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An organization’s talent strategy is its long-term plan to build a strong workforce.

ADP’s Christian Gomez speaks with Linda McHugh and Tria Deibert from Hackensack Meridian Health about their data-driven approach to supporting their people and fueling a winning talent strategy.

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Video Transcript

Christian Gomez
Today we'll be talking about talent strategy and it's importance. Talent strategies are important for any organization within any industry. But today we're going to be talking about the health care industry and specifically within that industry, as you know, people are their product. The care that you receive at a hospital determines your experience and your engagement with them. And today, we are so lucky to be able to host two HR leaders from Hackensack Meridian Health in New Jersey, Linda McHugh, and Tria Deibert.

Such a pleasure to have you and welcome.

Both
Thank you.

Chrisian
So beginning with you, Linda. When we look at this conversation and we study this conversation from every angle, if you can imagine, there are so many things that are impacting senior leaders, as are designing talent strategies. In the health care space that is even more defined. Tell us a little bit about all of the different things that go into your role at the organization and you're thinking as you've been designing the talent strategy for HMH

Linda McHugh
Sure. Thank you. Thanks for having us. You know, we live in a very competitive area. So New Jersey, New York, lots of talent, but also very competitive. And in the health care field. Over the past couple of years, we've seen a dramatic shift, a lot of people leaving the field, aging of our workforce as well as not enough people entering the field.

And I think we see that across the board in other areas as well. The the labor market is dwindling. And so it's really important for us to have a good brand as an employer, but also to keep our current team members. And so having started on the front lines in health care, I know how important it is for us to to provide programs that support our team members to take care of our teams.

In addition, it's not just about compensation, while compensation is very important. People want to come to work. They want to have a purpose and they want to know they're making a difference. And, you know, really, that's how we need to support them to make sure they're not worried about other things, and they're there to take care of people.

Christian
One of the key pillars of your strategy has been the focus that you've placed on leaders. Yes, specifically, I'm very proud and I'm very impressed by your committed coaching initiative. Tria, can you tell us a little bit about what that entails and how you how that came about? And then, the role that it plays within your talent strategy today?

Tria Deibert
Sure. I'm always happy to talk about our leaders. When I came into this role, I had been in marketing, and, I thought it was my job to create the culture, and I quickly realized that it wasn't. And that was really through data. I looked at, our data and quickly saw that if leaders were doing certain things and they were things that were around attention, right, involving the team recognizing the team, communicating with frequency or consistency, engagement was higher.

We worked with our leaders and we developed what we called the committed coach model. And it's, internal model and internal internal leadership model designed by our leaders for our leaders. And so what we've done over time is really, a lot of packaging around leadership, so that it simplifies what the leaders can focus on. So, for example, the coach model is clear attributes.

But we packaged attention as the standard work that works. And so what we did was we socialized that data with the leaders and showed them that when you do these things, it's like an open book test. When you do these things, engagement increases. And so, over time, we've really, helped a lot of leaders sort of understand the power and impact of attention through lots of different, mechanisms, broad big scale meetings like our spring training or our fall touchdown, but also really a lot of elbow support.

My team is out, side by side with our leaders providing coaching. We're coaching organization. And, I think, you know, above all, we do it all with care and love. We understand, you know, where our leaders are at, and we work with them to, understand the unique needs of their team, their barriers. And then, it's it's not magic. It's hard work, but it feels like magic now.

Linda

I would just add to what Tria said is, I'm super proud of our leaders for leaning in and, for for really being part of the solution. And I think the data plays right into that, because they can see the progress and the impact that the simple tools of attention to their team has on reducing their turnover. So we've reduced our turnover by 25%. We've increased. So we have an 89% participation rate in the strength assessments for stand out.

Christian
Amazing.

Linda
When we first started and I think that has played into the increasing utilization of the tool. So the leaders see the data and they see that the teams that check in have higher engagement and lower turnover and, and and it motivates that. So is data driven as not just something that is another thing for them to do in their day.