ABOUT

Hospital	Progressive Health Hospital – 200 beds
Department	HR Executive
Experience	4 years as CHRO, 10 years as Senior Dr. of HR
Shift	Salaried, represents all shifts
Location:	Headquarters / Corporate
Education	Masters in Org. Dev., SPHR,CFP,SHRM-CP
Age	55

As a Chief HR Officer, Felicity's main customers are the employees and the Board. She spends her time in cross-functional meetings and in planning sessions to roll out or guide talent initiatives, which her team designed. Her budget shrunk or remained neutral, yet she still must improve on core people-centered metrics. She must oversee the entire employee lifecycle—from hire to retire. Her staff is often outnumbered 200-to-1 yet she's expected to personalize the talent journey for every employee. She struggles to prove HR is not just a cost center but instead a strategic value-add to the business. She strives to bring people management to the same level of rigor and preciseness as other C-level executives' areas, such as the CFO's or COO.

Felicity Smith, CHRO

"Putting the right person in the right place at the right time with the right skills is HR's mission—and it's really hard to get right."

Greatest challenges:
- *Employee* Experience – Ensure talent journey is clear, beneficial, and rewarding for employees
- Vendor Management – Negotiate with diverse software and consulting vendors and persuade them to work together
- Measurement and Data – Capturing enough accurate data for use in decision-making and benchmarking, senior leaders
- Content – All talent workflows, from recruiting through compensation, must involve smart, accurate, legal content
- Legal & Compliance – Employees must be aware of the right policies and know how to follow them every day
- Proving Value – As a cost center, continually show how we add value, mitigate risk, and help serve patients by serving employees

Resources she needs most from HSTM:
- Performance Management, Compensation, Recruiting / ATS, Leadership Management, Leadership Content, MyHRanswers, Total Rewards (HR Communications), Conversation Management, HEI / Consultation / Coaching, LMS

What excites her:
- Seeing employees grow on their career path and become leaders
- Seeing HR metrics improve (less turnover, higher engagement)
- New technologies that make HR's and employee's jobs easier
- Securing more budget to improve talent management

What workflows she engages in *most*:
- Meetings – cross-functional and executive meetings
- Migration – moving employees toward newer, more automated workflows and technologies
- Initiative Design – building/approving the workflow for initiatives (i.e. performance appraisals or change management)
- Data/Reporting – presentations for executives or Joint Comm.
- Vendor-Driven Projects – helping vendors to help us

Confidence in her job

Technology skills

Stress

Mobile usage

TECHNOLOGY
- PC at her desk
- Clunky hospital-issued laptop
- Paper / Filing Cabinet
- Vendor reporting tools
- HR Platform (i.e. HSTM, Workday, etc.)
- Timekeeping system

RESOURCES SHE CAN ACCESS
- Bersin / Deloitte Membership
- Advisory Board Research
- ASHHRA Research and Conference
- Talent and HR Blogs
- Credentialing System
- Legal Employment Services
- Personal subscriptions to:
  - SHRM / Conferences
  - HR Executive Magazine
  - HR Pulse Magazine
  - Workforce Magazine
- Data Security software
- Archiving data services

HealthStream®

Catherine, CCO

Grace, CNO

"Trying to balance optimal care delivery, alongside margin pressure is my greatest concern."

As a CNO, Grace spends most of her time attending meetings and responding to emails. She has very limited resources, though a lot of weight on her shoulders related to patient care. Public transparency to her organization's care performance and the risk of litigation keeps her up at night. She is under constant pressure to do more with less, given margin pressure. She struggles some days since she's not as confident in her level of business acumen alongside her CEO and CFO. Though she still feels compelled to leave a mark on healthcare and on her profession.

Greatest challenges:
- Assuring perception of quality care – outcomes showing incremental improvement
- Limited budget to address scope of problem – high risk of failure without creativity
- Reducing costs, especially given turnover and alongside limited business/strategy expertise
- Quality of leadership reporting to her
- Complex buy-in and decision-making process given silos
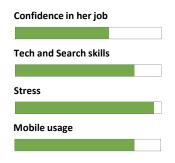
Resources she needs most from HSTM:
- Clinical workforce analytics
- Effective Residency and onboarding for retention
- BLS, ACLS, PALS, NRP
- HCAHPS and Nurse satisfaction
- Frontline access to evidence to minimize risk of litigation
- Documentation of staff competence for accreditation
- Leadership development to assure broad impact

What excites her:
- Seeing patient outcome improvement (self-fulfilling)
- Nurses expressing satisfaction and pride
- Innovative resources that may help her make a difference

What workflows she engages in *most*:
- Email
- Research – published improvement studies or success stories
- Data dashboards – HCAHPS, bed occupancy and length of stay, staff levels
- Many in-person meetings

Confidence in her job

Tech and Search skills

Stress

Mobile usage

TECHNOLOGY
- PC at her desk
- Laptop she brings to meetings
- iPhone

RESOURCES SHE CAN ACCESS
- Research DB CINAHL
- HR Platform Success Factors
- Org Intranet
- OneNote & Outlook
- AONE Listserv
- EMR – Cerner
- Care Planning – Micromedex
- Personal subscriptions to:
  - Nursing Management
  - Journal of Critical Care

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