

INSTITUTE FOR PERFORMANCE EXCELLENCE



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The Baldridge Foundation Institute for Performance Excellence

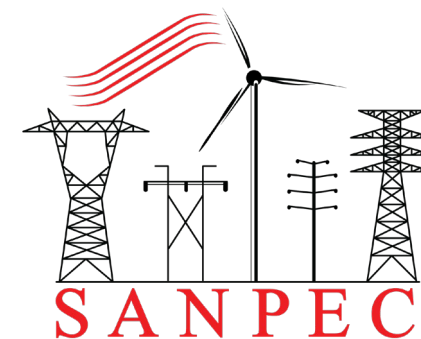
Presents:

Building Relationships for a Strong Workforce

May 23, 2024



Mac Baldrige Society Members



Opening Remarks/Agenda

Introduction

Al Faber, President & CEO
Baldrige Foundation

Panelist

Guilford Prickett, Learning and Development Clinical Advisor
Southcentral Foundation

Barbara Sappah, Director of Human Resources
Southcentral Foundation

Audience Questions

Moderator – Al Faber

Closing

Al Faber Remarks

Building Relationships for a Strong Workforce

*Barbara Sappah, Director of Human Resources
Guil Prickette, Learning and Development Clinical
Advisor*



Check-In

Using the chat feature, discuss questions you'd like answered in this session.

Vision

A Native Community that enjoys physical, mental, emotional and spiritual wellness



Mission

Working together with the Native Community to achieve wellness through health and related services



Goals

Shared Responsibility

Ensure systems and services that are respectful and culturally appropriate
• Achieve excellence in customer-owner satisfaction • Increase community awareness of SCF's services and programs

Commitment to Quality

Improve work environments and employee development systems with an emphasis on Alaska Native employees • Ensure continuous improvements of systems and processes • Increase the number of Alaskan Native employees in all job categories

Family Wellness

Reduce the rate of domestic violence, child abuse and neglect • Reduce the rate of and improve the management of cancer • Reduce the incidence of suicide • Reduce the rate of obesity • Reduce the rate of substance abuse • Reduce the rate of and improve the management of diabetes • Improve oral health • Reduce the rate of and improve the management of cardiovascular disease

Operational Excellence

Improve the management of expenses • Improve utilization of information technology and data support systems and services • Improve SCF systems for third party revenue generation and collection



Customer-Ownership

Operational Principles

- R** Relationships between customer-owners, family and provider must be fostered and supported
- E** Emphasis on wellness of the whole person, family and community (physical, mental, emotional and spiritual wellness)
- L** Locations convenient for customer-owners with minimal stops to get all their needs addressed
- A** Access optimized and waiting times limited
- T** Together with the customer-owner as an active partner
- I** Intentional whole-system design to maximize coordination and minimize duplication
- O** Outcome and process measures continuously evaluated and improved
- N** Not complicated but simple and easy to use
- S** Services financially sustainable and viable
- H** Hub of the system is the family
- I** Interests of customer-owners drive the system to determine what we do and how we do it
- P** Population-Based system and services
- S** Services and systems build on the strengths of Alaska Native cultures

Core Concepts

- W** Work together in relationship to learn and grow
- E** Encourage understanding
- L** Listen with an open mind
- L** Laugh and enjoy humor throughout the day
- N** Notice the dignity and value of ourselves and others
- E** Engage others with compassion
- S** Share our stories and our hearts
- S** Strive to honor and respect ourselves and others



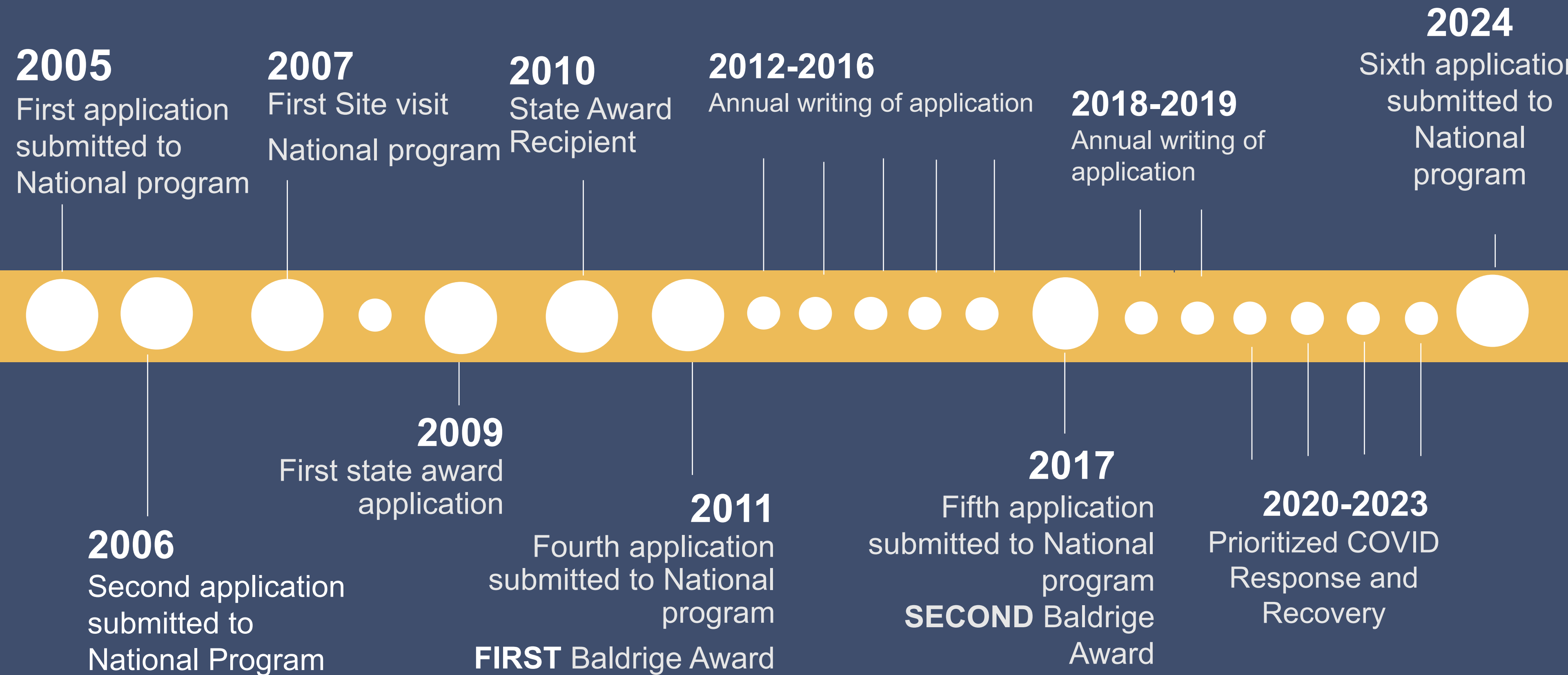
SCF Fast Facts

Operating Budget



- Incorporated in 1982
- Employees
 - 1987: 24 staff
 - 2024: 2700
- Programs
 - 2005: 51
 - 2024: 95
- Serving 70,000 Customer-owners
 - 2000: 14,856
 - 2024: 70,000

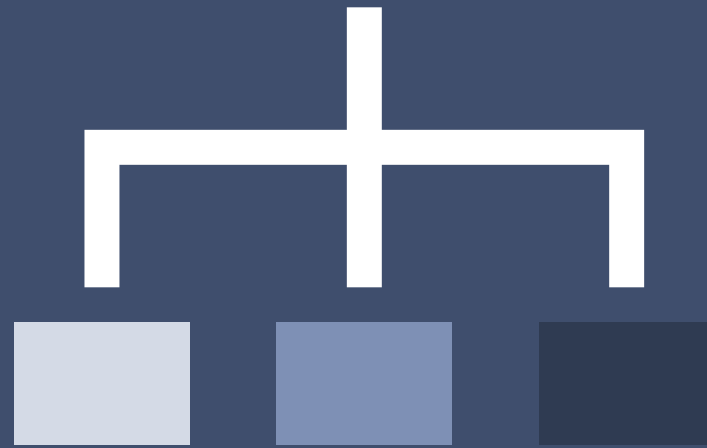
Baldrige Journey



Job Description



Outlines position responsibilities



Responsibilities categorized into the workforce competencies



Provides a foundation throughout the workforce

Motivating the Right Behaviors

- Linkage to SCF's Goals
 - Shared Responsibility
 - Commitment to Quality
 - Family Wellness
- Performance Management Toolbox
 - Performance Development Plans
 - Beyond corrective action
 - Working with individuals' stories
 - Walking along side our employees

Recruitment

- Based in Mission, Vision, Values
- Cultural Fit at SCF
- Community-Based
- Remote Location

Selection

- Team-Based
- Story-Based
- Community-Based
- Right Fit



Selection

FY2023 Indicators	SCF	Benchmark
Retention	82%	87%
% of Workforce Alaska Native / American Indian (2023)	53.1%	53%
% Alaska Native / American Indian Managers (2023)	60.8%	60% -- 70%

Onboarding

Early investment

Partnerships in support of employees

Relationship-based Learning



Growing Our Own



- Clinical Initiatives Program
 - Behavioral Health
 - Nursing degrees
 - Certified Medical Assistant Program
 - Dental Assistant Training Program
 - Tribal Doctor Training Program
- Non-Clinical Initiatives Programs
 - Leadership Development and Succession Planning System (LDSPS)
 - Manager & Supervisor In-Training (MSIT)
 - ASTP

RAISE Program

- The goal of RAISE is to help Alaska Native youth grow and begin the next steps in their education and professional training
- The internship is offered every summer
 - 14 to 19-year-olds are eligible to apply



Learning Investment

2023 Indicators	SCF	Benchmark
Learning and development spend per employee	\$2852	\$1,280 (ATD) \$2558 (Saratoga)
Learning hours per employee	100	32.9 (ATD) 47.1 (Saratoga)

Workforce Engagement



Core Concepts

Employee Wellness Committee

Employee Engagement Committee

**Leadership Development &
Succession Planning**

Core Concepts

Core Concepts Indicators	Score
# of employees who attended Core Concepts in 2023	695
% of workforce who have completed Core Concepts (current)	91%

Coaching in the Nuka System of Care

- Helping teams succeed
- Developing the skills of individuals
- Building relationships with internal and external customers



Current PDSAs

- Pilots to address corporate retention
- Increase AN/AI employees in clinical positions entry level and with a focus on allied health positions.
- Review and revise the progression checklists to align with job descriptions for Supervisor and Manager positions.
- Establish measures:
 - Learning & development with a focus on employee performance outcomes
 - Outcomes of the LDSPS with a focus on manager performance

SCF's Stories





Questions?

Qaġaasakung

Aleut

Quyanaa

Alutiiq

Quyanaq

Inupiaq

AwA'ahdah

Eyak

Mahsi'

Gwich'in Athabaskan

Igamsiqanaghalek

Siberian Yupik

Háw'aa

Haida

Quyana

Yup'ik

T'oyaxsm

Tsimshian

Gunalchéesh

Tlingit

Tsin'aen

Ahtna Athabaskan

Chin'an

Dena'ina Athabaskan

Thank you!

Panelist Questions and Discussion



Guilford Prickette
Learning and Development Clinical
Advisor Southcentral Foundation



Al Faber
President & CEO
Baldrige Foundation
(Moderator)



Barbara Sappah
Director of Human Resources
Southcentral Foundation



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