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# From First Day to Future Leader: Strengthening the Workforce

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# Learning Objectives



- Describe centralized hiring strategies that reduce time-to-fill and strengthen workforce resilience.
- Outline a frontline leadership development program that supports career growth and operational excellence.



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# Accelerated Staffing Development Program (ASDP)



**Aim:** Accelerate Time-to-Hire and Elevate Candidate Experience

## Strategic Objectives:

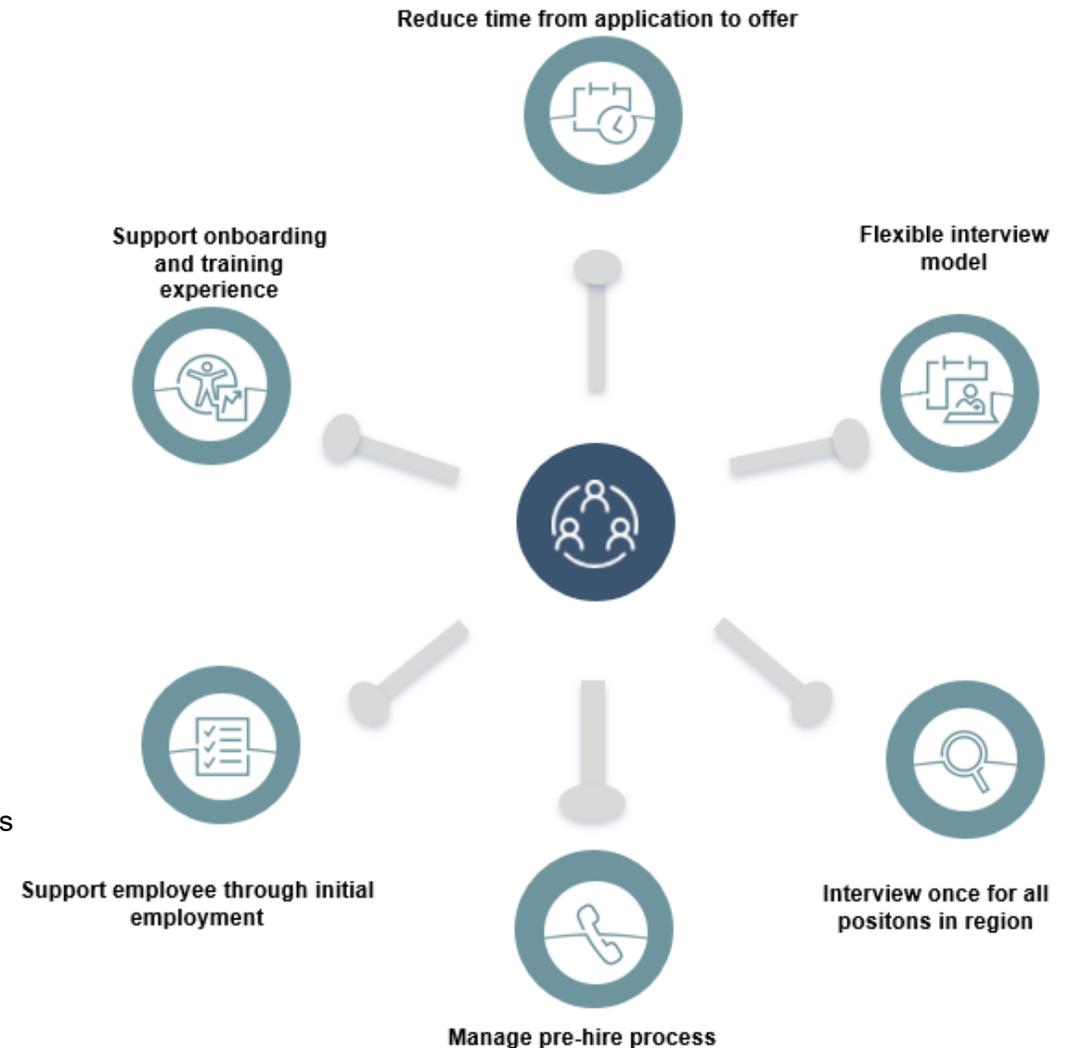
- Centralize Candidate Sourcing
- Flexible Interviewing
- Expedited Offer process

## Benefits:

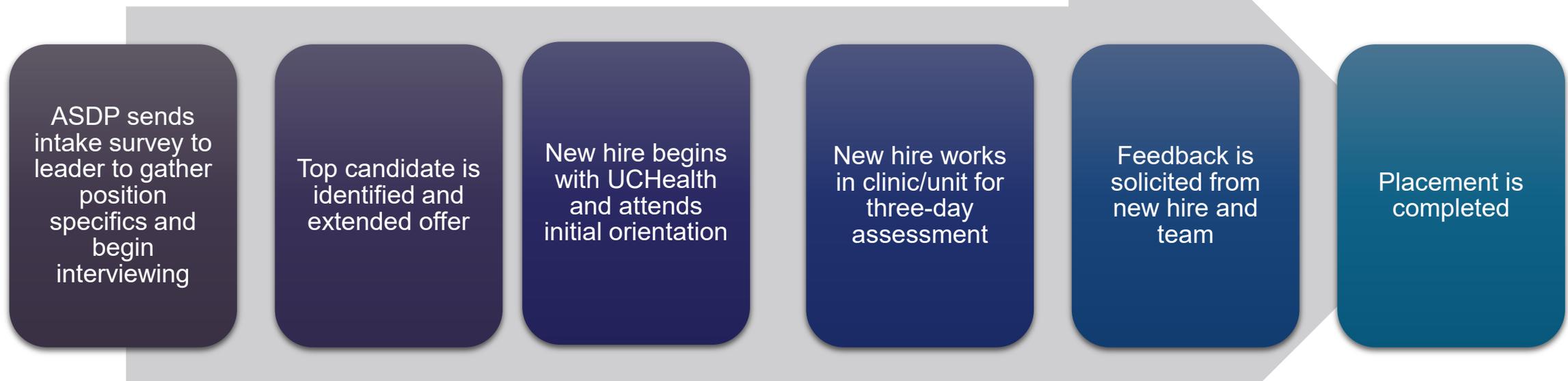
- Improved Efficiency
- Enhanced New Hire Onboarding
- Collaboration for turnover reduction
- Decrease Time-to-Fill positions

## Scope:

- *UCHealth Ascend Program:* Coordinate and place all Medical Assistants (MAs) within the program, optimizing their career advancement
- *Ambulatory Outpatient Clinics:* Oversee hiring and placement of Medical Assistants (MA), Patient Access Specialists (PAS), Patient Access Specialist Sr (PASS), Medical Practice Technicians (MPTs), and Licensed Practical Nurses (LPNs) across UCHealth Medical Group and UCHA clinics
- *Acute Care:* Manage hiring and placement of experienced nurses and Patient Care Assistants (PCAs) to support acute care units in metro and south hospitals
- *Critical Care:* Facilitate hiring and placement of experienced nurses specialized critical care settings and PCAs ensuring staffing adequacy and expertise in metro hospitals
- *UCHealth Virtual Health Center:* Hiring and placement of patient technology technicians and virtual health tech II roles for the system



# ASDP Process



ASDP sends intake survey to leader to gather position specifics and begin interviewing

Top candidate is identified and extended offer

New hire begins with UCHHealth and attends initial orientation

New hire works in clinic/unit for three-day assessment

Feedback is solicited from new hire and team

Placement is completed

# ASDP FY25 Highlights



## Hiring Overview

### Inpatient

Experienced RN  
Acute Care: 204  
Critical Care : 139

Patient Care Assistant  
476

Patient Technology  
Technicians  
57

Virtual Health Tech II  
30

### Ambulatory

Medical Assistants  
611

Patient Access  
Specialists  
309

A total of **5,284** interviews were completed  
**1,826** positions filled to support teams and patients  
The ASDP team saved leaders **2,965** hours of interviewing

### Critical Care RN Trended Vacancy Rate



### Acute Care PCA Trended Vacancy Rate



### MA Trended Turnover Rate



The YTD time-to-fill for Experienced RN positions in acute & critical care has decreased:

Critical Care metro: **27%** decrease  
Acute Care metro: **47%** decrease  
Acute Care south: **63%** decrease

Launched program system support for MA student placement to improve hiring outcomes for critical pipeline

Consistently maintained a **>90%** placement rate in all regions

Source: Internal data UCHealth

# Feedback from our ASDP customers

A light gray background graphic consisting of three stylized human figures of varying heights, arranged in a row. The central figure is the tallest, flanked by two shorter figures.

**The onboarding process has been wonderful** so far! Everyone has been very kind and helpful. Looking forward to continuing our working relationship here with UCHealth!

A HUGE thanks for the herculean effort that you've been giving to our recruitment needs in the north due to primary care expansion! This project has been a major undertaking and **you have risen to the challenge of a major recruitment increase** in an already demanding market with scarce supply of people resources-- all with a smile on your face, and an attitude of service!

I want to thank you for everything you have done for me and my journey. **Without you, my dreams would not have been possible!**

Inpatient units are raving!

The new team members you've brought on have already made such a positive impact, and that's a direct reflection of your leadership. Your ability to make people feel welcomed, supported, and set up for success does not go unnoticed. We're lucky to have **you helping shape the future of our team!**

You've done a phenomenal job with recruitment and hiring—thank you for your **engagement and commitment to bringing the right people onto our teams!** It's clear you put thought into not just filling roles but finding individuals who are a great fit for our culture and values.

I continue to hear from multiple locations how **wonderful it is has been to partner with you** and your team. Thank you for all you have done for us!

Thank you for all the hard work you do to recruit staff for the clinics, it has not gone unnoticed by my team for **all the work you do for them.**

# Challenges and Opportunities: The Healthcare Landscape of 2021

- Rapid Growth & Change in Ambulatory
- Turnover & Vacancy Challenges
- Need for Standardized Training
- Desire for Development

**54%** increase  
in staff turnover  
from 2020 to  
2021

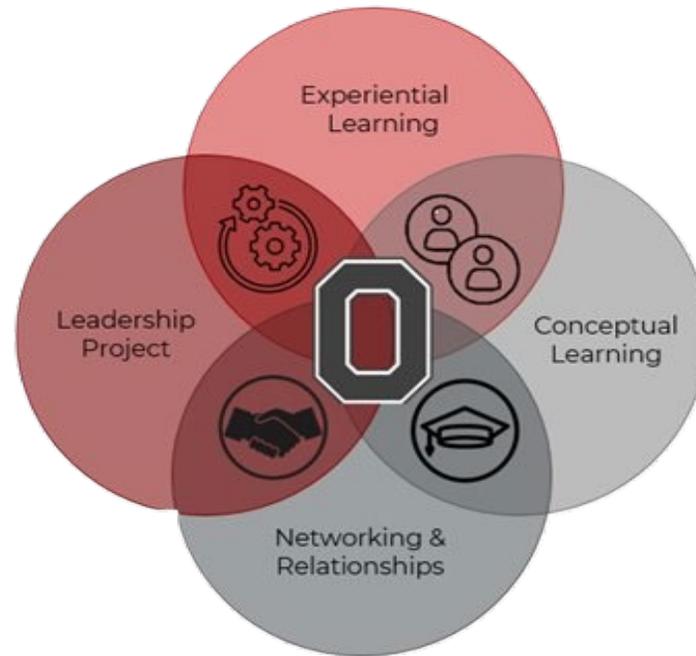
**36%** increase in  
management  
turnover from  
2019 to 2020

Projections:

- **14%** annual staff growth
- **17%** annual clinical leadership growth needs

# Clinic Manager in Training Program (CMIT)

- Program Development
- Colleague and stakeholder support
- Barriers
- Current state



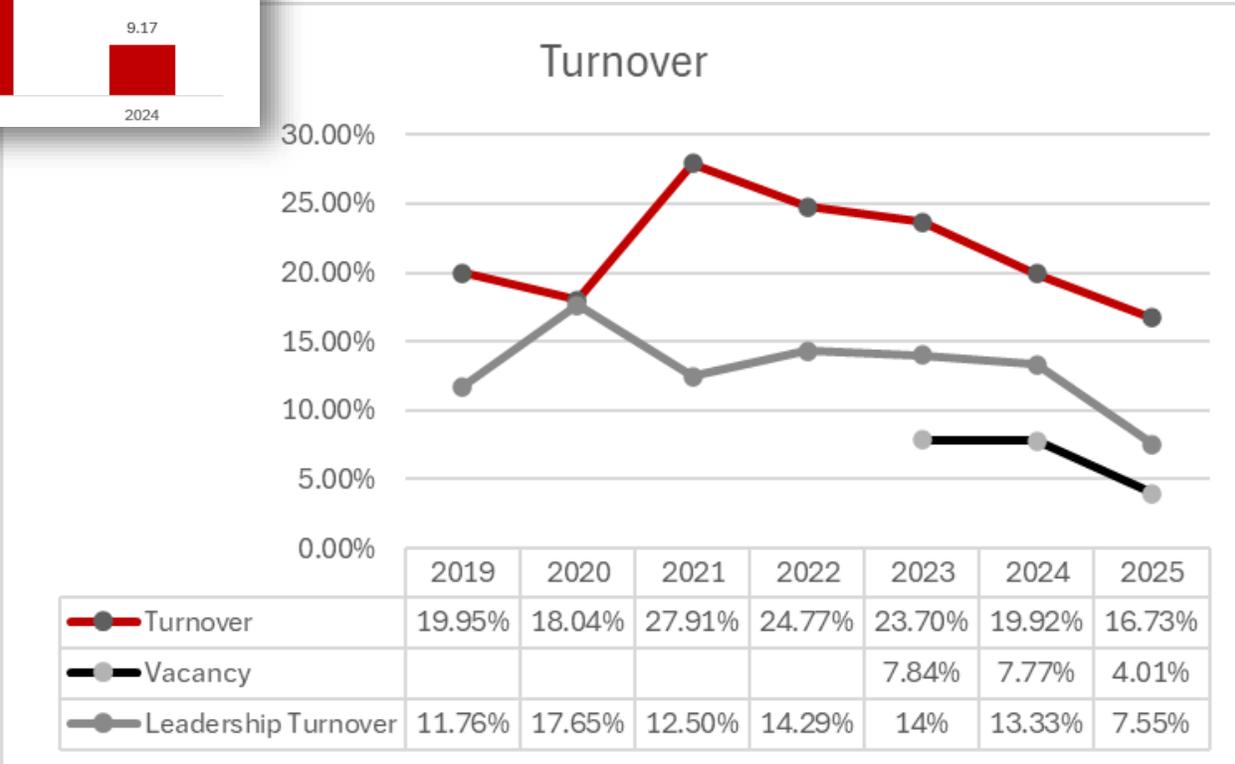
## Modules:

- Introduction and Structure
- Systems and Organization
- OSUP support services
- Networking and clinic services
- Human Resources
- Patient experience
- Leadership
- *Capstone*

# Program Outcomes: CMIT Success



- Ability to Support Organizational Growth
- Reduce Turnover in Leadership and Staff
- Reduce Time to Fill Leadership Roles
- Increase Engagement
- Promote Relationships



# What OSUP Has to Say ...



“ I loved being part of the CMIT program. It set me up for success, allowed me to meet so many amazing leaders, and provided me with the tools and resources I needed. ”

“ A wonderful preparation program that provided a unique opportunity of insight into the world of managing before officially becoming one. ”

“ The growing community of program graduates is an incredible resource that all the alumni draw upon as well. ”

“ CMIT has drastically changed my career path in such a great way and gave me many tools needed for leadership. ”

“ All of my CMITs started with a great deal of knowledge and ready to tackle challenges! ”

“ With CMIT our new hires have found confidence, education and an organizational foundation. ”

“ This program has added significant value to our team. The capstone project alone was a huge win for us. ”

# Lessons Learned



- Streamlined Hiring Processes
  - Reduced bottlenecks, improved workforce readiness, and freed up clinical teams.
- Collaborative Approach
  - Ongoing alignment across operations, talent, and leadership ensured responsive, sustainable strategies.
- Metrics-Driven Model
  - Unified, data-based hiring supported staffing needs and operational demands.
- People-Focused Results and Innovation
  - Improved Leadership retention, improvement employee engagement, reduced vacancy time, development of thriving community of graduates, innovative Capstone Projects

# Key Takeaways



## For Scalable, Resilient Hiring:



- Centralized, Data-Driven Hiring
  - Supports evolving workforce needs and improves consistency.
- Standardized & Automated Processes
  - Speeds time-to-fill, enhances stability, and frees up clinical leaders.
- Cross-Functional Collaboration
  - Aligns frontline, operations, and senior leadership around shared goals.
- Scalable, Adaptable Solutions
  - Attracts top talent and strengthens workforce resilience.

## OSU Physicians

Multi-Specialty Medical Group

- Critical Enablers
  - Executive Sponsorship & Program Champion
  - Engaged Design & Clinical Stakeholders
  - Trust & Organizational Buy-In
  - Content Experts for Training
  - Culture of Excitement & Momentum

# Questions?



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