ST. LUKE’S

EMERGING STRATEGY

SELECTED BACKGROUND INFORMATION

<table>
<thead>
<tr>
<th>Primary Industry Sector:</th>
<th>Health Care Provider</th>
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<tbody>
<tr>
<td>Type of Organization:</td>
<td>Not-for-profit</td>
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<tr>
<td>Worksite Locations</td>
<td>United States</td>
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<tr>
<td>(countries):</td>
<td></td>
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<tr>
<td>Size of Workforce:</td>
<td>7,093 employees. The</td>
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<td></td>
<td>workforce increased in</td>
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<tr>
<td></td>
<td>size from 2007-2008</td>
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<tr>
<td>Average Age of Retirement:</td>
<td>62 years</td>
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St. Luke’s has a long, rich history with flexible work options such as varying shift lengths, opportunities to adjust starting and quitting times, remote work, and gradual return to work after leave. In addition, St. Luke’s offers a range of other amenities such as dependent care and retirement planning, and works to provide opportunities for learning and development and employability via programs such as their shared governance model, Employee Advisory Council, and “Employee Buzz” CEO forum.

St. Luke’s will work to maintain its position as an employer-of-choice by improving its approach to recruitment, retention and knowledge transfer.

Recruitment
Like many other hospitals in the country, St. Luke’s is concerned about the pending clinical discipline shortages and its effects on the organization. To that end, St. Luke’s has fostered many partnerships with local and regional universities, colleges, and high schools as part of its commitment to provide clinical development opportunities for students as well as a strategy to assist in recruitment. The organization provides clinical experience sites for a wide variety of professional and technical students. St. Luke’s also provides an observation site for high school students and is a corporate partner for curriculum development and governance for two unique high schools. St. Luke’s provided 129,707 hours of clinical experiences in 2007.

Retention
St. Luke’s is particularly concerned about retention of current staff and the implications of an aging/retiring workforce. The employee turnover for the Boise, Meridian, MSTI, and Wood River campuses was 13% for 2007, in comparison to the national average for health care organizations of 13.5%. St. Luke’s is investigating benefits for older workers, phased retirement programs and other workplace redesign based on the high physical and mental demands placed on its workforce.

Knowledge Transfer
St. Luke’s is also concerned with knowledge transfer as its workforce ages. It is important for the future of the organization that it develops ways to pass on critical skills to new employees as they replace retiring generations. Some options that are being applied are mentoring, simulation, work shadowing and narrative transfer. St. Luke’s has incorporated concepts of evidence-based practice in its nursing shared governance structure for the past several years. Evidence-based nursing is the process by which nurses make clinical decisions using the best available research evidence, their clinical expertise and patient preferences. These concepts will assist St. Luke’s with their exploration, development, execution and evaluation of a knowledge transfer plan.

THE RESPONSE
St. Luke’s is aware of the “complex and intertwined” challenge that the changing demographic of its workforce presents. Although the organization does not yet have a formal strategy to address these challenges, it is not for lack of a burning platform for change, and the steps are in motion. For example, St. Luke’s has implemented the Leading for Tomorrow’s Workforce program, which consists of leadership development activities concentrated on fostering “employee engagement, a great patient experience, and great financial results.” The organization also offers what it calls the Professional Ladder Program, which offers additional salary with the accomplishment of additional educational goals and advances. Finally, St. Luke’s offers its Employee Wellness Program as a method of improving the health and general well-being of its employees. This program is the focus of the Promising Practice section.

“Our practices and policies are evolving as we gain insight into our multigenerational workforce and our changing demographics.”
FEATURED PROMISING PRACTICE AT-A-GLANCE
Employee Wellness Program

| Description: | A program comprised of “challenges” for employees to improve their health habits and become more educated on how to live a healthy lifestyle. |
| Purpose: | To promote the health and well-being of St. Luke’s employees and create a healthier workplace. |
| Target Population: | All employees enrolled in the corresponding health benefit package. |
| Launch Date: | 2000 |

IMPLEMENTATION

St. Luke’s Employee Wellness Program was implemented for several reasons. First, there was strong employee interest in the availability of some kind of wellness program that would improve the health of the workforce as well as the overall workplace. Second, as a health care organization, St. Luke’s felt it was important to offer a program that supports the health of its employees. St. Luke’s also recognizes a link between poor health of employees and increased levels of absenteeism and decreased productivity. Finally, the organization recognized that it was an efficient business move, since healthy people typically have lower overall healthcare costs.

St. Luke’s wellness program is comprised of several components. It begins with health awareness activities to identify risk factors, and includes ongoing health education and activities regarding nutrition, exercise, stress management and medical consumerism. It is rounded out by a variety of health incentive programs to reward employees for taking responsibility for their personal health and self-care practices. (See Table below.)

Health Awareness:
- Personal Wellness Profiles
- Health Screenings

Health Education:
- Exercise & Nutrition Counseling
- Brown Bag Lunch Classes
- Freedom from Smoking
- Weight Watchers at Work
- Medical Self-Care & Consumerism
- Headache Support Group
- Special Programs & Events

Multiple incentive programs are offered during the year. Some are targeted intervention programs that focus on a particular modifiable health behavior. Others are year round and focus on healthy pregnancy, wellness or tobacco cessation with specific goals or criteria necessary for achievement.

The Wellness Challenge is a year-long health promotion program designed to increase employees’ awareness of personal health risk factors and provide strategies for individuals to improve or maintain their health and well-being. Participants can earn a $125 to $175 bonus for meeting 5 of 6 criteria (see below) during each six month program period.

Injury Free & Safety: Have no work-related injuries or disease occurrence, including blood or body fluid exposures, during the program period or identify, report and resolve a potential safety hazard.
**Medical Consumerism & Self-Care:** Complete 2 classes or online modules (Dealing with Depression and Emergency Conditions) or a combination thereof, during the program period.

**Prevention, Education and Participation (PEP):** Accumulate 8 credits of prevention, education and participation (PEP) during the program period.

**Physical Activity:** Earn a minimum of 72 credits during the program period by engaging in physical activity. One credit is equal to 30 minutes of accumulated physical activity.

**Five a Day:** Earn a minimum of 72 credits during the program period by eating five-a-day fruits and vegetables. One credit is equal to eating 5 servings of fruits and/or vegetables.

**Work-Life Balance:** Earn a minimum of 72 credits during the program period by engaging in enjoyable activities outside of work. One credit is equal to 1 work-life balance activity.

The Tobacco Challenge is a year long health promotion program designed to help employees stop using tobacco products and reduce the risk of developing cardiovascular and respiratory diseases. Participants can receive up to $125 reimbursement for nicotine replacement products during the first six month period, and a $125 bonus for sustained abstinence during the second six month period.

**EVIDENCE OF PROGRESS**

St. Luke’s has developed a research design for the Wellness Challenge and plans to analyze this data, comparing employees who participated to those who did not participate in the program. In evaluating the Employee Wellness Program, St. Luke’s examines a number of factors, including:

- Participation in offshoot programs, such as the Wellness and Tobacco Challenge;
- Frequency of achievement of goals;
- Health improvement of employees;
- Average health care costs per employee per year;
- Frequency of need for worker’s compensation;
- Participants’ satisfaction with the program as indicated by survey data.

**MOVING FORWARD**

In the future, St. Luke’s plans to make obesity, nutrition, and physical activity a central focus of the Employee Wellness Program. The organization would also like to increase the level of commitment to the program in hopes of achieving even higher results.