

## WORKFORCE DEVELOPMENT & INCLUSIVE, LOCAL HIRING

*We support access to family-supporting employment to create economic security, improved health and well-being, and stable, thriving communities. We support business development that has equitable economic and social impacts.*

### A GOOD JOB WITH BENEFITS AND A CAREER LADDER SUPPORTS INDIVIDUAL AND FAMILY HEALTH OUTCOMES

Inclusive, local hiring and workforce development is critical to financial security—a key upstream determinant of health. Workforce development strategies that focus on targeted hiring and promote mobility and skill development for low-wage workers can help residents from low-income communities, often people of color who face challenges finding employment, achieve the financial security needed to maintain good health and live fuller lives.

A study supported by the Robert Wood Johnson Foundation showed that “Those with the lowest income and who were least educated were consistently least healthy,” (**Braveman et al.**, 2010). There are many longitudinal studies that show that economic resources predict health or its proximate determinants. (**Braveman et al.**, 2010). Individuals living in impoverished neighborhoods have an increased risk for mental illness, chronic disease, higher mortality, and lower life expectancy. (**Healthy People 2020**).

## KEY FEDERAL WORKFORCE DEVELOPMENT PROGRAMS

**Pathways to Health Careers Act** (Encompasses **HPOG – Health Profession Opportunity Grant**) (**\$3189/HR4449**) provides education, training, and supportive services to TANF recipients and other low-income individuals to help them get jobs in the healthcare field. The Act authorizes new grants from 2022 to 2026, with increased annual funding of \$318.75 million and expands HPOG to all states (currently at 23 states).

**Jumpstart Our Businesses by Supporting Students (JOBS Act)** (**\$864/HR2037**) aims to better support today’s students by making high-quality, shorter-term education and training programs (150 clock hours and 8 weeks in length) eligible for federal Pell Grants.

## HEALTHY AND AFFORDABLE HOUSING

*We support healthy and affordable housing for all as a foundation for healthy, vibrant communities and inclusive growth.*

## SUPPORTING WORKFORCE DEVELOPMENT & INCLUSIVE, LOCAL HIRING MAKES GOOD HEALTH SENSE

Education and training play important roles in increasing income. Occupations that typically require an associate's degree had a median annual wage of \$52,830 in 2017, much higher than the \$36,100 median for workers in high school-level occupations. (BLS, 2018).

There are significant economic and social costs to keeping families in poverty. Child poverty costs more than **\$1 trillion per year** (5.4% of GDP) in lost economic productivity, increased health and crime costs, and increased costs resulting from child homelessness and maltreatment.

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## THE HEALTHCARE ANCHOR NETWORK INCLUSIVE, LOCAL HIRING AND WORKFORCE DEVELOPMENT APPROACH

The U.S. will be experiencing a **shortage** of up to 3.2 million healthcare workers by 2026. (Mercer 2021). In addition to supporting workforce development programs, through local and inclusive hiring, health systems can invest in an ecosystem of success that lifts up local residents; helps create career pathways for low-income, minority, and hard-to-employ populations; and begins to transform neighborhoods. In the process, health systems can develop a more efficient workforce pipeline, meet sustainability and inclusion goals, and ultimately reduce healthcare costs and improve the health of their communities.

HAN members recognize the importance of investing in a skilled workforce and addressing health inequities through a “career pathway” approach. Health systems are working to increase access for traditionally disadvantaged populations and improving health outcomes through increased education, income, and social mobility.

### The Career Pathway Approach: Outside-in and Inside-up

**Outside-in strategies** involve building pipeline programs that connect community members to quality jobs. Outside-in strategies partner major employers—such as health systems—with workforce intermediaries that are embedded in the community to prepare people for employment or to fill specific, high-demand roles. These workforce intermediaries often have networks they can recruit from and have a trusted reputation in the community, and they might offer job training and other support.

**Inside-up strategies** connect incumbent workers, including frontline staff, to career pathways and career development support to rise up within the organization.

# HOW HEALTHCARE ANCHOR NETWORK MEMBERS ARE BUILDING INCLUSIVE, LOCAL HIRING PIPELINES AND CAREER LADDERS IN THE COMMUNITIES THEY SERVE

*These are select examples from recent HAN case studies, presentations, and toolkit resources.*

## **Advocate Aurora Health, Ascension Health, & Froedtert Health:**

The Center for Healthcare Careers of Southeast Wisconsin (CHCSEW) partnered with healthcare anchors in Southeast Wisconsin including Advocate Aurora Health, Ascension, and Froedtert Health through an anchor collaborative initiative to develop, pilot, and evaluate an Medical Assistant Accelerated Pathway to Employment Training. This project is funded by a grant through Advancing a Healthier Wisconsin Endowment, which pays for instructors, classroom spaces, and equipment to set up their lab. Compared to a typical medical assistant 1-2 year training, this 14 week program consists of a paid classroom learning experience and paid clinical placement. Weeks 1-10 is 400 hours total of lecture and lab and weeks 11-14 includes 160 hours of clinical experience, both paid at an hourly wage. Thus far, this program has enrolled 61 participants in total with class sizes sitting at about 12-16 people, and about 71% of enrollees are low-income, persons with disabilities, or represent racially diverse populations.

**Alameda Health System:** Alameda Health System's Young Men of Color Internship is a program catered to middle school and high school BIPOC boys that includes career shadowing (~ 40 hours) across various departments including cardiology, maternal child health, and the OR as well as skill building at Highland Hospital. Students are able to get "tangible" experience like learning CPR, how to control hemorrhaging, and suturing, in addition to engaging with a curriculum that covers the importance of social determinants of health, population health management, healthcare skills, professionalism, and healthcare career exploration. The success of this program rides on having a curriculum that has dynamic and engaging presenters of color, so that students can see themselves reflected in healthcare providers, as well as allowing participants to undertake practical tasks that expand their skill set. Overall, 88% of participants reported that they have a clearer picture of the educational path they would like to pursue, 100% of students understand the pathway necessary to pursue their career of choice, and 96% of students would recommend the internship program to their peers.

**Ann & Robert H. Lurie Children's Hospital of Chicago & Rush University System for Health:** As an early initiative of West Side United, Ann & Robert H. Lurie Children's Hospital of Chicago and Rush University System for Health have partnered with other Chicago based health systems and their workforce development partners to create the Medical Assistant Pathway Program (MAPP). Fully funded

by the Advancing Cities Grant through JP Morgan Chase, Chicago Cook Workforce Partnership, and hospital tuition assistance programs, MAPP is designed to enable full-time employees at these health systems to complete the Medical Assistant (MA) certification program at Malcolm X College. This 18 month program is free to participants and is designed to allow enrollees to maintain their full-time employment. It also supports enrollees by providing wrap-around services through the local nonprofit One Million Degrees. This model has now been adapted to other pathway programs, including a certified nursing assistant pathway program for former Chicago Public School interns at the hospitals.

**Baystate Health:** In 2020, Baystate Health received \$125,000 in grant funding from the Ascend at the Aspen Institute "Family Prosperity Innovation Community" to advance the growth and development of low-wage entry-level employees and to increase employment opportunities for residents from surrounding neighborhoods with limited opportunities. This funding is being used to partner with other local employers, community-based organizations, and educational partners through Springfield WORKS to support an effective workforce ecosystem; connect turned down applicants to career development opportunities through Springfield WORKS; collaborate with community-based organizations and other community partners on initiatives such as cohort training program; and holistically assess candidates and provide training opportunities and other support for those lacking formal work experience or technical skills. The system has also been investing in incumbent worker training by developing and scaling apprenticeships, internships, and other internal development programs; holding focus groups with entry-level employees to better understand the community's perception of Baystate Health as an employer; and offering job coaching for internal employees to advance in the organization.

**Dartmouth-Hitchcock Health:** In 2014, Dartmouth-Hitchcock Health (D-HH) established the Dartmouth-Hitchcock Workforce Readiness Institute (D-H WRI), which is a registered career school with the NH Department of Education. D-H WRI provides paid training and career advancement opportunities through apprenticeships and professional training programs. Trainees are employees of Dartmouth-Hitchcock Health and are able to access associated benefits, including health insurance, earned time off and tuition reimbursement. D-H WRI Programs target in-demand frontline positions and include training and registered

apprenticeship for Medical Assistants, Pharmacy Technicians and Surgical Technologist. Training is also offered for Ophthalmic Assistants and Licensed Nursing Assistant. Upon completion of the program, graduates are transition into a full-time role at D-HH. D-H WRI has intentionally worked to remove as many barriers as possible within its application process to encourage diversity in their training programs, which have included high school graduates, people changing careers or returning to workforce, veterans, and internal DH-H employees. D-H WRI has a success rate of 95% or better in each of its programs, and has worked with over 800 students since its inception in 2014.

D-HH has also partnered with Colby-Sawyer College (CSC) to develop new programs and career paths for healthcare professionals, including new programs to support individuals looking to start a nursing career. One example is an accelerated path to Nursing for people who already have a Bachelor's in non-nursing fields. A Director of Professional Learning serves as a liaison between D-HH and CSC, offering academic counselling, helping students navigate the admissions process and get oriented their the programs. D-HH serves as the host site for students' clinical rotations and provides per diem employment opportunities ("earn and learn") for students while in school.

#### **Franciscan Missionaries of Our Lady Health System:**

Our Lady of the Lake (LOL) Regional Medical Center—a part of the Franciscan Missionaries of Our Lady Health System (FMOLHS)—partnered with Catholic Charities Diocese of Baton Rouge in October 2018 to launch The Faith Fund, a micro-loan investment fund, to address a vital component of health: financial stability. Baton Rouge community members identified that many residents were struggling with predatory payday lending—residents would borrow small loans of about \$300 to cover basic necessities like food and rent, with prohibitively high interest rates often exceeding 100% attached, which would end up furthering their initial financial insecurity. To address this situation, LOL partnered with the Catholic Charities of Diocese of Baton Rouge to offer lower interest (~5.96%) micro-loans and financial education services to FMOLHS employees. FMOLHS has supported this fund by tapping into the system's unspent dependent care and medical spending savings account funds. Team members who have been a member of the FMOLHS workforce for at least one year are eligible to apply for loans and financial counseling. Approximately three months after launching The Faith Fund, FMOLHS team members had avoided \$263,953 worth of fees and/or interest payments.

Additionally, to address FMOLHS furloughs and decreased work hours during the Covid "shut down", FMOLHS offered team members income stabilization

loans of up to \$500 per pay period for six, two-week pay periods. FMOLHS also created a post Hurricane Ida relief loan, where team members could access \$1,000–\$2,000 to help with hurricane recovery. These opportunities provide support in times of need when FMOLHS team members are most vulnerable.

**Hawaii Pacific Health:** Hawaii Pacific Health's Partnering to Develop Clinical Education Training for Teens program helps high school students develop hands-on experience through labs and externships to expose them to the careers in this workforce. Importantly, the programs allow teens to sit for National Certification exams, so they can successfully enter the healthcare workforce. This program reaches 17 high schools and includes different disciplines of healthcare including a medical assistant, nurse aide, and phlebotomy training programs along with multiple other offerings. This has been achieved in three years by collaborating with public school educators. The medical assistant program, for example, combines classroom learning with a clinical externship. 70 students have completed the program and 100% of those students have achieved their national certification as medical assistants. The nurse aide training program is another program that is one semester long and includes 70 hours of classroom instruction with 40 hours of clinical experience. 129 students have completed this program, across 5 schools that have implemented the nursing aide training program.

**Intermountain Healthcare:** Intermountain Healthcare's Refugee Phlebotomy Program is a partnership with the local Office of Refugee Services to train refugees as phlebotomists. Intermountain has employed many refugees in entry-level non-clinical roles. Through this program, the Office of Refugee Services sponsors a community-based training that prepares refugees be stronger candidates for Intermountain phlebotomy roles. The program has also helped Intermountain identify systemic barriers to hiring and retention. Examples changing experience requirements to fit the development pathway, changing some interview questions to be more culturally appropriate, and increasing engagement of hiring managers. Once hired, participants are encouraged to advance through clinical pathways and build careers in healthcare. This program is providing foundational processes for development of intentional outside-in pathways for refugees in other areas of the organization.

**Kaiser Permanente:** Kaiser Permanente Southern California's High Impact Hiring model and talent-sourcing strategy works in partnership with Goodwill and similar other community-based organizations to create opportunities for people with employment barriers in order to build a solid pipeline. Goodwill, as an intermediary, is specifically dedicated to workforce investment, especially for veterans, youth, uniquely abled, homeless, and recently

incarcerated populations. As of 2021, over 500 impact hires have entered Kaiser Permanente Southern California's workforce across positions with low barriers like food and nutrition services, environmental services, and call centers. Kaiser Permanente Southern California is leveraging impact hiring as a business strategy for quality, culturally competent care for our patients, and has seen higher retention rates and better performance by high impact hires as compared with their peers.

Additionally, Kaiser Permanente gave \$130 million in funding to establish Futuro Health in late 2019 in partnership with SEIU United Healthcare Workers West (SEIU-UHW). Futuro Health is a career advancement intermediary organization working to grow a diverse and culturally competent allied healthcare workforce in California. Futuro Health offers training courses for students to earn credentials or improve skills, educational program scholarships, and wraparound support in areas such as education financing, career exploration, coaching on pathways toward credential or licensure, program enrollment, and employment preparation. The organization works collaboratively with healthcare institutions, higher education entities, and community organizations in order to innovate quickly and adapt to the changing needs of the healthcare sector, and to place graduates into full-time employment.

**M Health Fairview:** M Health Fairview, based in Minneapolis, partners with government, community-based organizations, education, and the philanthropic community to offer local hiring and career advancement opportunities. In 1995, Fairview Health Services (now M Health Fairview) launched an internal workforce development center to provide pipeline and career pathway opportunities for employees, students, and community residents. This workforce development center leads youth and diversity initiatives and partners with local organizations and programs including C3 Fellows, EMERGE Cedar Riverside, East Side Neighborhood Services, and the MN African Development Center. In addition, we actively participate in and sponsor programs such as HOSA, Scrubs Camps, Step-Up, RightTrack, Achieve Mpls, and others which provide students opportunities and pathways into healthcare careers.

Recently, M Health Fairview partnered with a local workforce intermediary to recruit residents of Minneapolis' Cedar Riverside neighborhood, where the unemployment rate is six times greater than the average; in 2021, 8 residents were hired. In addition, other program outcomes include 11 C3 Fellows, 6 Step Up Interns, 6 Scrubs Camp sponsorships, and 811 hires from strategic zip code hiring initiatives that focus on areas where residents face economic and employment challenges. M Health Fairview's work and learn programs have a 99% retention

rate.

M Health Fairview was also recently awarded a Department of Labor Apprenticeship Award of \$905,000 to help advance 205 individuals into nursing, medical assistant, and surgical technologist roles, and provided tuition support to offset costs not covered by these grants. Fairview also received six Minnesota Pipeline Grants totaling \$900,000 to support up to 150 entry level employees beginning IT careers and an additional Minnesota Pipeline Grant for \$100,000 to support 25 individuals into RN to BSN and nursing assistant positions. The team continues to research new, innovative funding streams and strategic partnerships in an effort to increase healthcare career opportunities for diverse individuals and for those with employment challenges.

**The MetroHealth System:** The MetroHealth System in Cleveland, Ohio implemented an internship program for students in their high school, the Lincoln-West School of Science and Health. MetroHealth entered into a partnership with the Cleveland Municipal School District to create the school in 2016, and it is the country's first high school co-located within a hospital. In addition to offering regular high school courses, the school also provides students with opportunities to learn about the healthcare sector and healthcare career pathways, such as through MetroHealth's internship program, mentoring program, and MetroHealth Days that provides students with hands on experiences, medical demonstrations, job shadowing, and career panels. The culmination of the students' high school experience, concludes with a non-paid internship for senior students. Senior students are placed in a 120-hour internship in which they work within MetroHealth one day each week. The program is offered through various departments within MetroHealth, including but not limited to nursing, radiology, orthopedics, safety and security, patient experience, and physical therapy. Many students come from a low-income backgrounds and speak English as a second language. The school's first class graduated in 2019, with 100% of students accepted into college.

**Trinity Health:** Trinity Health and Mercy Health's R.I.S.E. Up program is a partnership with West Michigan Works, and The Source. Collectively, these partnerships serve employees by providing evidence-based career coaching and wraparound services that may expand job opportunities. It is an "inside-up" and "outside-in" approach for Trinity Health and Mercy Health. The "inside-up" commitment is promoting 50 colleagues per year within focused job areas including environmental and nutritional services, medical assistants, patient care assistants, phlebotomy, and pharmacy technicians to gradually close their workforce shortage gaps. The "outside-in" commitment is hiring 100 people per year

that live in the regions surrounding the hospital. Ultimately, R.I.S.E. Up creates the workforce programs and career pathways that can better develop their workforce pipeline. 75 participants of both “inside-up” and “outside-in” hires have made \$1.1M in total impact.

**Rush University System for Health:** The Rush Education and Career Hub (REACH) has a proven track record in providing high-quality, industry-driven job training services to Chicago youth, ages 16–24. Over the past three decades, REACH has provided high quality STEM education, career preparation programs and employment opportunities that improve academic performance and advance long-term economic success for thousands of low-income West Side students of color. In 2021 alone, REACH provided almost 200 young adults with 25,680 hours of paid work-based learning experiences. 85% earned industry-recognized credentials and are on-track for skilled careers with family-sustaining wages.

**University Hospitals:** University Hospitals (UH) of Cleveland, Ohio connects community residents to high demand entry level jobs within their system, and then to career coaching and career ladder opportunities within the institution. In 2013, University Hospitals started the Step Up to UH program where the health system’s internal talent acquisition team worked in tandem with a variety of community partners to identify and recruit local hires from neighborhoods near the hospital campus that face socio-economic challenges. Once connected with the potential recruits, University Hospitals’ team used an internally developed readiness program to help potential applicants learn how to set themselves up for success in the application process. UH set aside a certain number of open positions and interviews for an applicant pool composed of graduates from this readiness program. Since 2020, University Hospitals has developed this model further in partnership with their regional Healthcare Sector Partnership (which also includes HAN Members Cleveland Clinic and MetroHealth), and now pursues this work through the partnership as part of the partnership's Career On Ramp initiative. University Hospitals has hired 403 individuals through the Step Up to UH program and the Career On-Ramp initiative.

UH also has an incumbent worker-training program for current staff, which provides encouragement and support for internal advancement. UH offers a robust set of literacy building and skills training initiatives, with supports such as release time built in, and partners with education and training entities that can provide targeted skills development. In addition, employees can apply for job-specific training programs (such as the pathway to Patient Care Assistant or Medical Assistant) through which they can receive paid training to move into a more advanced

position on the career ladder. These job-specific training programs have led to 301 promotions within the health system with an 87% retention rate. In addition to these pathways, University Hospitals runs three earn to learn apprenticeship programs for Pharmacy Technicians, Community Health Workers, and Medical Assistants resulting in 80 hires through these apprenticeships.