



JOBS FOR THE FUTURE

**ENGAGING HEALTH CARE EMPLOYERS
HPOG BREAKOUT SESSION**

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RESOURCES FOR ENGAGING EMPLOYERS



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- > Level 1: Advising
- > Level 2: Building Educational Capacity
- > Level 3: Co-Designing Curriculum and Career Pathways
- > Level 4: Convening Workforce Partnerships
- > Level 5: Leading and Sustaining Partnerships

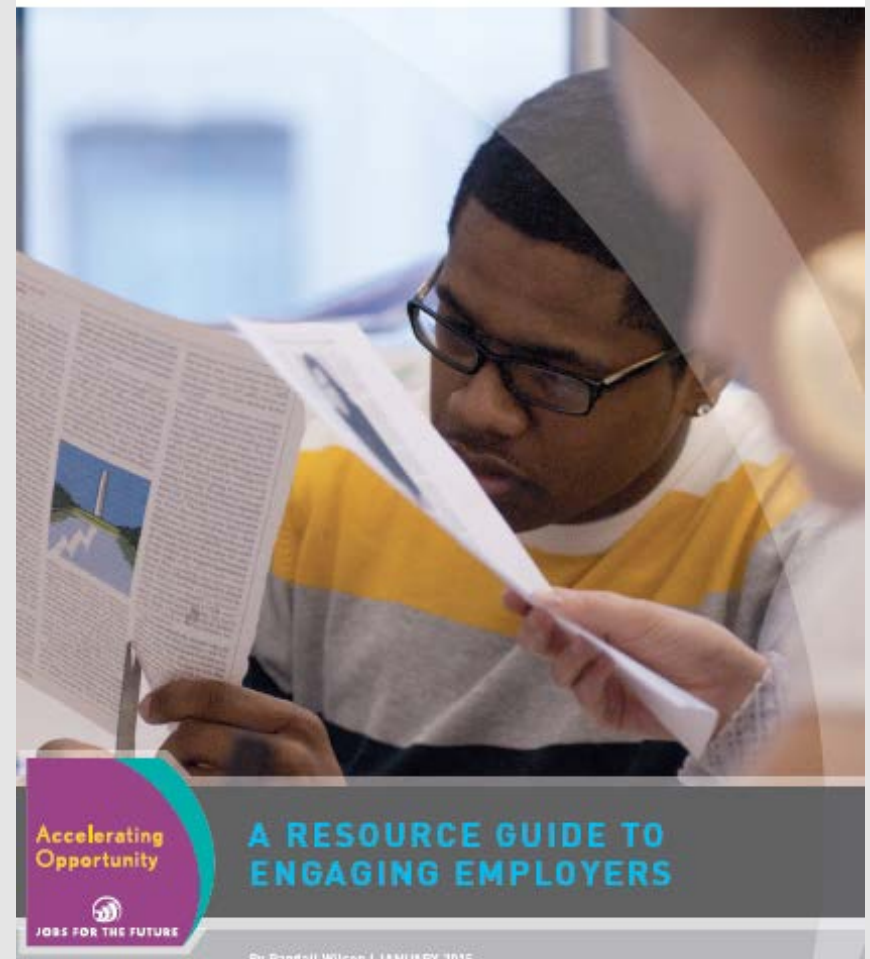


Figure 1. Ladder of Employer Engagement

New Relationship

Working Relationship

Strategic Partnership

	Level I	Level II	Level III	Level IV	Level V
Key employer role	Advising	Capacity-building	Co-designing	Convening	Leading
Stage of relationship	Initial contact / new relationship	Establishing trust and credibility	Working relationship	Trusted provider and collaborator	Full strategic partner
Activity examples	Discuss hiring needs, skills, competencies; advise on curricula; contract training; hire graduates	Job site tours; speakers; mock interviews; internships; needs assessment; loan/donate equipment; recruiting	Curriculum and pathway development; adjunct faculty and preceptors	College-employer sectoral partnerships	Multi-employer / multi-college partnerships
Engagement examples by level	<ul style="list-style-type: none"> > Western Technical College (Wisconsin Shifting Gears) > Monroe Community College 	<ul style="list-style-type: none"> > Bristol Community College 	<ul style="list-style-type: none"> > Owensboro Community and Technical College > Automotive Technical Education Collaborative (AMTEC) > Columbus State Community College (LogisticsART) 	<ul style="list-style-type: none"> > NorTEC > Northern Virginia Community College (NoVAHealth FORCE) > Cabrillo College / Bay Area Community College Consortium 	<ul style="list-style-type: none"> > Health Careers Collaborative of Greater Cincinnati / Cincinnati State Community and Technical College > Health Professions Pathway (H2P)



LEVEL 1: ADVISING

- > Consulting employers for hiring, skill, and curricular advice
- > Most common form of engagement
- > May be one-on-one or in group format
- > Convening employers prompts interaction, builds further relationships
- > Complements other forms of labor market data
- > **Lessons:**
 - Use a variety of methods, including one-on-one interviews, focus groups, surveys, and presentations.
 - Allow time in joint employer meetings for non-workforce topics.



- > Involving employers in classroom visits, instruction, teacher training
- > Advise on, loan, or donate technology
- > Sponsor and mentor interns; assess project-based learning
- > Provide on-site classrooms at the worksite
- > Accommodate employee-learners
- > **Lessons:**
 - Develop varied work-based learning opportunities with employers (from job shadows and OJT to apprenticeships).
 - Promote systems change in both education and the workforce (credit for experiential learning; supervisors as mentors and teachers).



- > Educators engage employers in aligning curricula and competencies with labor market needs
- > Employers offer real time advice, help set program standards
- > Supports contextualization of curricula
- > Presumes a strong or growing relationship, fosters mutual trust
- > **Lessons:**
 - Request authentic workplace materials, scenarios, and examples from employers to assist in contextualizing the instruction.
 - Ask employers to identify the credentials they value for occupations in the chosen pathway(s).

LEVEL 4: CONVENING WORKFORCE PARTNERSHIPS



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- > Convening employers, business associations, schools, workforce providers on a regional scale
- > Identifying labor market gaps, promoting systems changes across providers
- > Leveraging public and private funding
- > Coordinating pathway and program development
- > **Lessons:**
 - Ensure that employer representation is as wide as possible across a sector or industry.
 - Identify a host organization to serve as a neutral broker.



- > Multi-employer, multi-college partnerships
- > Employers assume leadership and drive the partnership
- > Facilitates employer adoption of systems changes and investment in less-skilled workers, nontraditional candidates
- > **Lessons:**
 - Where feasible, establish formal structures and memoranda of agreement to govern partnerships and establish accountability.
 - Support and sustain employer partnerships with a “backbone” or intermediary organization to support collaboration with higher education and service providers.



- > **Know your employers:** industry, growth trends, affiliations
- > **Cast a wide net:** reach out to multiple levels in the organization
- > **Speak “business:”** translate education or workforce terms
- > **Milk the cows every day:** maintain and sustain relationships
- > **Bring value to the table:** relevant curricula, programs of study
- > **Build on business networks:** “champions” recruit new employers
- > **Make employer participation user-friendly:** clear, coordinated
- > **Pursue systems change:** move beyond program needs



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- > Tool 1. Getting Ready. Where Are You Now?
- > Tool 2. Targeting Your Relationships
- > Tool 3. Becoming a Go-To Convener
- > Tool 4. Partnering on Program Design and Delivery





EXERCISE: WRITING A VALUE STATEMENT

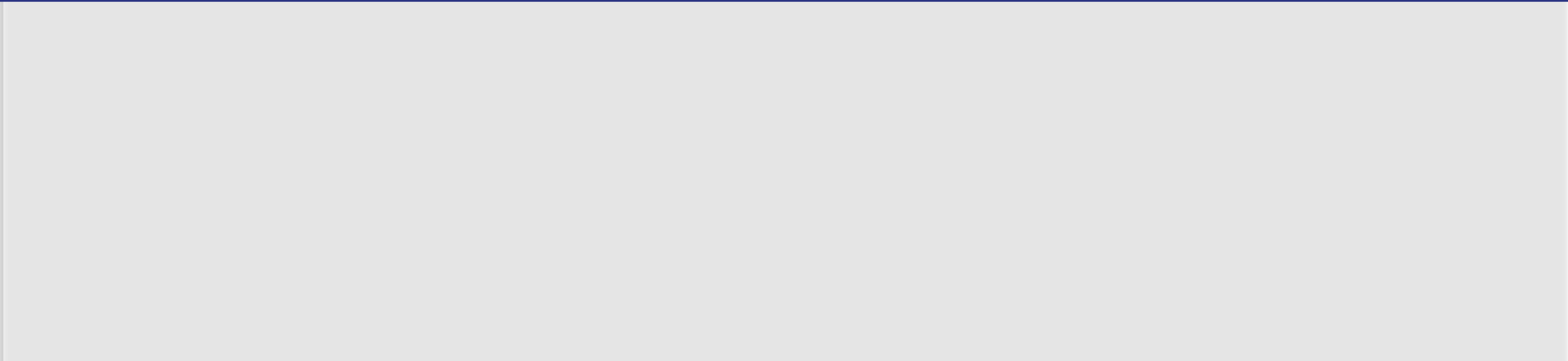
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- > What employers have you successfully engaged for HPOG?
- > How did you connect with them? (How will you connect?)
- > What have they committed to doing for your project?
- > How do you explain the value of your program to employers? (What's in it for them?)
- > What challenges have you encountered in engaging employers?
- > **Exercise:** Take 5 minutes and develop a 3-sentence “value statement” explaining the benefit of HPOG participation to a prospective employer.



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WHAT IS CAREERSTAT?

- > An employer-led initiative to promote investment in frontline health care worker skill and advancement
- > Over 70 hospitals, home care, and long-term care employers
- > A guide to how providers are making the case for investing, using business metrics
- > An organizing tool for recognizing and encouraging best practices among health care employers (“Frontline Worker Champions”)
- > An invitation to discuss your business case for workforce investments

HOW CAREERSTAT EMPLOYERS ARE MAKING EFFECTIVE INVESTMENTS



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- > Allow workers to “learn while earning”
 - On-site courses, coaching, basic skills, and college prep
 - Clear career ladders and lattices
 - Collaborating with CBOs and education partners
- > Adapt to shifting needs, opportunities
 - Build programs incrementally; use data to track talent needs
- > Leverage internal, external investments
 - Tap operational budgets, public workforce, and philanthropy
- > Engage leadership, build capacity
 - Dedicated workforce development staff lines
 - Chief executive support



- > Addressing HR and labor market challenges
- > Building employee engagement
- > Improving performance to meet new demands of the ACA
- > Aligning practice with the organization's mission and values

PROMISING MODEL: BETH ISRAEL DEACONESS MED CENTER



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- > Established Workforce Development Department 2004
- > Pipeline programs in 8 occupations, 90 grads to date
- > Employee Career Initiative: free, onsite college courses, support for college readiness, college/career counseling, tutoring from staff volunteers
- > 732 participants to date



Photo courtesy of:

PROMISING MODEL: HEALTH CARES COLLABORATIVE OF GREATER CINCINNATI



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- > Employer led, embracing all major hospitals in the region
- > Partners with higher ed, community-based organizations, high schools, public workforce, employers
- > Employer members must adopt learner-friendly practices
- > Research demonstrated 52% higher earnings for participants; 12% ROI
- > Bridge programs, work-based learning



PROMISING MODEL: JOBS TO CAREERS: OCTC@OMHS



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- > Accelerated RN program at hospital worksite for frontline staff
- > Integrated medical and basic skills instruction
- > Full salary and benefits while earning degree
- > Release time, arranged with supervisor
- > KY Board of Nursing approved alternative delivery methods
- > Retention rates 75-89%

Photo courtesy of:



QUESTIONS AND DISCUSSION

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Photo courtesy of:



> EMPLOYER ENGAGEMENT GUIDE:

<http://www.jff.org/publications/resource-guide-engaging-employers>

> EMPLOYER ENGAGEMENT TOOLKIT:

<http://www.jff.org/initiatives/greenways/employer-engagement-toolkit-placement-partners>

> CAREERSTAT GUIDE:

http://www.jff.org/sites/default/files/publications/CareerSTAT_031512.pdf

> TO BECOME A CAREERSTAT PARTNER:

<http://nfwsolutions.org/initiatives/careerstat>

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