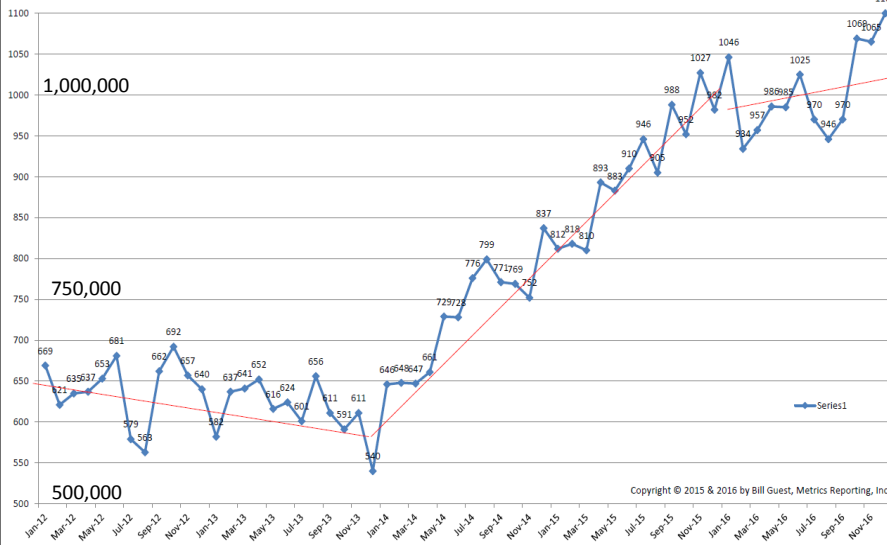


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U.S. Health Care Job Openings Trends, 2012-13, 2014-15, and 2016 (1,000s)



Jobs Market Challenge:
Job Openings

- Over 1.1 million health care jobs open in USA
- Fill 3100 positions/year
- First-Year Turnover is our indicator for **Quality of Hire**
- Reduced first-year turnover from 25.30% baseline in 2010 to 19.66% in DEC 2013

Cognitive Elements



- Judgment & Decision Making
- Critical Thinking
 - * Reading Prose (procedures)
 - * Reading Documents (Charts, Graphs, Forms)
 - * Math (Quantitative Reasoning)

Character Elements

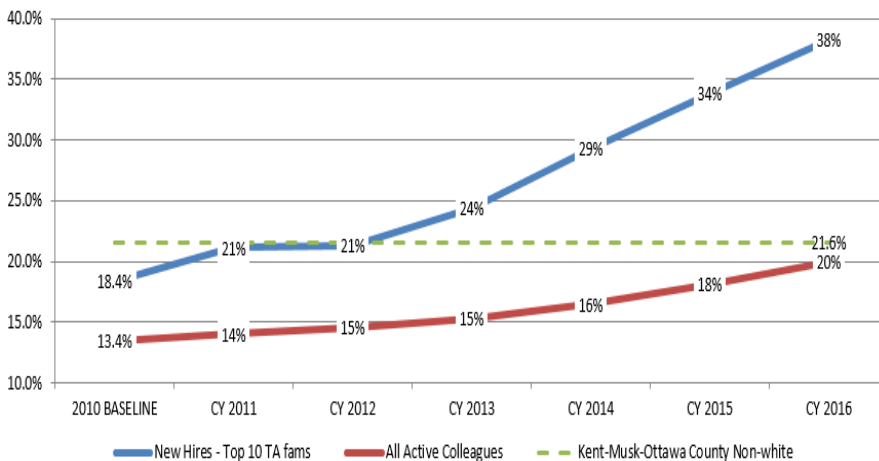


- Overall Job Fit (personality and behavior)
 - * Recruiter SIG - (Perception, Service Orientation, Active Learning, and Office Administration)
 - * Manager SIG - (Time Management, Influence, Teamwork, Critical Thinking)
 - * Reference Checks (360 Blind Reference)

Evidence-Based Selection Process:
Hiring Requirements

- Credentials
- Critical Thinking and Problem Solving
- Character – Behaviors and Personality Factors
- Structured Interviews
- Reference Checks

Mercy Health West Michigan Region
 Diversity Trend

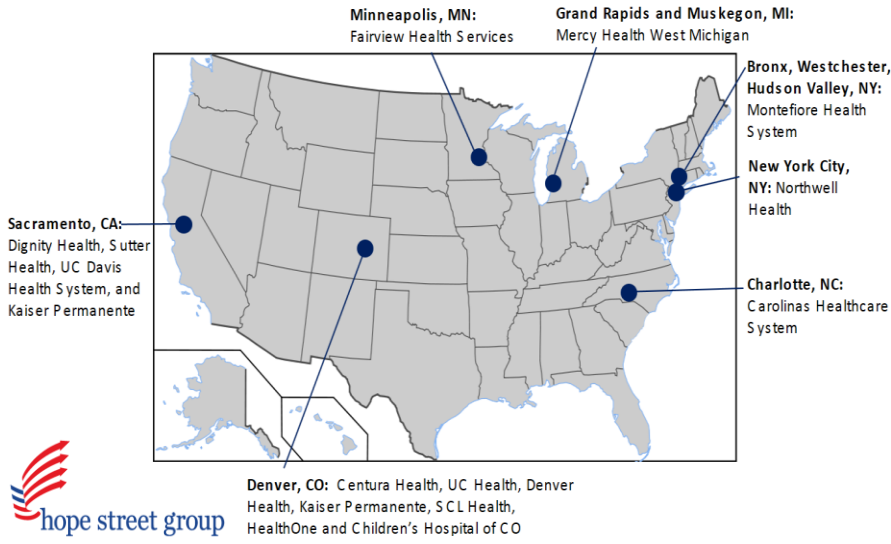


Performance Outcome:
Diversity

- “Non-White” includes Race and Ethnicity
- Hiring increased from 18.4% non-white in 2010 to 38.0% in 2016
- Workforce up from 13.4% non-white in 2010 to 20.0% in 2016
- Michigan 23.7% non-white, West MI 21.6%

3

4

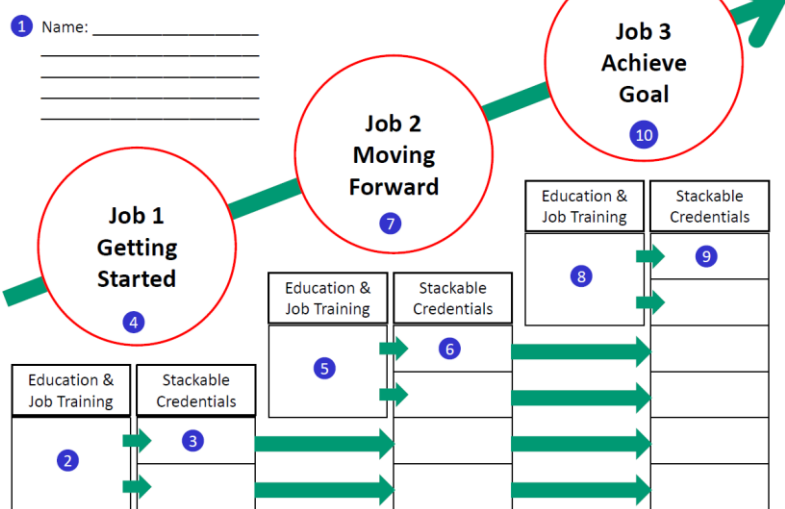


HEALTH CAREER PATHWAYS NETWORK

- Founding Member
- Support individuals by advancing demand-driven competency-based career pathways
- Advancement of entry-level employees
- Advisory Board HC Task Force Report DEC 2016

5

My Career Pathway



West Michigan Works Partnership: Career Pathways

- Individuals discover and document health care career pathways
- Career coaching steps: self-awareness, option exploration, decision making, and action planning
- Job progression

6

MERCY HEALTH Career Portfolio Submission Form

Name: Candidate's Name Date of Submission: August 20, 2015

Email: email@email.com Phone: 616.765.4321

Applying For (check all that apply): BOC ES MA NS PCA PLB

#1 Workforce for Cognitive Ability Assessment Scores (or NCRC) 330 345 390 NCRC 4 4 4
Prose Doc Quan Reading LI Math

#2 Workforce for Job Fit Assessment Score 85 Score

#3 Skill Survey Prep (Attachment) Attach to email as "LNameFName-SkillSurvey.pdf"

#4 Structured Interview Practice Completed YES NO

#5 Release Form (Attachment) Attach to email as "LNameFName-Release.pdf"

#6 Career Pathway (Attachment) Attach to email as "LNameFName-Pathway.pdf"

#7 Resume & Cover Letter (Attachment) Attach to email as "LNameFName-Resume.pdf" and "LNameFName-CoverLetter.pdf"

#8 Typing Proficiency Can type 30 words per minute YES NO

#9 ICHAT Completed (or equivalent) YES NO

#10 Previous Mercy Health Employment/App (Completed by MWAI) Candidate has not previously been employed or applied for employment at Mercy.

West MICHIGAN WORKS! Career Portfolio

- WMW screens and recommends high quality candidates to HC employers
- Portfolio elements are aligned with hiring requirements
- Individuals supported through process
- Employers guarantee an interview

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