

Presentations during the Session on People Strategies, Inclusive Local Hiring & the Anchor Mission

Wednesday, October 27, 2021

12:30pm - 3:00pm ET (9:30am - 12pm PT)

Quality jobs are key to economic stability and good health in our communities. In this interactive session, HAN member systems will showcase programs, policies, and practices around hiring and developing inclusive local talent in collaboration with community partners, and share strategies for building an equitable culture and diverse workforce. Participants will have the opportunity to choose two breakout presentations to attend.

The following presentations will take place during the first block of breakout presentations from 1:05-1:30 pm ET.

1) **Alameda Health System: Bringing a Racial & Economic Equity Focus to AHS's Pipeline Programs**

- Rashida Hanif, Executive Director, RepresentEd
- Joseph Peters, HealthPATH Instructor
- Jessica Pitt, Ph.D., Executive Director, HealthPATH

Alameda Health System has piloted two programs to ensure that low-income BIPOC youth can access hiring pipeline programs: 1) a Young Men of Color Internship for high school boys who are struggling academically; and 2) On-Ramp to Health Careers Internship to prepare BIPOC community college students for internships. Speakers will share lessons learned around trauma-informed teaching, the importance of having students shadow professionals who look like them, and motivational strategies.

2) **Advocate Aurora Health: Medical Assistant Accelerated Pathway to Employment Training Program**

- Jerry Baake, Manager, Workforce Development
- Anna Helbig, Program Manager, Workforce Development
- Kathy Karshna, Executive Director, The Center for Healthcare Careers of Southeast Wisconsin

The MAAPET program is an accelerated paid benefit eligible training program that reaches people who face barriers to traditional educational programs. The program is administered through the Center for Healthcare Careers of Southeast Wisconsin and comprised of Advocate Aurora Health, Ascension WI, Children's WI, and Froedtert & the Medical College. Upon completion, trainees are guaranteed employment.

3) **RWJBarnabas Health: How To Build Career Ladders for the Community and Employees through Strategic Partnerships**

- Lourdes Valdes, Corporate Director, Workforce Development and Grants

This session will explore RWJBarnabas Health's training and educational opportunities provided to employees by leveraging their partnerships with anchors including the NJ Consortium of Community Colleges, the state, and various community resources. Speakers will share lessons learned around developing an apprenticeship program, partnering with community colleges to design curriculums that meet the health system's needs, and offering tuition reimbursement to ensure employees are well supported in their career ladder journeys.

4) **High Impact Hiring in Kaiser Permanente Southern California: Building Partnerships**

- Linda Nettles, Talent Acquisition Manager, Kaiser Permanente
- Joseph Taylor, Senior Director, Workforce Career & Development of Goodwill Southern California
- Moderator: Elizabeth Trombley, Senior Director, Community Health, Kaiser Permanente

Kaiser Permanente's impact hiring strategy in its Southern California market includes partnerships with Goodwill Southern California and local workforce development organizations that support individuals facing barriers to

employment to prepare for and secure good quality jobs. Speakers will share lessons learned about leading impact hiring within a large organization and building partnerships that are legally acceptable and logistically feasible and ultimately beneficial to communities and partners.

5) ProMedica's Diversity in Nursing Scholarship Program

- Lauryn Vargas, Manager, Education Initiatives

ProMedica's scholarship program aims to ensure equitable access to healthcare-related fields, increase RN diversity and representation, and work towards reducing nursing staff shortages. The program creates expanded post-secondary opportunities for students to obtain two-year nursing degrees. Scholarship recipients must commit to working at a ProMedica facility for three years upon completion of their degree.

6) Trinity Health & Mercy Health's R.I.S.E Up Program: Evidence-based Career Coaching & Community Partnerships

- Nicole E. Smith, Regional Manager, Career Development Services, Trinity Health – Michigan Region

R.I.S.E. Up (Reach out, Investigate, Seek, Elevate), created in partnership with The SOURCE and West Michigan Works!, provides evidence-based career coaching and wraparound services for employees in specific roles, and career readiness services that lead to entry-level job opportunities for job seekers. Speakers will reflect on the importance of building strong community partnerships when developing a program focused on internal and external job seekers, especially if there are racial and ethnic differences in participant services and outcomes.

The following presentations will take place during the second block of breakout presentations from 2:00-2:25 pm ET.

1) Intermountain Healthcare's Refugee Phlebotomy Program

- Noelle Bradford, Employment Opportunity Manager, Office of Refugee Services at the Utah Department of Workforce Services
- Jan Stucki, Diversity, Equity and Inclusion Consultant, Intermountain Healthcare

Through a partnership with the local Office of Refugee Services, Intermountain Healthcare developed a shared program to train refugees as phlebotomists. When participants graduate, they can apply to a one-month internal program at Intermountain where they increase their phlebotomy skills and learn Intermountain's computer system and standard operating procedures, through which they will be guaranteed placement upon completion. Speakers will share how job interview questions were revised to be more culturally appropriate, and how recruiters and hiring managers were engaged in developing the program.

2) The MetroHealth System: Preparing High School Students for Careers in Healthcare

- Tiffany Short, M.S., SPHR

In 2016, MetroHealth and the Cleveland Metropolitan School District opened a high school in one of their hospitals. Students learn about the health care sector and how to become nurses and doctors. Within the course of study, students shadow and are mentored by physicians, nurses, IT staff, supply chain leaders, electricians and other hospital staff. This presentation will share programmatic elements for each grade level, highlight student successes, and show how students are integrated into MetroHealth's workforce pipeline.

3) Advocate Aurora Health: NAVIGATE Incumbent Worker Strategy

- Jerry Baake, Manager, Workforce Development
- Anna Helbig, Program Manager, Workforce Development

NAVIGATE is an internal skill-building and upskilling program that creates a pipeline to retain and advance frontline team members. This comprehensive five-month program includes essential skills training, career mentoring, simulation and assessments. To-date, over 500 team members have completed the NAVIGATE program, many of whom have enrolled in educational programs or have received career ladder promotions. Speakers will share how this became a key engagement and retention tool used by sites across the health system.

4) Yale New Haven Health's Outside-In and Inside-Up Programs

- Russell Hullstrung, Director, Educational Technology and Career Development, YNHHS
- Dorinda Manner, Executive Director, Talent Acquisition, YNHHS
- Dorothea Haywood, Volunteer Program Coordinator, YNHH

This session will share lessons learned from two programs: 1) Outside-In: the development of the Having an Opportunity to Prepare for Employment (HOPE) Program, which helps people who have faced barriers to employment gain the skills and confidence to obtain a stable job; and 2) Inside-Up: how Yale New Haven Health created an Inside Up Career Development process for frontline EVS workers.

5) Hawaii Pacific Health: Partnering to Develop Clinical Education Training for Teens

- Carl Hinson, Director, Workforce Development

Hawaii Pacific Health (HPH), in partnership with the Hawai'i Department of Education, offers five training programs to students at no tuition cost at 13 high schools across the state, including several that serve lower-income and heavily immigrant communities. Students who successfully complete the program receive primary consideration for employment at the health system upon graduation. HPH piloted an expansion of this program in partnership with two community organizations serving homeless youth and those exiting the foster care system.