



SMI2U: BUILDING A DEEPER TALENT POOL

Eric M. Tichy, PharmD, MBA
Division Chair, Supply Chain Management
Mayo Clinic

Eric O'Daffer
Research Vice President
Gartner

Please Sign In



The **best** time
to plant a tree
was 20 years ago.

The second
best time
to plant a tree
is **today**.

Worker Shortage Pushes Hospitals To Boost Low-Earners' Benefits

The ongoing staff shortage is pressuring health systems to address concerns of some of their lower-earning staff, Modern Healthcare reports. Axios, meanwhile, highlights the "vague" ...

K Kaiser Health News · 3d

Worker shortage and too few discharge options close 48 beds at state hospital

In a week where nearly 30 adults were waiting in emergency rooms for inpatient psychiatric care, 48 of New Hampshire Hospital ...

New Hampshire Bulletin · 9d



Kansas rehab patients sent to nursing homes because of attendant care shortages

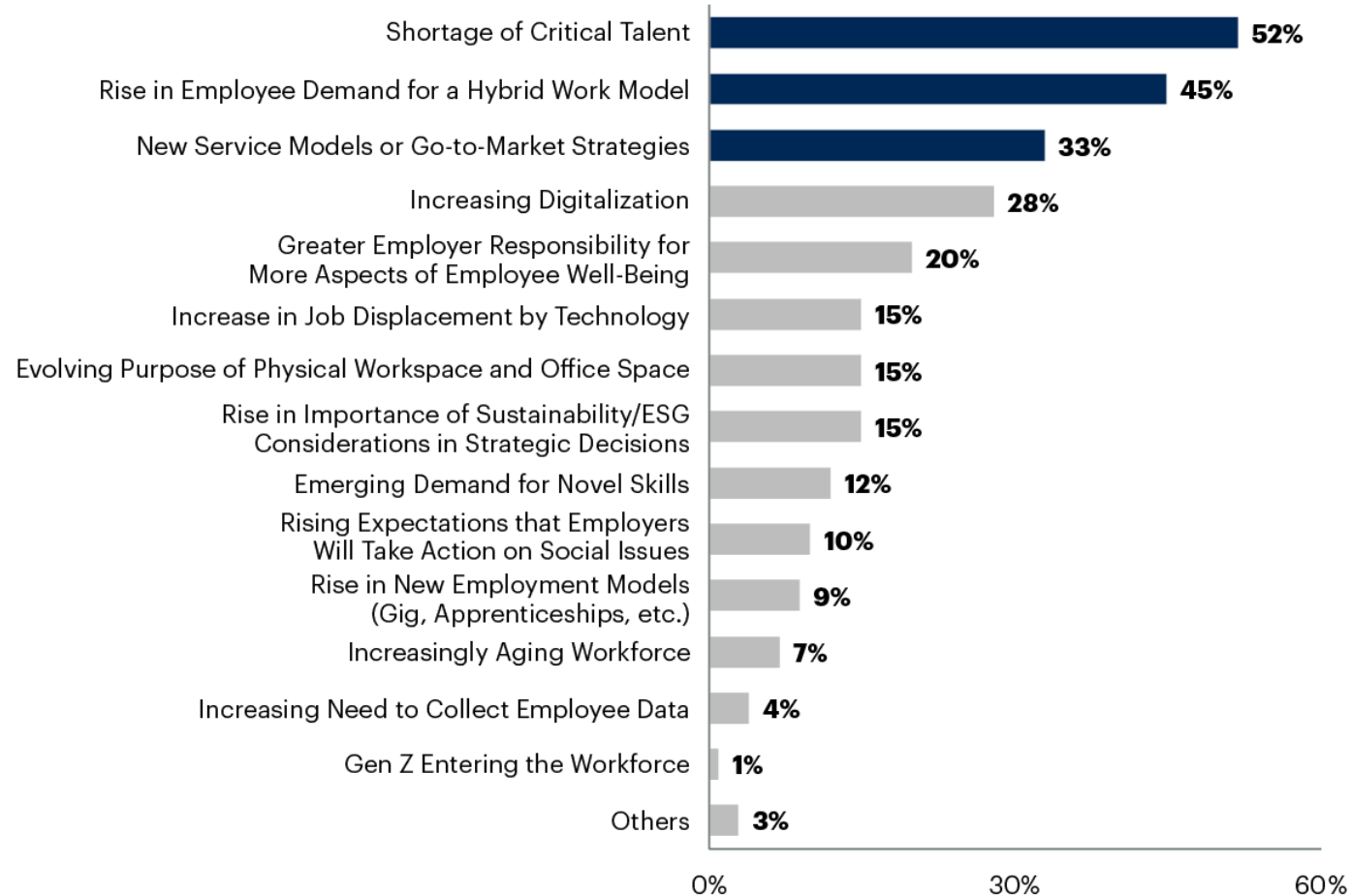
Patients are being sent from rehabilitation services to nursing homes because of a shortage of medical support workers in ...

Kansas Reflector · 2d



Most Impactful Future of Work Trends for Organizations

Percentage of CHROs



n = 69

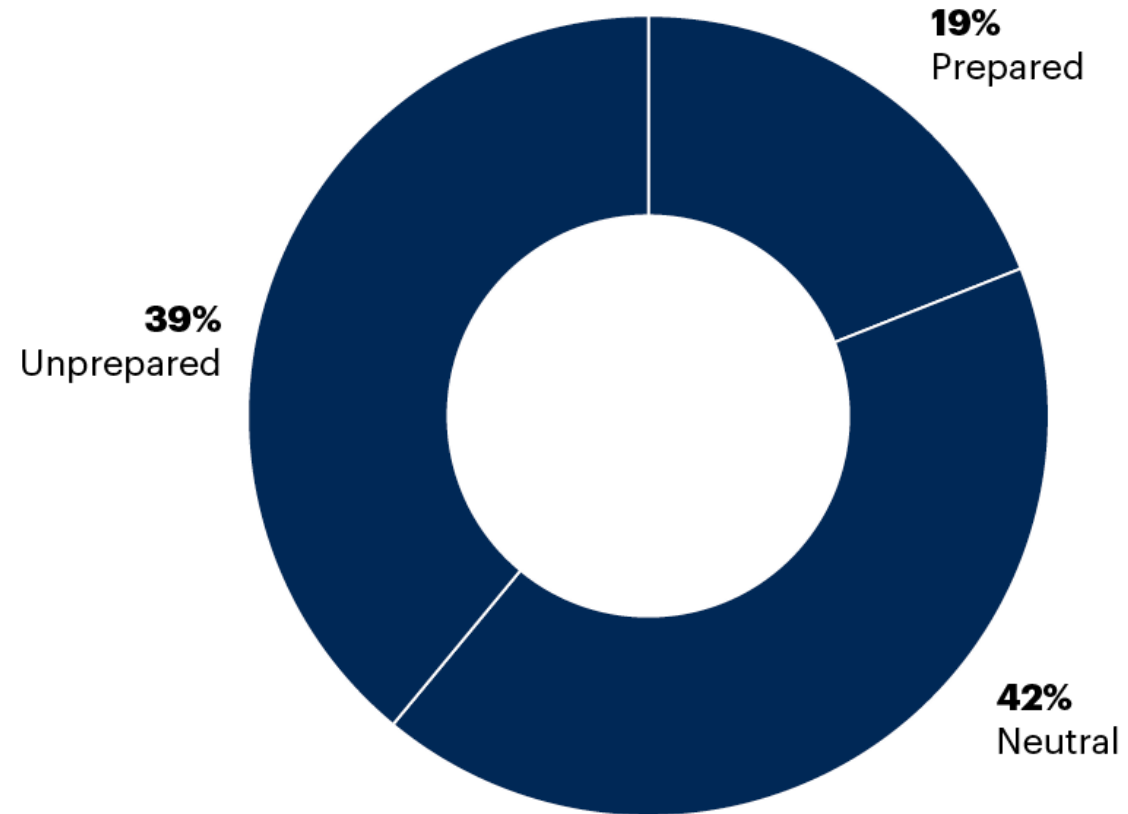
Q: Which of the following do you think will have the greatest impact on your organization? (Select up to three)

Source: Gartner CHRO Survey April 2021

754997_C

Organizational Preparedness for Shortage of Critical Talent

Percentage of CHROs



n = 36

Q: How prepared is your organization currently for the above selected trends with highest impact?

Source: Gartner CHRO Survey (April 2021)

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SMI2U – WORKSHOP OBJECTIVES

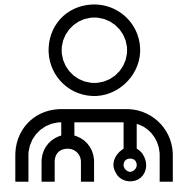
- Describe how talent management layers into supply chain strategy
- Explain how to perform a talent management maturity assessment
- Discuss how you can apply a talent management model to improve talent management maturity within the supply chain organization

Mayo Clinic and Mayo Clinic Health System

Charitable, not-for-profit, academic medical system



**Gartner
Healthcare Supply
Chain 2021
Masters Class**



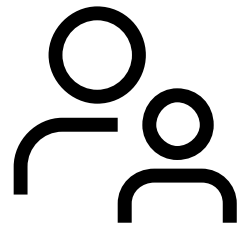
**Ranked Best Hospital
and #1**

in more specialties than any
other hospital in the nation*



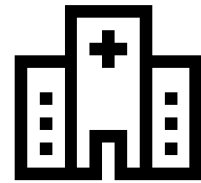
\$15.7B

revenue
(net and other sources)



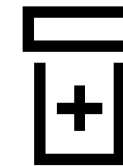
73,000

Personnel consisting of
physicians, scientists, allied health staff,
research associates,
fellows, residents and
students



22

Hospitals,
locations
in MN,
AZ, FL,
WI, IA,
London,
UAE



Provided essential
health care services to
more than

1.3M patients

50 states

130 countries

Primary Value - The needs of the patient come first



How Talent Management Layers into Supply Chain Management

MISSION, VISION, STRATEGIC REQUIREMENTS



Value* = Best net acquisition cost, improved safety, higher quality, better outcomes, reduced LOS, higher reimbursement, better patient experience, lower TCO, top tier metrics/performance, improved productivity/efficiency, business/revenue growth, etc.

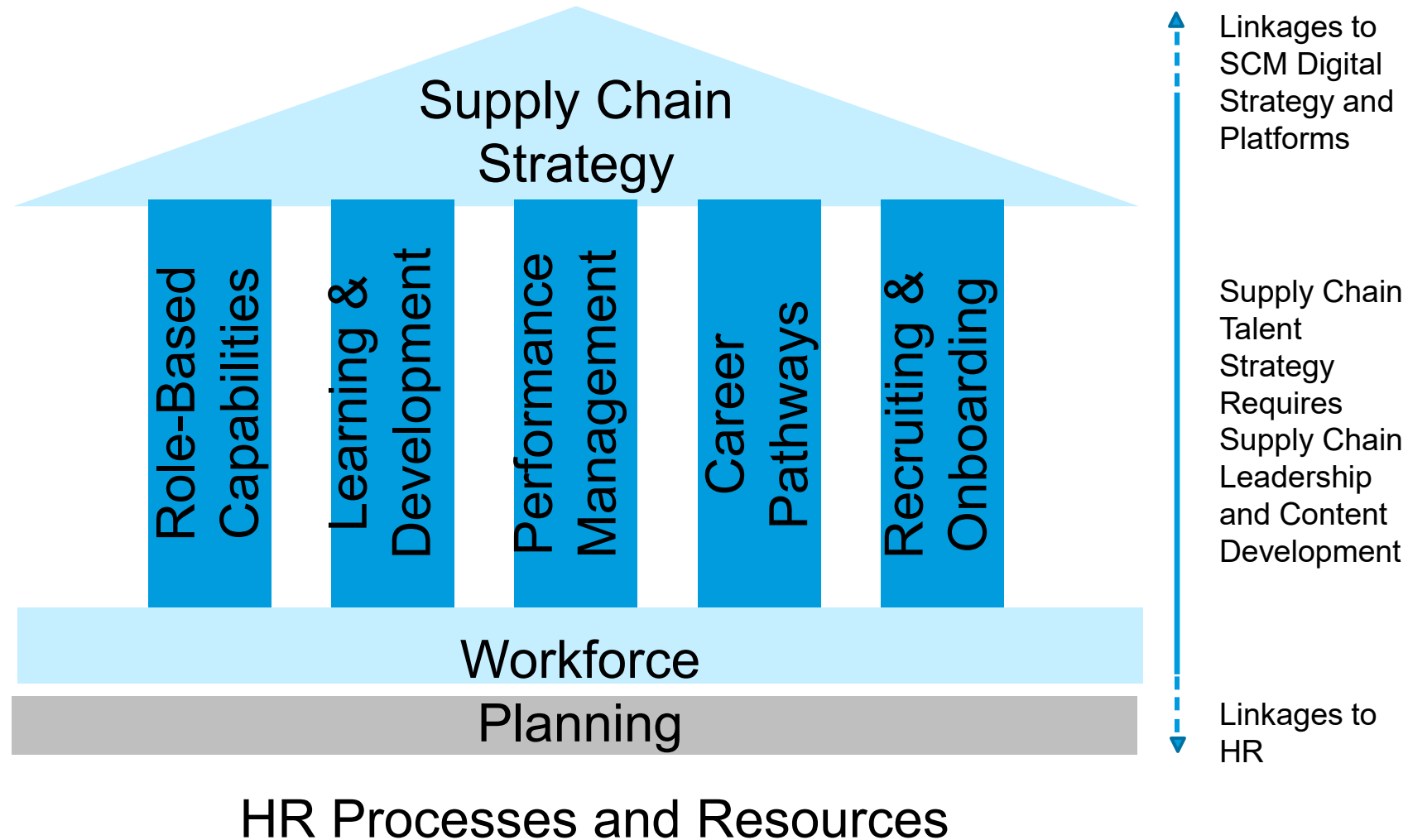
GARTNER – KEY FINDINGS ON TALENT MANAGEMENT

- Many supply chain organizations still approach talent development from a training-led mindset, leaving out foundational aspects of a comprehensive strategy.
- Executives ask, "What is the ROI for talent?" They try to find relevant data to make the case for supply chain talent investment prior to defining a supply chain talent strategy — the reverse order of the way things should be done.
- Supply chain leaders are not integrating enough technology, analytics and process improvement into roles to meet current and future needs.
- The supply chain talent maturity model offers a detailed view of the talent practices to guide companies on their journeys to becoming demand-driven and digital-business-relevant.

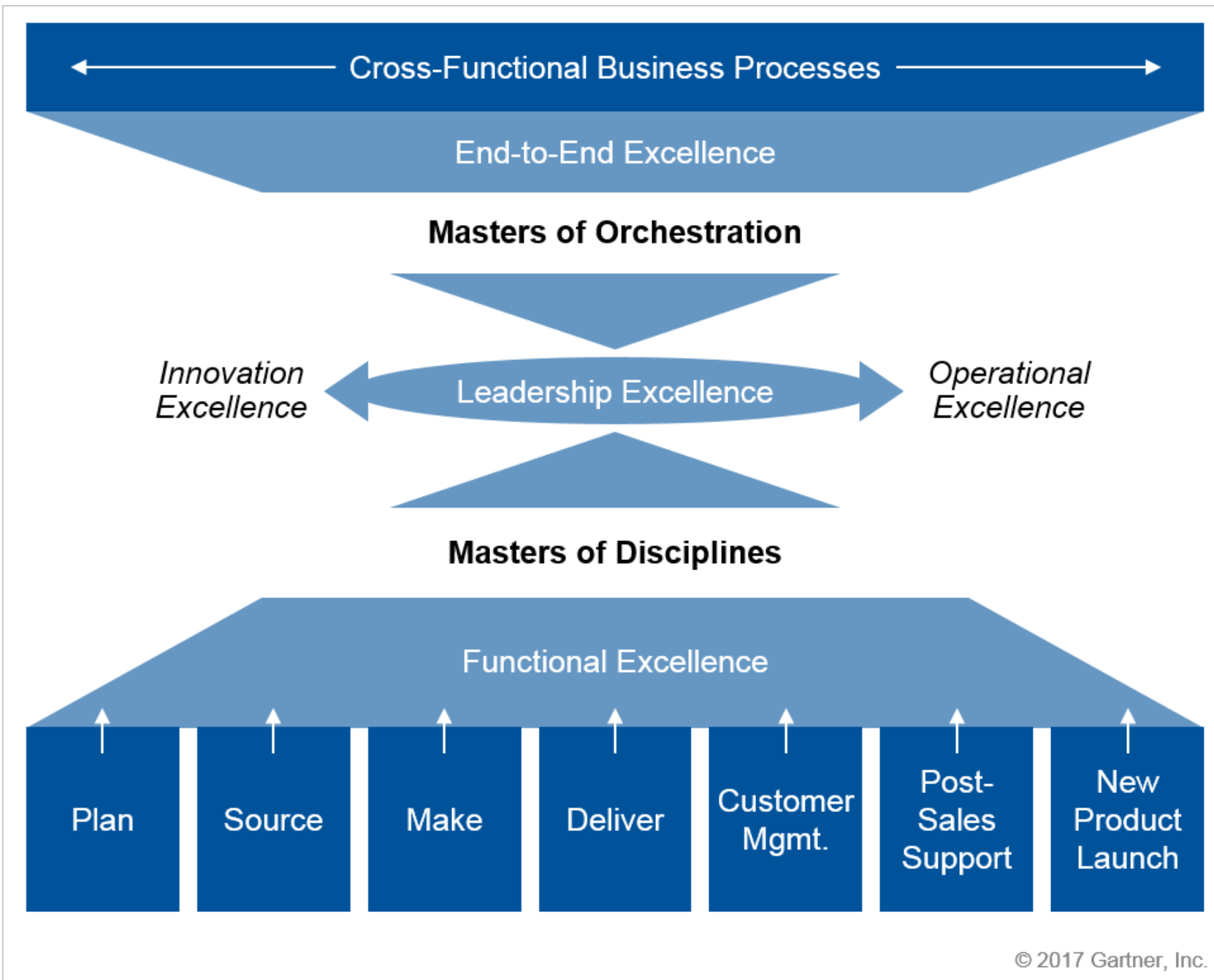
DISCUSSION #1: PRIORITIZING TALENT

- What is the role of talent management at your organization?
- Why is talent management more important in supply chain than ever before?

FIVE PILLARS OF SUPPLY CHAIN TALENT & ASSESSING MATURITY

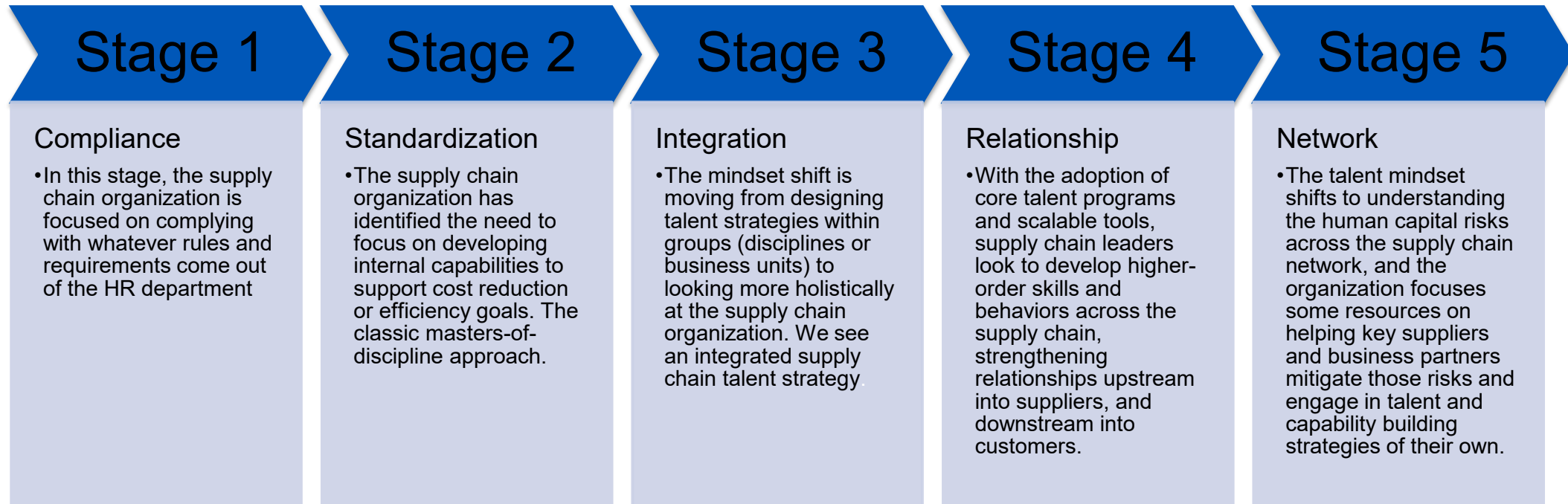


Modeled off of Gartner



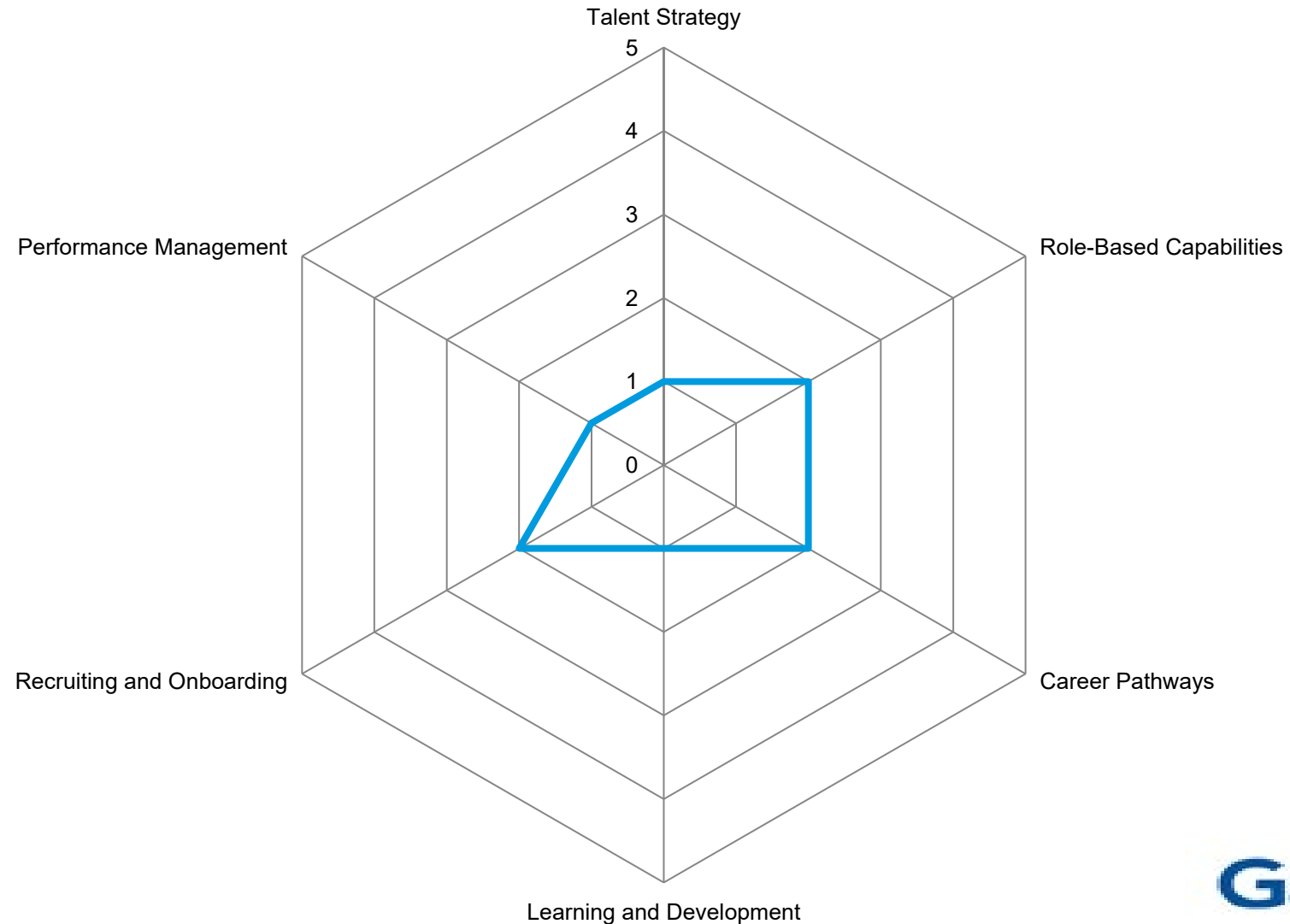
© 2017 Gartner, Inc.

GARTNER'S SUPPLY CHAIN'S TALENT MATURITY MODEL (SUMMARIZED)



MATURITY BASELINE JULY 2019

Supply Chain Talent Management Maturity Summary



GARTNER – RECOMMENDATIONS

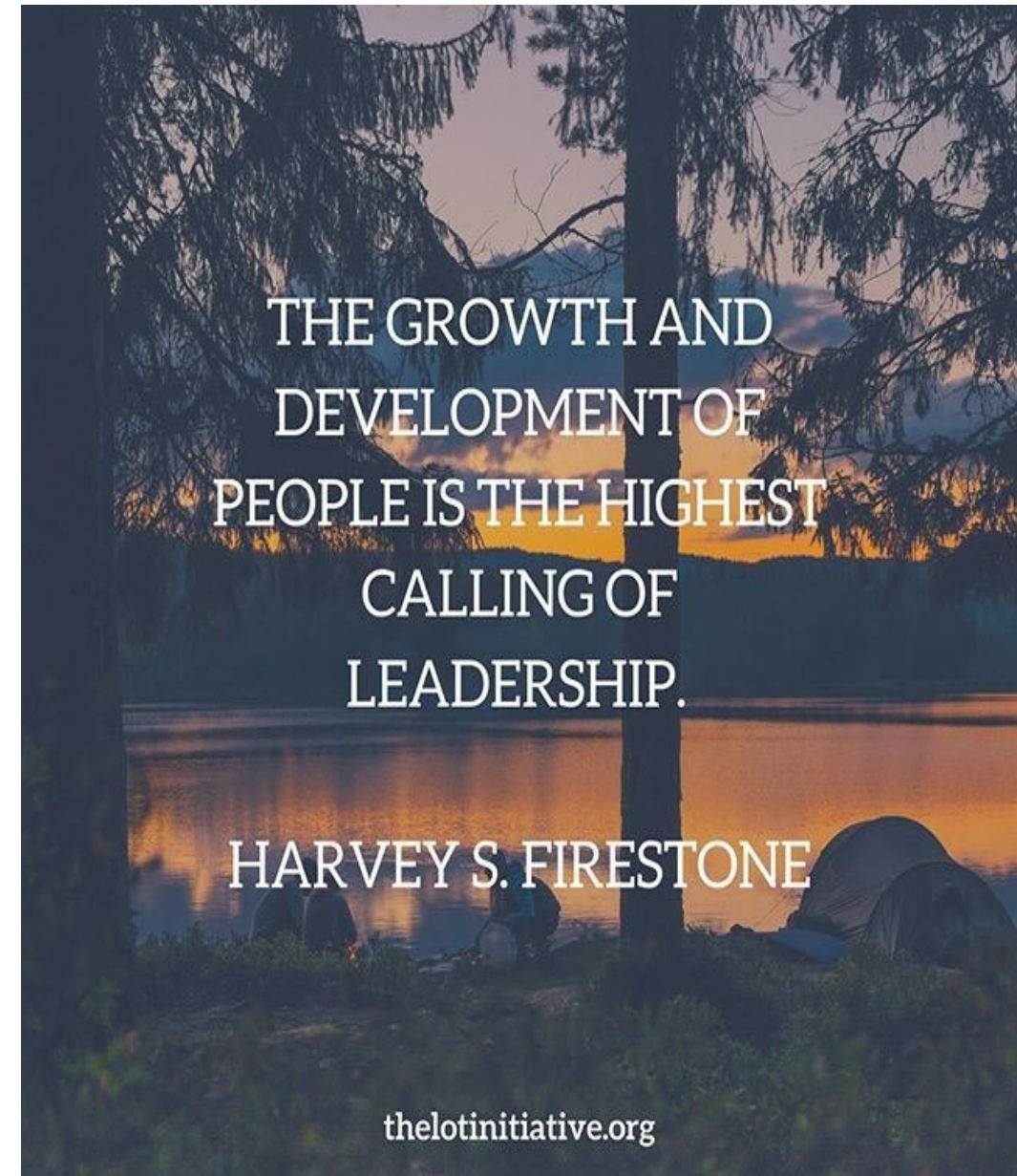
- Supply chain leaders responsible for talent strategy should:
 - Develop a supply chain talent strategy just as you would demand planning or other enabler of your supply chain strategy. Use the five talent pillars as a framework to guide your strategy.
 - Utilize the supply chain talent maturity model to set direction, demonstrate progress and crystalize the challenges that you must overcome to develop, promote and retain great talent.

DISCUSSION #2: MATURITY ASSESSMENT

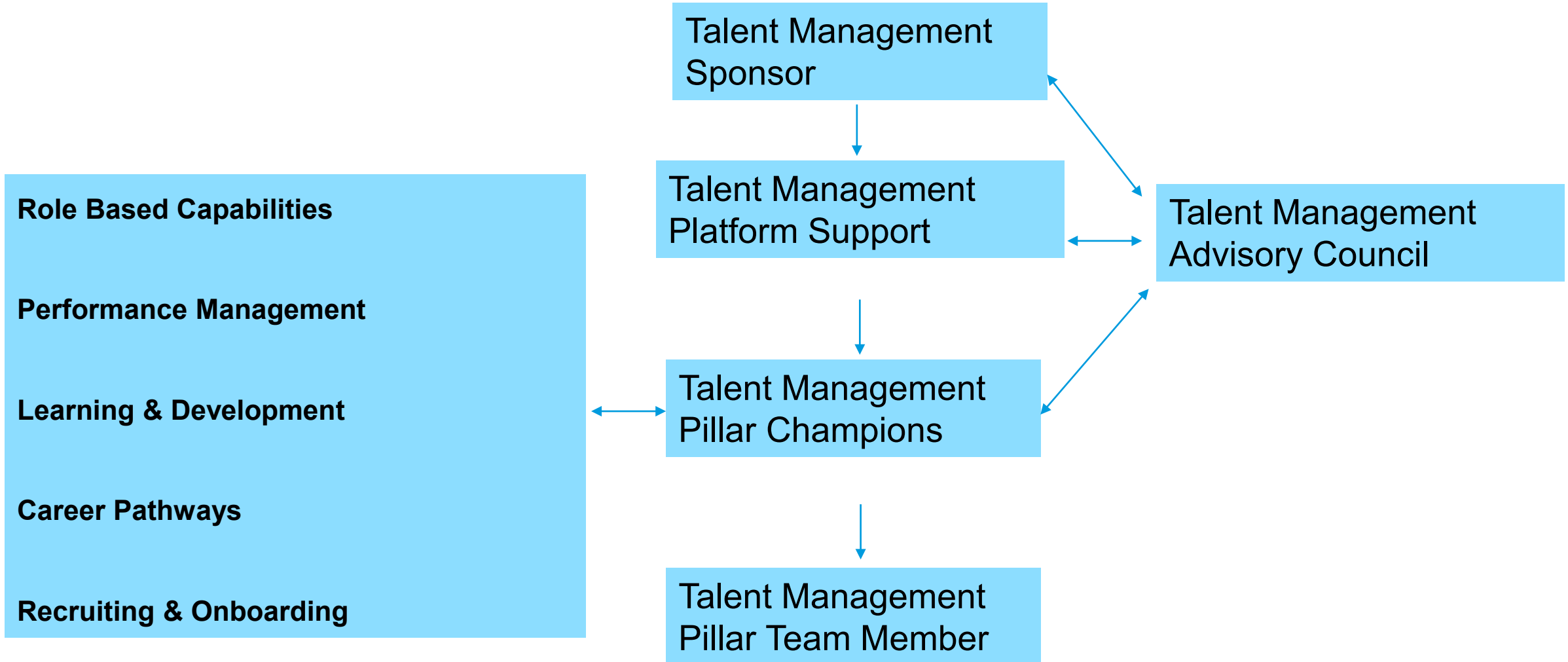
- Rate your organizations talent management maturity 1-5
- What are the barriers to talent management investment?
- Looking at the maturity baseline –what areas are HC SC usually stronger or weaker in?

HOW MAYO CLINIC APPLIED THE STRATEGY & INITIAL RESULTS

- Our talent management strategy us to:
 - Enable a high-performing workforce
 - Identify and close skills gaps
 - Implement and maintain programs to attract, acquire, develop, promote, and retain quality and diverse talent



Creating a Talent Management Governance Structure



PRIORITIZING YOUR EFFORTS

Center for Creative Leadership



WINNING THE HANDS, HEARTS, MINDS AND SPIRITS

Employee Perception of internal opportunities for growth and development is one of the more important predictors of employee engagement.

Tracy Maylett, Ed.D

Paul Warner, Ph.D.



EMPLOYEES ARE ENGAGED

When They Find These Keys in Their Job



MAYO CLINIC: CAREER PATHWAYS

1. ***Development Opportunities Platform:*** tool designed to match SCM team members with opportunities to grow their skills sets, while ensuring the resource needs of Supply Chain are met
 - a. This platform provides a mechanism to offer experiences to match the needs of SCM in a way that is easy to find and navigate
 - b. The key elements of this platform are:
 - i. The SharePoint tool established for ease of employee access and management sponsored updates and opportunities
 - ii. A Core Leadership Group to administer matching the requests with the needs of Supply Chain
2. ***SCM Career Grid:*** SharePoint sites that lists all of the roles in SCM, details the requirements of the role including 2030 skills and identifies current openings. This was established improve visibility into the requirements for specific roles and to provide clarity around the career pathway options within SCM.

MAYO CLINIC: LEARNING & DEVELOPMENT

1. Educational programming developed internally:

- a. Foresight Initiative – content designed to make director and above SCM leaders aware of macro changes expected in the business environment over the next 10+ years
- b. Medical Terminology – designed to educate business professionals in SCM about the clinical terminology commonly used within the practice
- c. Crucial Conversation – training to help equip employees with techniques and strategies for managing challenging and difficult conversations in the workplace with a focus on virtual conversations

2. Educational programming available externally and curated for SCM workforce needs:

- a. Submitted CIP proposals in collaboration with Finance leadership to support the growth and development of early career business professionals and to meet the 2030 skills needs of the department (only limited approvals to date)
- b. Udemy course curation – Developed lists of Udemy courses that help train employees to meet 2030 skills or skills needed for specific roles in SCM. These courses are often foundational to more formal, advanced and rigorous education available through CIP.
- c. Equity, inclusion and diversity – supported watch parties focused on EID specific content and facilitated discussions with SCM employees on the topics

LEARNING & DEVELOPMENT CONTINUED...

3. Mentoring Programs:

- a. SCM mentoring program – targeting all levels of SCM employees
- b. Women’s Mentoring – program designed to meet the specific needs and challenges of women in the SCM workforce



RECRUITING & ONBOARDING

- The new supply chain shortage is labor and talent
- Diversity of workforce is a growing business priority
- How do you gain and retain top talent and diversify your workforce at all levels?



MAYO CLINIC: RECRUITING AND ONBOARDING

1. Internships:

- a. *SkillBridge* starting in spring 2023: Veteran internships in collaboration with Finance
- b. University of Minnesota Rochester Internships: Developing curriculum and experiences for undergraduate students focused on SCM in collaboration with HR
- c. Graduate Apprenticeships: collaboration with HR focused on providing advanced training for graduate level students from schools with diverse student bodies

2. **New SCM Employee Welcome resources:** developing standard SCM content including video guided tours, Org charts and other content specific to SCM to help orient new employees with a focus on the needs of remote workers.

3. **Recruitment Best Practices Discussion:** panel discussion with hiring managers and HR to share best practices and success stories with recruitment in the current environment

DISCUSSION #3 STRATEGY & TACTICS

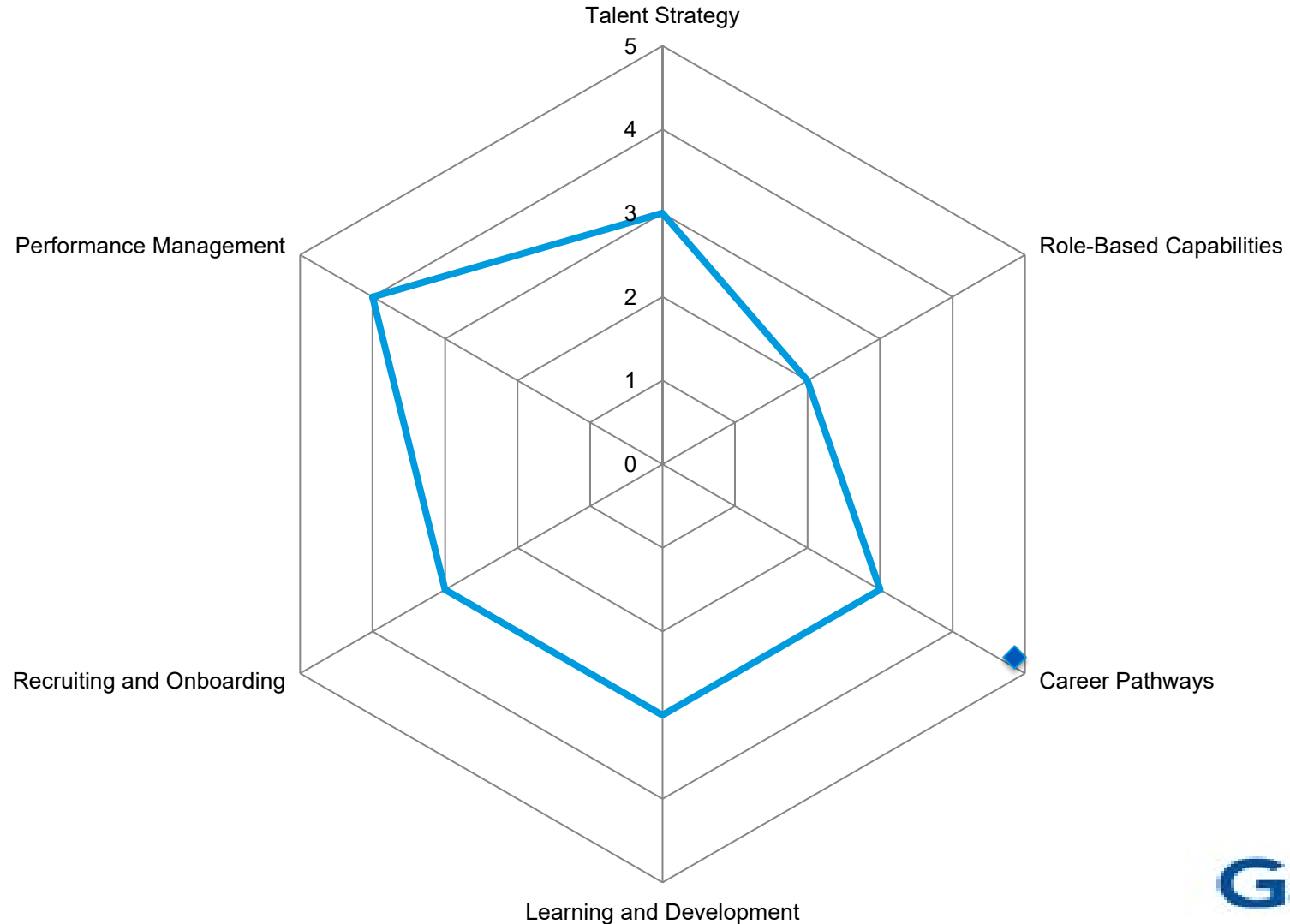
- What strategies and tactics has your organization successfully employed in talent management?
- How do we close gaps in career pathways and role-based development?
- How do you measure results?

MAYO CLINIC INITIAL OUTCOMES

- Employee engagement *I believe Mayo Clinic holds job/career opportunities for me in the future.*
 - Higher for Supply Chain Management versus overall organization
- Mentorship program
 - Staff and leaders highly satisfied with the programs
 - Monitoring promotion and retention for participants
- Equity, Inclusion and Diversity
 - Monitoring retention and internal promotions for diverse employees

MAYO CLINIC MATURITY OCTOBER 2022

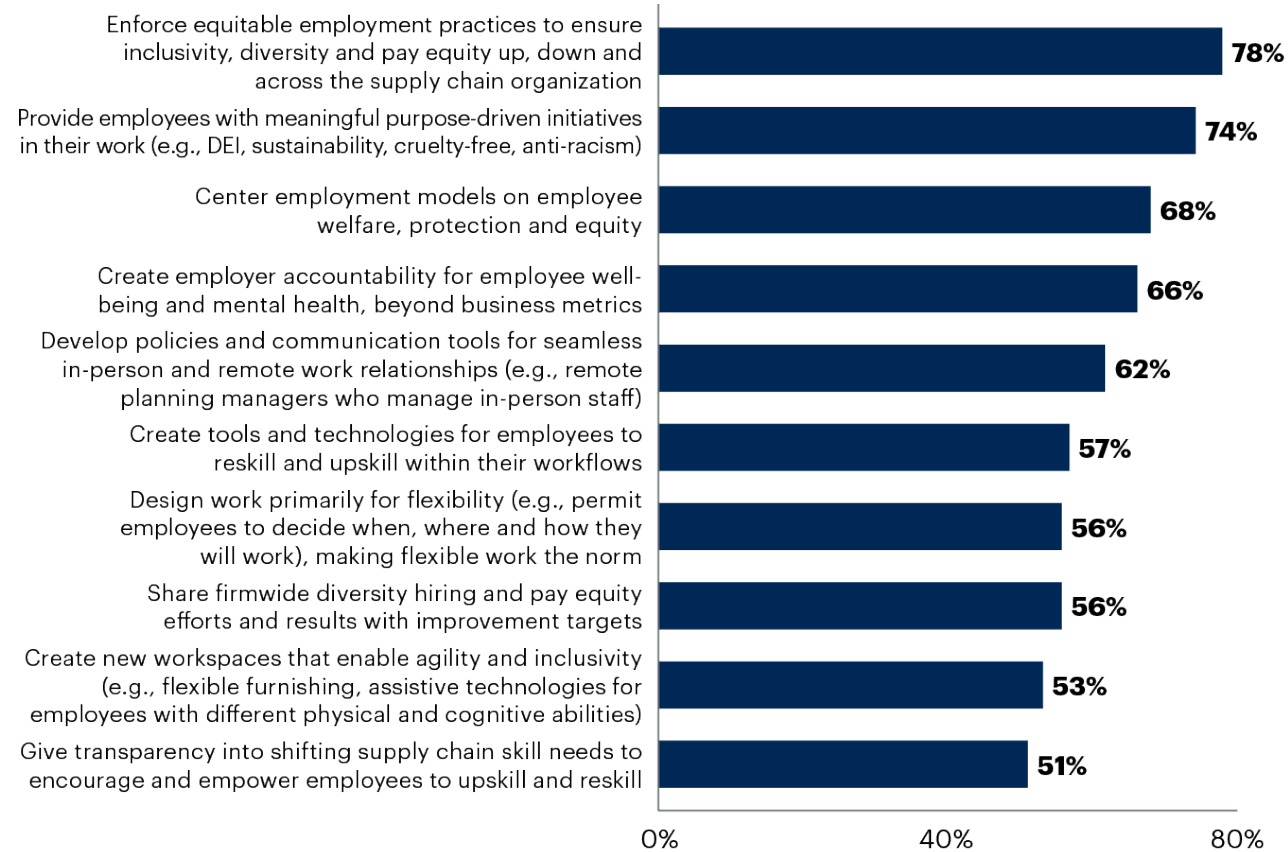
Supply Chain Talent Management Maturity Summary





Reinventing the Supply Chain for Human Centricity

Percentage of Respondents Investing Today



n = 983

Source: 2021 Gartner Future of Supply Chain Survey

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Gartner

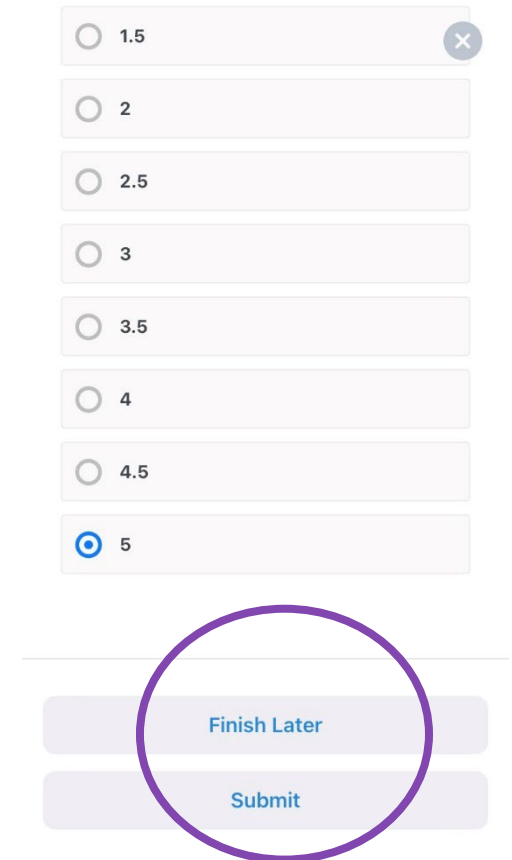
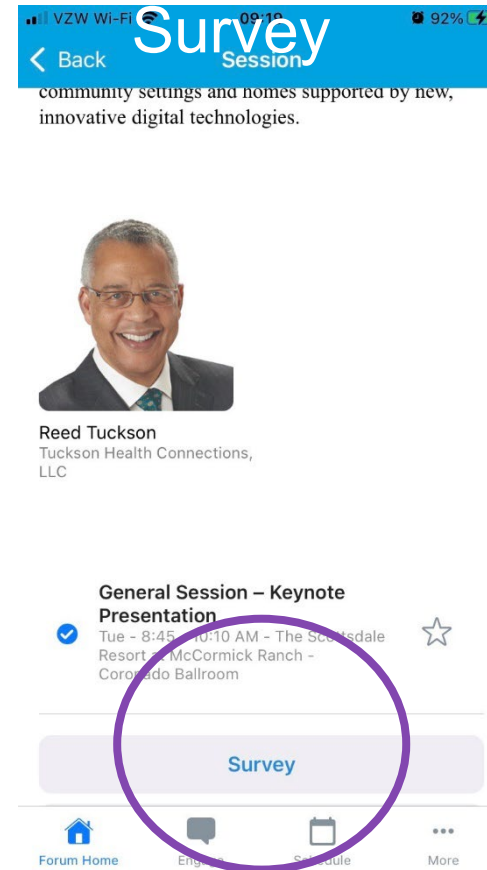
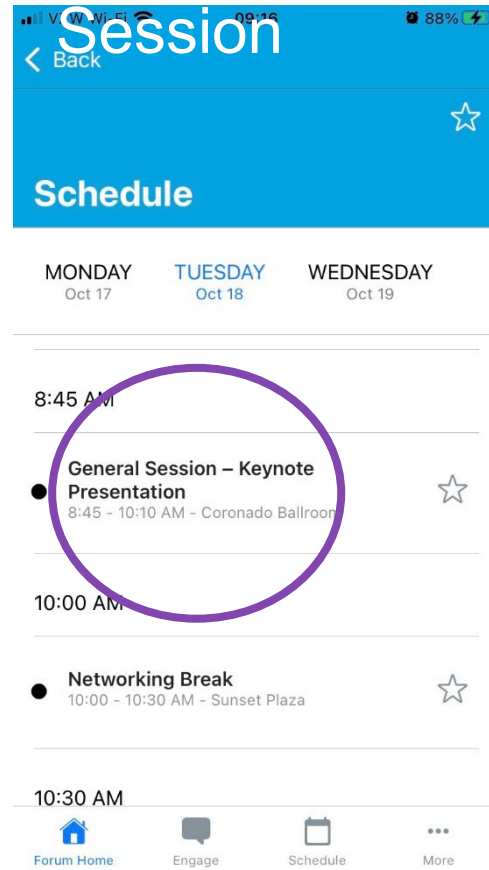
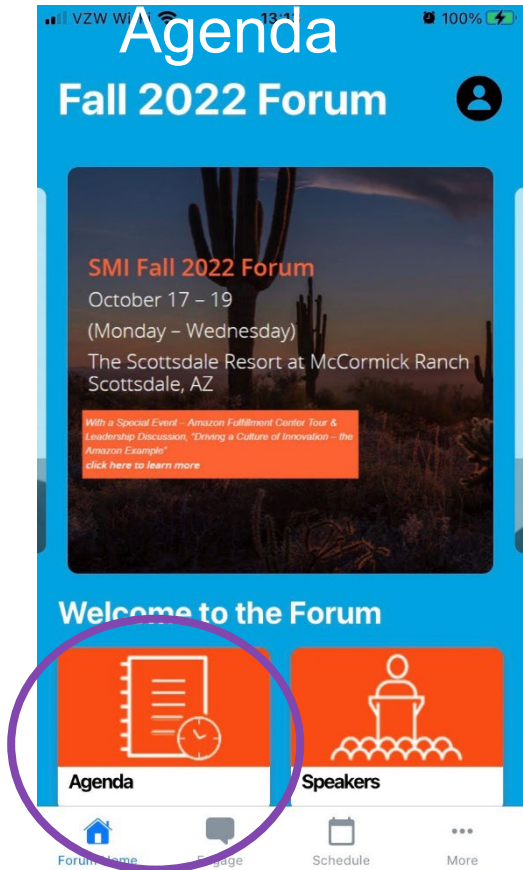


The best time
to plant a tree
was 20 years
ago. The
second best
time is now.

DISCUSSION



Please Complete your In-App Survey



Thank you for joining us!

Next Up:

- **Please join us at 6 PM for an evening of Mexican food, fun, and networking under the stars.**
- **Please join us for a productive day tomorrow starting with breakfast from 7-8 AM and continuing at 8 AM with our Thought Leadership Council Meetings followed by general sessions.**