

Innovation in Talent Development Award

This is a new award, given in recognition of innovation that has had a measurable impact on an organization or audience, is moving the talent development industry forward, is sustainable, and is replicable within or outside the talent development field.



University Health System

With myriad challenges facing the healthcare system—new reporting requirements in the United States, technology, a changing demographic of customers, and advancements in treatment, to name just a few—members of the industry are wise to continually adapt the way they are do business.

San Antonio-based University Health System is embracing today's challenges, earning the healthcare system the first ATD Innovation in Talent Development Award. The depth and breadth of innovative initiatives taken across the system, through community partnerships and unique programs that focus on continuous learning for both employees and patients, set this healthcare organization apart and show what can be accomplished through a deep commitment to talent development.

University Health System is a nationally recognized teaching hospital and network of healthcare centers. It is renowned for its cardiovascular, neuroscience, trauma, and transplant specialties, as well as for children's care. The health system's guiding principles for how it executes its strategy to serve the community is based on Triple Aim Plus, which seeks to ensure quality patient care, a positive patient experience, health system efficiency, and improved patient access.

As George B. Hernández Jr., president and CEO of University Health System, explained in the April 2015 issue of *TD*, "We are committed to delivering patient-centered, culturally competent,

and L&D that occurs for its more than 6,000 employees and 800 physicians and residents. Among the 2015 objectives are continued use of the Lean Management System; leveraging current technology, data, and tools; enhancing human capital through recognition programs and continuous learning; among others.

The Lean system empowers employees to streamline their work in a way that is a win-win situation for the healthcare system, employees, and patients. The program encourages employees to analyze how they do their work, and come up with ideas about how tasks may be improved upon and done more efficiently.

In spring of 2014, University Health System celebrated the opening of its 10-story Sky Tower, a facility designed to give patients and their families spacious private rooms, provide a respite in nature in its shaded gardens, and furnish patients better access to information about their care.

Jacqueline Burandt, executive director of University Health System's Center for Learning Excellence, said that preparing for the opening of the new building was the most challenging yet rewarding learning project of her career. "The Get Your Move On! Blueprint for Excellence plan to prepare staff to move into the new, one-million-square-foot Sky Tower was fascinating, exhausting, and exhilarating. Two years of hard work by a cross-functional team paid off when the move went off like clockwork. Engaging staff in moving 200 patients (some ICU, ventilator dependent) in 12 hours while keeping the current

Team members of the University Health System Center for Learning Excellence: Jacqueline Burandt, Dr. Laura Reza, Carolyn Campion, Tracey Carrizales, Christopher Cassity, Hortencia Castano-Urbanowicz, Luz Maria Castillo, Erlene Crisostomo, Jim Dixon, Jonathan Ellis, Wendy Fischer, Ericka Garcia, Loretta La Point, Pam Mann, Claire Mitchell, BJ Moerbe, Nancy Smith, Dr. Wanda Sparks, Rachel Tavitias, Ruth Vargas-Martinez.

and high-quality healthcare for adults and children, based on a strong foundation of outcomes-based research and innovative teaching."

The tenets of Triple Aim Plus are at the heart of all of the training

hospital running smoothly was a herculean feat that we are extremely proud of."

A new pediatric initiative encompasses all of the prongs of the Triple Aim Plus, improving patient experience, quality, efficiency, and access. The dedicated pediatric staff went from 40 to 200 people in about six months.

The "New U," a four-hour training course which every staff member goes through, is based on the Disney Institute's Culture of Healthcare Excellence. The course instructs on such principles as respect for the system's guests; a professional appearance; a clean, safe environment; and providing efficient care.

Burandt keeps talent development front and center with the healthcare system's staff. This includes getting a spot on staff meeting agendas, posting information on the Intranet, and employing learning campaigns such as "Spring Into Learning" and the "Summer Learning Olympics." Burandt says, "Staff have high expectations that the learning opportunities offered will be tailored for them, worth their time to attend, and engaging."

Burandt spends her days ensuring that talent development initiatives exist for all of the staff from doctors to plant engineers, and resource use must maximize University Health System's investment. "Keeping our patients always as top of mind and following Triple Aim Plus ... keeps us focused," Burandt concluded.

University Health System is a multi-year BEST award winner and in 2014 garnered the number two slot for the quality and success of its workforce learning programs. Additional honors include recognition as *U.S. News and World Report's* best hospital in San Antonio, a Most Wired Hospitals and Health Systems by *Hospitals and Health Networks* magazine, and magnet status by the American Nurses Credentialing Center.