

# Inclusive, Local Hiring & Workforce Development

Build community hiring pipelines that create opportunities for employment & career advancement

Health systems are uniquely positioned as leading employers and economic engines in their communities. In addition to providing quality healthcare, systems can leverage everyday business practices to help address economic factors that contribute to the overall well-being of communities.

By removing barriers and creating career pathways for underemployed residents, health systems can contribute to a local ecosystem of success that lifts up local residents, strengthens community trust, and advances health equity.

## The Business Impact Case

### SHORT-TERM IMPACTS

- Reduce employee turnover rates
- Generate savings in internal training and orientation costs
- Advance a more diverse and inclusive workforce that mirrors the community it serves
- Develop new partnerships that can uniquely adapt to business needs
- Leverage public resources by linking existing workforce development dollars to employer demand

## Getting Started

**Outside-In Strategies** expand employment opportunities for local residents by creating specific entry points for candidates that may otherwise face barriers to employment.

- Partner with and strengthen the capacities of community organizations that help connect residents to jobs through training, access to employment opportunities, and other support services
- Utilize a cohort training model focused on specific positions, and set aside positions for cohort graduates
- Develop a paid internship program with pathways to hire
- Commit to working with residents with the greatest barriers to employment
- Involve hiring managers in the training process
- Advocate for improvements in public transportation to support new employees

An “**anchor mission**” is a commitment to intentionally apply an institution’s long-term, place-based economic power and human capital in partnership with community to mutually benefit the long-term well-being of both.

When an institution is linked to the long-term well-being of the community it calls home, both the institution and the community can benefit when existing resources are leveraged creatively to address key issues.

### LONG-TERM IMPACTS

- Gain new savings and efficiencies in recruitment and training
- Improve employee engagement, satisfaction and retention through effective training and career pathways
- Develop stronger community connections to build a reputation of trust
- Reduce the carbon footprint by increasing the number of employees living close to work

**Inside-Up Strategies** connect frontline workers to pathways for career advancement within the institution.

- Offer job coaching and mentoring for new hires to map potential career pathways
- Provide tuition advancement to support frontline employees in gaining new skills
- Partner with local educational institutions and community organizations to develop advancement programs
- Locate training programs on site or within high-need communities

## Here's how some leading health systems are building community hiring pipelines that create opportunities for employment and career advancement:

### UNIVERSITY HOSPITALS

#### Cleveland, OH

University Hospitals (UH) focuses their workforce development initiatives on connecting community residents to jobs, and then to career ladders within the institution. The external programs focus specifically on six high poverty neighborhoods that surround UH's main campus. 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 where they will receive paid training to move into a more advanced position on the career ladder.

#### Impact:

- 111 hires in 2.5 years
- Reduced interview to hire ratio
- 1-year retention rate at 80% for pipeline graduates, compared with 66% overall

#### Key Strategies:

- Designate geographic focus in high-poverty neighborhoods
- Set aside positions for cohort graduates
- Offer job coaching for new hires
- Partner with local community organizations
- Provide tuition assistance

### FAIRVIEW HEALTH SERVICES

#### Minneapolis, MN

In 1995, Fairview launched an internal Workforce Development team to provide pipeline and career pathway opportunities for employees, students, and community residents. Apprenticeship programs were later introduced to help Nurses, Surgical Technologists, and Medical Assistants with two-year degrees obtain their bachelor's, after which they can advance on the career ladder to a higher pay scale. Since 2017, Fairview has 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.

#### Impact:

- 99% retention rate for work-learn programs
- Received funding to support 245 apprenticeships; 161 individuals have been placed since 2017
- 36 residents hired through the Cedar Riverside Opportunity Center
- 60 students hired through the Central Corridor College Fellows (C3F) program

#### Key Strategies:

- Partner with local community organizations and education institutions
- Provide job readiness coaching
- Provide tuition assistance
- Apprenticeships for career advancement

### JOHNS HOPKINS UNIVERSITY & HEALTH SYSTEM

#### Baltimore, MD

HopkinsLocal is an initiative to increase the number of local residents who are hired to work at Johns Hopkins University and Health System. The initiative partners with local faith-based and community workforce organizations to assist in the creation of pipelines to targeted, high-need entry-level positions. Community and faith-based organizations may provide position-specific training, soft skills training, and case management.

#### Impact:

- 1,017 new hires in targeted positions live in focus neighborhoods, making up 47% of hires in those positions
- 402 returning citizens hired in a three-year period

#### Key Strategies:

- Work with residents with the greatest barriers to employment, in particular the re-entry population
- Connect forecasting, training, and hiring
- Offer job coaching for new hires
- Provide tuition assistance