

# Arizona Healthcare News

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## Abrazo Health Care: Working to Collaboratively Improve the Quality of the Workplace

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Abrazo Health Care is committed to attracting and retaining top talent. Over the past two years, the organization, comprised of 5,200 employees, has made significant improvements to reduce turnover rates. Abrazo has implemented several programs focused on improving talent, culture and performance.

Utilizing Gallup's talent-based hiring tools, Abrazo is able to select candidates based on their individual talents to predict future performance levels and accurately determine if a candidate is a good fit within the organization. Additionally, Abrazo measures employee

engagement twice a year with the Gallup Q12 survey and an employee pulse survey to determine the level of employee engagement. At Abrazo, managers and employees work collaboratively to improve the quality of the workplace.

Abrazo nurses and clinical staff have several opportunities for continued education and growth opportunities. The new graduate development program is a unique opportunity available to 100 nursing graduates per year. This competitive program gives new nurses 12 weeks of education and training to become an acute care nurse at an Abrazo Health Care facility. New graduates entering a specialty area will enter a bridge program for additional training.

Another opportunity available is the nurse specialty training program for current nurses offered four times per year. Nurses can apply to receive training to transition to a specialized nursing position in the operating room, emergency room or intensive care unit.

To develop future leaders, Vanguard Health Systems, Abrazo's parent company, offers a Vanguard Leadership Academy for director-level and higher positions. The

Vanguard Leadership Academy is a prestigious program designed to develop and align the future leaders of Vanguard Health Systems with the company's mission, vision, values and strategic plan. Each year, candidates are nominated by a member of the Abrazo executive team and given careful consideration by a panel of Vanguard representatives to determine acceptance into this highly-competitive management development program. Only fifteen candidates from each market will be selected to enter a one-year comprehensive program that focuses on leadership foundation, operations and execution, and strategy and innovation. The teams, comprised of leaders from Vanguard's five markets across the nation, meet throughout the year with the organization's senior leadership team, attend guest lectures and participate in a project designed to solve a real-world health or healthcare-related challenge.

Later this year, Abrazo plans to roll a management development program that will be available to a larger group of employees with a goal to develop front line leadership such as team leads and supervisors. This new opportunity will attract talented, emerging lead-

ers that are goal-oriented and are looking to grow within the organization.

Learn more about Abrazo Health Care by visiting [abrazohealth.com](http://abrazohealth.com).

*Guido de Koning is the vice president of human resources at Abrazo Health Care. He is responsible for managing and integrating the system's human resources function as well as strengthening the culture,*

*engagement, and performance of the workforce. Prior to joining Abrazo, de Koning was the vice president and chief learning officer at Vanguard Health Systems in Nashville, Tenn.*

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