technology</b>	<ul style="list-style-type: none"> <li>- EH Space Planning and Move</li> <li>- Scope of Services</li> <li>- Clearly define Aetna's progress with employee care gaps</li> <li>- Purchase Telehealth Equipment</li> <li>- Twice a year Biometric Screenings</li> </ul>	<ul style="list-style-type: none"> <li>- Expand EAP Services to Include Telehealth</li> </ul>	<ul style="list-style-type: none"> <li>- Integrated Employee Population Health Program</li> </ul>
<b>Establish a forum for Sr. Leadership to Level Set with Supervisor and up once a quarter</b>	<ul style="list-style-type: none"> <li>- Work with new President/CEO scope, content, and forum</li> <li>- Conduct Leadership Development Gap analysis to secure educational programming</li> </ul>	<ul style="list-style-type: none"> <li>- Commit to regular cadence and relevant development</li> </ul>	<ul style="list-style-type: none"> <li>- NA</li> </ul>