

**Workforce  
Preparedness:  
Meeting Your  
Future Demands  
Now**



NADO Annual Conference  
October 10, 2011  
Miami, Florida



# **TRAM**

**TENCO REGIONAL  
ADVANCEMENT MAPPING**

# Local Issue and Request



- Local, non-profit hospital
- Concern of retaining trained coders
- Prior attempts failed by hospital

# Core Leadership Team

**The Core Leadership Team was comprised with individuals who had the capacity to make decisions on behalf of the entity represented. The TRAM Leadership Team was comprised of the following individuals:**



# Leadership Team Representatives

## Hospital Representation

- Management VP
- HR Director
- Medical Information Management Dept. Head
- VP of Patient Services
- Training Coordination Manager



## TENCO Representation

- Workforce Development Director
- Career Counselor

# Project Goal

**To assist in retaining quality employees who can fill identified critical needs through advanced training. This will lead to the hospital remaining competitive and will enhance the skill level of their current workforce resulting in higher wages for their employees.**

# Leadership Team Development of Project

## Initial Tasks

Identify the strengths

Identify challenges

Identify critical needs

Overarching strength was :  
There are many committed current employees that are talented and go elsewhere for higher wages, but they are committed to this hospital and ultimately to this community and therefore stay.

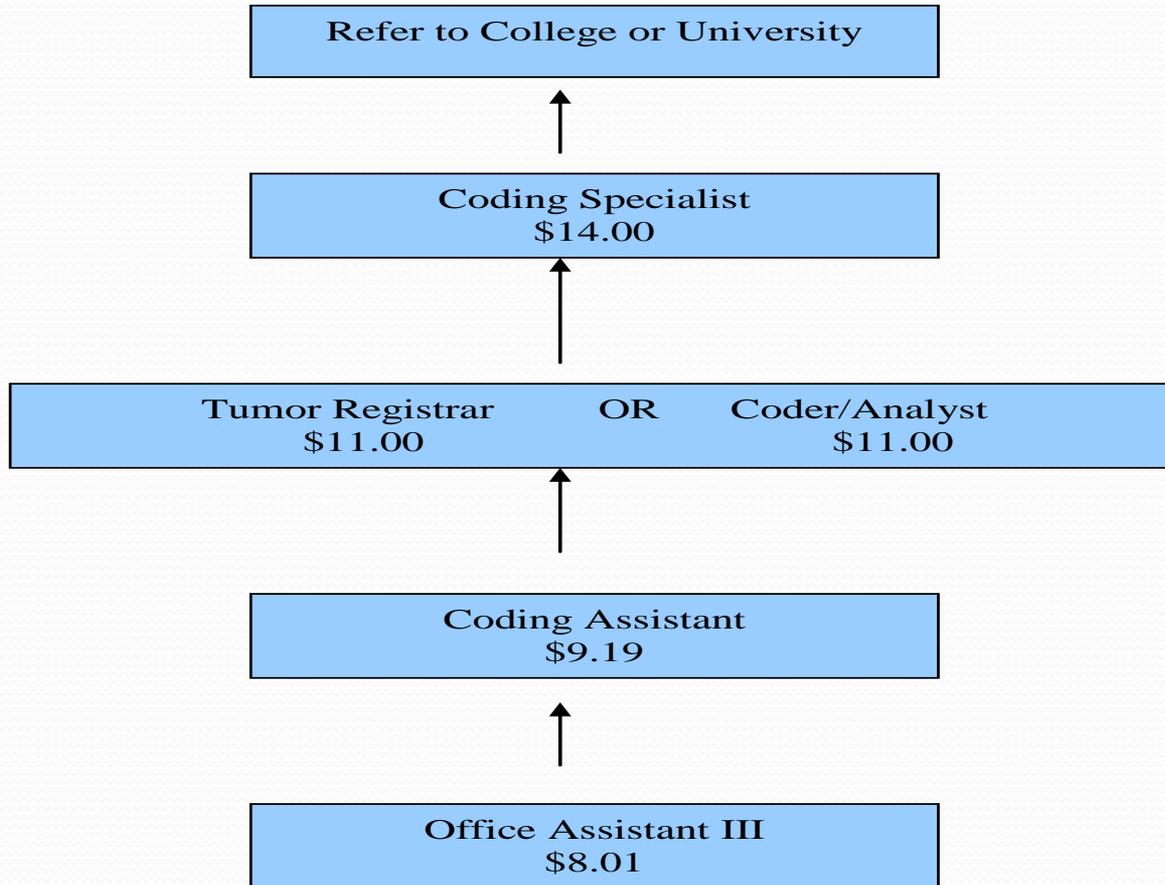
The TRAM Project was based  
on the  
“Grow Your Own”  
premise



# Project Implementation

- Partnership agreement signed
- Hospital identified employees who would be referred to training
- Blending of both resources from hospital and TENCO to meet training costs for employees
- TENCO located training providers
- Policies and Procedures were established
- Monthly meetings of Leadership team
- Outcomes established and progress reviewed every 6 months

# TRAM CAREER LADDER



# Project Outcomes



## Hospital Criteria of Measurement

- ▶ **70%** of the number of TRAM participants who enroll in training will successfully complete training.
  - **27 referred, 19 enrolled, 17 completed for 89%**
- ▶ **50%** of TRAM participants who complete training will receive a credential, license or certificate.
  - **17 completed, 17 received credential for 100%**

# Project Outcomes Continued

- ▶ **25% of TRAM participants who successfully complete training will receive a promotion.**
  - **10 completers received a promotion for 59%**
  
- ▶ **80% of TRAM participants who are employees at time of completion of training will remain employed by the hospital continuously for 9 months.**
  - **3 were not retained for 82% retention rate**

# Best Practices

- ▶ Commitment of Leadership is paramount
- ▶ Both must know and be respectful of culture, procedures and expectations.
- ▶ Compromise and communication are always in the forefront
- ▶ Formal agreement documents commitment to Project
- ▶ Policy and procedures must be written to safeguard employer
- ▶ Outcomes must be identified and measured
- ▶ Blending of funds
- ▶ Having one career counselor on site on a weekly basis
- ▶ Flexible scheduling for employees

# Other Items

- Unanticipated bonus- increased morale even in those who were not selected or who were selected and did not participate
- Needed Improvement-front line supervisors not understanding the overall goal of the project



# Questions/Contact Info

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