

# PRINCIPLES FOR WORKFORCE DEVELOPMENT & LOCAL HIRING

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

**Good health requires that all of us have economic security.** A good job with benefits and a career ladder supports individual and family health outcomes through increased education, income, and social mobility.

**Healthcare Anchor Network (HAN) members are at the forefront of a growing movement of hospitals and health systems working to deploy their institutional resources to tackle the nonmedical drivers of health.** Financial security and workforce development are key upstream factors to improve health.

With the disappearance of middle class careers for high school graduates with no post-secondary education or training, the need to build better pathways to the careers of the future is critical to creating economically secure and healthy communities.

**Workforce development strategies that focus on access, opportunity, and targeted outreach, ensure that no one is left out of the economic potential of healthcare roles.** Workforce programs help residents from low-income communities who face challenges finding employment to achieve the financial security needed to maintain good health and fuller lives.

When individuals do not have adequate education or training, stable employment, or reliable income, they are less able to pay for basic needs including housing, healthy food, medicine, and preventive healthcare, which negatively impacts their physical

and mental health outcomes.

**Hospitals are critical to the workforce development ecosystem as both major employers in our communities and partners to our local workforce development groups through industry partnerships and other collaborations.** For a hospital, employing locally and training our staff to help them advance the career ladder isn't just a smart business practice—it builds healthier and more resilient communities. It is also critical for health systems' operations to recruit a culturally competent workforce particularly within a labor shortage environment.

Outside of our health systems' own workforce, workforce development for other sectors is important, as stable employment and reliable income is critical to the health of patients and communities.

**As locally rooted institutions, we are committed to partnering to solve these critical community challenges to improve health and well-being.** Addressing employment gaps in healthcare and other pivotal industries and ensuring economic security for all will require a range of different approaches and policy tools. While health systems hire and train many individuals, we need the support of workforce development providers and Workforce Development Boards which are funded and supported by federal, state, and local governments.

HOSPITALS AND HEALTH SYSTEMS ENDORSING THE PRINCIPLES FOR  
IMPACT WORKFORCE:

