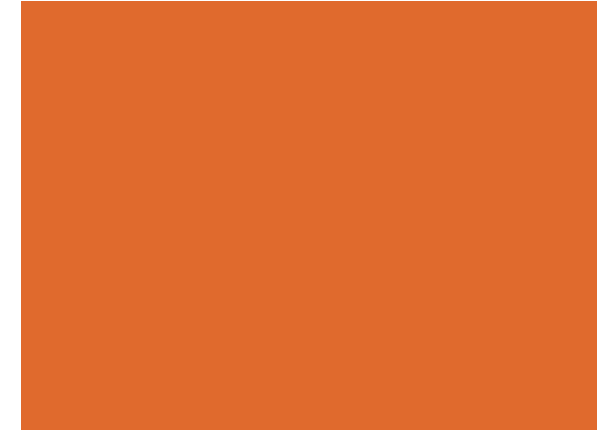


*An employer-led network of healthcare leaders promoting increased employer investment in frontline worker skill development and career advancement*



**CareerSTAT**  
Advancing Healthcare's Frontline Workers



# Guide to Investing in Frontline Healthcare Workers

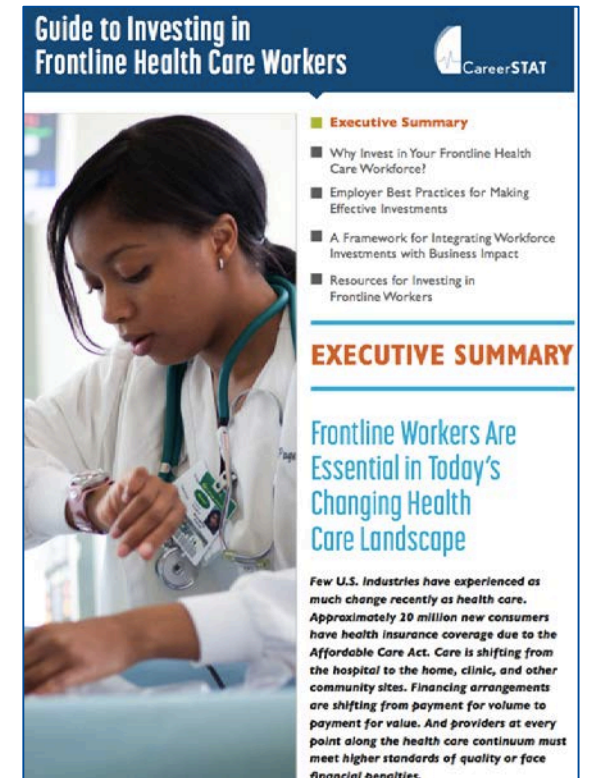
2

## Organizational Best Practices

Infrastructure, resources, and leadership needed to have the greatest impact on the business and employees

## Programmatic Best Practices

Accessible frontline talent development programs and support services



[Guide to Investing in Frontline Health Care Workers](#)

# Organizational Best Practices

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| <b>Engaging Leaders</b>                  | <b>Developing Infrastructure</b>          | <b>Leveraging Resources</b>                |
|--|---|--|
| Alignment with organizational priorities | Dedicated workforce units or staff        | Seed funding and co-investment strategies  |
| Senior leader support and sponsorship    | Employee skill and educational assessment | Industry partnerships with other employers |
| Managers as coaches and champions        | Supportive HR policies                    | Leveraged community partner expertise      |
|  | Workforce planning and analytics          | Integration with business operations       |

# Characteristics of a High-Performing Industry Partnership

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1. Develops and maintains employer leadership;
2. Produces excellent outcomes for job seekers and for employers;
3. Promotes career advancement, especially for low-skill and low-wage workers;
4. Promotes industry-recognized credentials;
5. Communicates key information to stakeholders;
6. Brokers or provides the necessary services; and
7. Operates with knowledgeable staffing provided by or through an intermediary.



# Boston Healthcare Careers Consortium

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The Consortium's goals include:

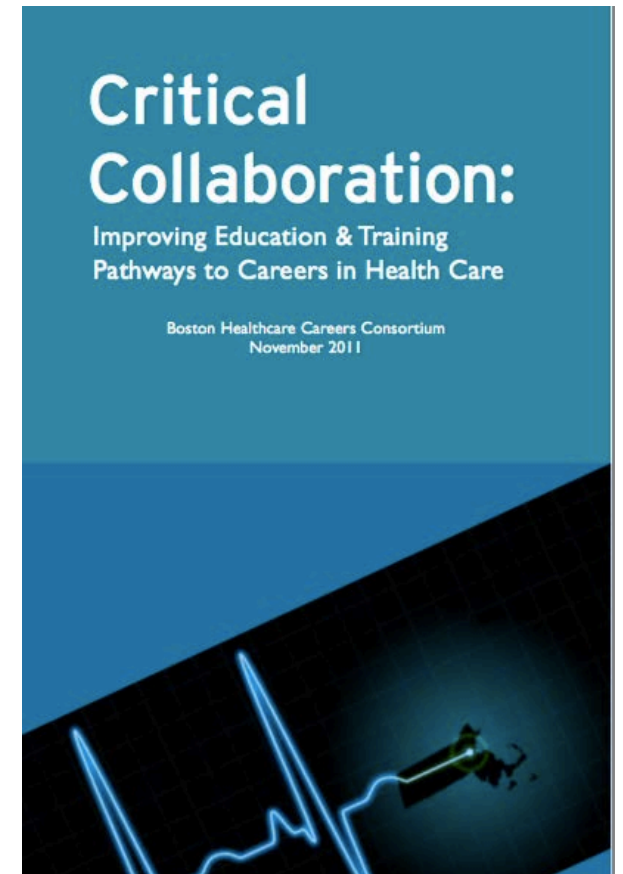
- Connecting Boston healthcare employers, educational institutions, the workforce system, and others;
- Identifying gaps and better aligning current programming to ensure a prepared workforce for Boston's healthcare sector;
- Identifying and leveraging resources to support workforce development in health care



# Critical Collaboration: Improving Education & Training Pathways to Careers in Health Care

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- Increase clarity and availability of information about job specifications and educational programs
- Improve information sharing across sectors
- Create aligned education and career pathways





## **Frontline**

Unemployed individuals to work in frontline positions, in environmental services, food and nutrition services and as CNAs.



## **Mid-Level**

unemployed, underemployed individuals, and frontline incumbents to work in mid-level clinical jobs or revenue cycle jobs.



## **Professional**

Mid-level incumbent individuals, LPNS, and ADNs to attain a bachelors of science in nursing (BSN).

**CHAMP's goal...** ensure a competent healthcare workforce by giving unemployed, underemployed and incumbent individuals opportunities to achieve economic gain and fulfilling careers training programs and services that support and sustain career growth.

# Listening to Employers to Take the Right Action

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## **Starting** (*But not until they're ready.*)

- What's new in your system (growth, new services, healthcare landscape, etc.)?
- How are your workforce development needs changing?
- What are your top priorities today?
- How do you think they'll shift in the future?

## **Confirming** (*Once you've got the above.*)

- Would you say these are your top priorities for action?
- What might happen that could change these quick?
- What would happen if these priorities were successfully addressed?

## **Preparing for Action** (*Baseline data as you need and can get.*)

- How many positions and when?
- In what timeframe/s?
- With what skills (interpersonal, critical thinking, technical, cultural context)?



# Lessons Learned in Atlanta

1. Invest time, time, and more time to build relationships.
2. Give everyone time to take back, share, and reflect.
3. Start over in the conversation/explanation as many times as necessary and know its good.
4. Take time for cross-learning investment.
5. Keep listening and talking about priorities until they're clear to all.
6. Ask how to “break the rules” to work in new and sometimes uncomfortable ways.
7. Honor territory and boundaries but respectfully work around.
8. Be ready to change priorities, approaches and process as things unfold.
9. Celebrate and recognize accomplishment and effort at every opportunity.
10. Be prepared for the journey – bring lunch, hydrate and laugh often.

# Programmatic Best Practices

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| Inclusive Hiring                    | Accessible Learning          | Career Advancement                       |
|-------------------------------------|------------------------------|--|
| Recruit from the community          | Basic skills development     | Enhanced training to meet new standards  |
| Create an incumbent worker pipeline | Work-based learning          | Career exploration tools & opportunities |
| Structured onboarding of new hires  | Competency-based instruction | Career coaching and case management      |
|                                     | Flexible learning options    | Career pathways                          |

# Work-Based Learning in Healthcare

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- Clinical education with preceptors
- Internships
- On-the-job training
- Residency programs
- Apprenticeships
- Registered apprenticeships

# Apprenticeships

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- Employer driven, customizable to meet organizational needs
- Use to advance incumbent workers and prepare new hires
- Provides a wage while people gain skills
- Combines on-the-job training and job related instruction
- Results in industry recognized credentials

# Benefits

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- Results in highly skilled and highly productive employees
- Reduces turnover
- Lowers recruiting costs
- Increases safety in the workplace

# Apprenticeship for Environmental Care Supervisors

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- **Employer challenge: recruitment & retention for position**
- **Competency-based model leading to defined career pathways**
- **Partners provide program sponsorship, recruitment, training, and coaching**

[BACH video](#)

# Conditions for Success

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1. Senior-level champions
2. Supportive/trained supervisors and managers
3. Supportive HR policies & practices
4. Internal and external supports
5. Workforce development infrastructure
6. Wage progression and career ladders
7. Leveraged resources & partnerships
8. Mechanism to track outcomes and impact

# Champion & Emerging Champions Using Apprenticeships

## Voluntary League of Hospitals & Homes, NYC

**2015 FRONTLINE WORKER CHAMPION PROFILE**

**MEETING EMPLOYERS' OCCUPATIONAL SKILLS NEEDS**

Established in 1988, the League of Hospitals and Homes is a non-profit association of 148 non-profit medical centers, hospitals, and nursing homes in the greater New York metropolitan area. The League works with the Department of Health and Mental Hygiene to support its members and improve the quality of care for the residents and patients they serve. With effective programs administered by the 1998/02 League Training and Operating Fund (TOF), the League has been recognized as a 2015 CareerSTAT Frontline Worker Champion.

**The 1998/02 League Training and Operating Fund administers roughly \$35 million annually to more than 100,000 line-management workers** covered by the League's collective bargaining agreement.

**All frontline healthcare workers employed by the League's members are eligible for a college credit per year in a health-related field.**

**IN 2013, 10,392 FRONTLINE HEALTHCARE WORKERS COVERED BY AGREEMENT PARTICIPATED IN THE TRAINING FUND'S PROGRAM**

|   |      |
|---|------|
| Frontline Healthcare Workers Participated             | 7791 |
| High School Completion and Adult Education            | 3628 |
| Adult Health Occupations Programs and Skills Training | 4163 |

## Norton Health, Louisville, KY

**INTEGRATING WORKFORCE INVESTMENTS WITH BUSINESS IMPACT**

**HOW NORTON HEALTHCARE IS MAKING THE CASE FOR ADVANCING ITS FRONTLINE WORKERS' SKILLS AND CAREERS**

By Dr. Randall Wilson

Norton Healthcare of Louisville, KY, the region's leading healthcare provider, has been nationally recognized as a leader for advancing and supporting quality care. Among the leading in quality improvement in the growth and development of their staff—a "culture of continual, lifelong learning"—and commitment to the "Health-Care" education strategy, investing in their staff's education and development, their transformational approach to work, integration their strategic, long-term investment in their staff's education and health, data analysis, internal and external workforce measurement investments have an impact on quality care, cost, and strategic capacity. Investments have an impact on quality care, cost, and strategic capacity.

**As a model for learning and growth for a healthcare frontline workforce.**

- Workforce Availability
- Employee Competency and
- Patient Experience
- Community Impact and
- Safety

As a Frontline Healthcare Worker, you are the heart of our organization. We are committed to your success and growth. We are committed to your success and growth.

## Fairview Health Services, MN

**CHAMPION | FAIRVIEW HEALTH SERVICES**

**BUILDING PIPELINES TO MEET FUTURE WORKFORCE NEEDS**

**MAXIMIZING LEARNING AND CAREER OPPORTUNITIES TO INCREASE IMPACT**

Fairview Health Services is a nonprofit, integrated health system based in Minneapolis, MN, in partnership with the University of Minnesota, to 22,000 employees and 2,000 physicians across Minnesota, serving to drive a healthier future. Fairview has been named a 2015 CareerSTAT Frontline Worker Champion. Fairview is committed to providing high-quality care to its patients and to its employees, and to its community. Fairview is committed to providing high-quality care to its patients and to its employees, and to its community.

**2015 PROGRAM DATA**

- 138 entry-level healthcare employees advanced their careers in professional, line, or trade
- 250 employees completed high school or GED
- 100 employees completed college or post-secondary education
- 100 employees completed occupational training
- 100 employees completed apprenticeship
- 100 employees completed on-the-job training
- 100 employees completed continuing education
- 100 employees completed professional development
- 100 employees completed leadership training
- 100 employees completed management training
- 100 employees completed executive education
- 100 employees completed industry certification
- 100 employees completed industry licensure
- 100 employees completed industry accreditation
- 100 employees completed industry registration
- 100 employees completed industry membership
- 100 employees completed industry association
- 100 employees completed industry conference
- 100 employees completed industry seminar
- 100 employees completed industry workshop
- 100 employees completed industry symposium
- 100 employees completed industry summit
- 100 employees completed industry congress
- 100 employees completed industry expo
- 100 employees completed industry trade show
- 100 employees completed industry conference
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- 100 employees completed industry expo
- 100 employees completed industry trade show

**BETH ISRAEL DEACONESS MEDICAL CENTER**

**BOSTON, MA | 8,000 EMPLOYEES**

**BUILDING A CULTURE OF OPPORTUNITY**

Beth Israel Deaconess Medical Center (BIDMC) is a fully integrated academic medical center operating about one mile from Boston, Massachusetts. BIDMC is a 100-year-old, not-for-profit organization that has been nationally recognized as a "Best Hospital" multiple times by U.S. News & World Report.

**2015 PROGRAM DATA**

- 100 employees completed high school or GED
- 100 employees completed college or post-secondary education
- 100 employees completed occupational training
- 100 employees completed apprenticeship
- 100 employees completed on-the-job training
- 100 employees completed continuing education
- 100 employees completed professional development
- 100 employees completed leadership training
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**USING EVIDENCE TO DRIVE HIRING AND INVESTMENT**

**HOW MERCY HEALTH, WEST MICHIGAN IS MAKING THE CASE FOR INVESTING IN FRONTLINE WORKERS' SKILLS AND CAREERS**

By James M. Guert

Mercy Health, a regional health system of thirty hospitals, is a regional provider of hospital and healthcare services throughout Western Michigan. As one of the largest health systems in the region, Mercy Health is a multi-campus healthcare provider with 400 hospital beds and over 4,000 employees, including 400 physicians and nearly 1,000 frontline workers. The study documents their strategic approach to workforce development and program measurement with a focus on long-term goals, workforce needs, and programmatic results in hiring, decision-making, and investment goals.

**2015 PROGRAM DATA**

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- 100 employees completed college or post-secondary education
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## Beth Israel Deaconess Medical Center, Boston

## Mercy Health, West Michigan



# Contact Information

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## Melissa Kleder

Program Manager

National Fund for Workforce Solutions

[mkleder@nationalfund.org](mailto:mkleder@nationalfund.org)

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[www.nationalfund.org/careerstat](http://www.nationalfund.org/careerstat)