



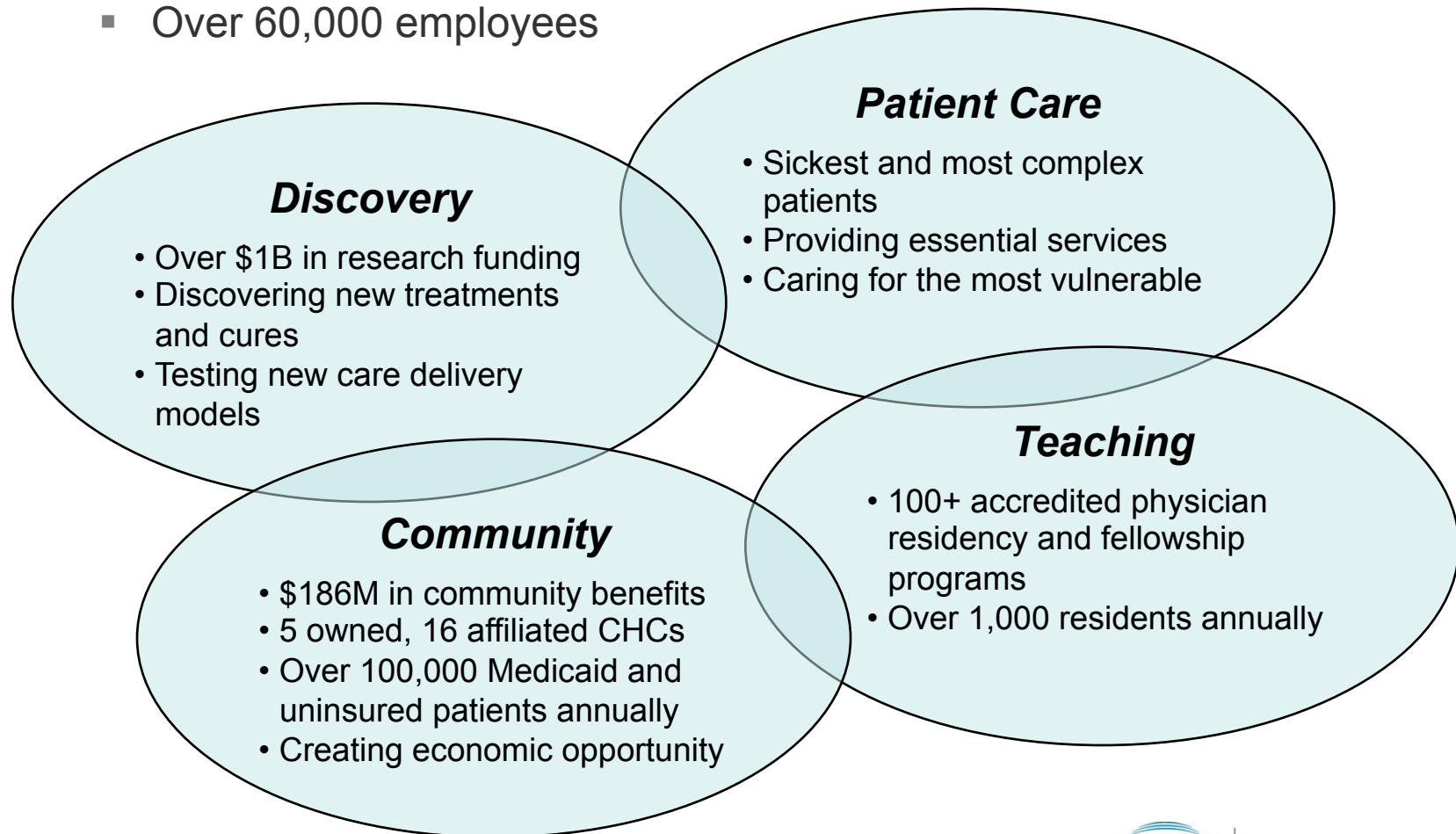
FOUNDED BY BRIGHAM AND WOMEN'S HOSPITAL
AND MASSACHUSETTS GENERAL HOSPITAL

**Partners HealthCare Workforce
Development: ensuring a well-
prepared, diverse workforce and
creating economic opportunity**

**MJ Ryan
November 2, 2011**

About Partners HealthCare

- Integrated academic health care system founded by Massachusetts General Hospital and Brigham and Women's Hospital in 1994
- Largest private employer in Massachusetts
 - Over 60,000 employees



Partners HealthCare: Workforce Development Overview

- **Shared leadership** - Human Resources and Community Health
- **Partnerships** for program development and implementation
 - Higher Ed
 - CBO's
 - Public Agencies
 - Funders
- **Pipeline** framework
 - Focus on youth, community, incumbent employees

Partners Workforce Development: Pipeline approach

Three pipelines offer economic opportunity while building a highly skilled, diverse workforce.

1. Youth Pipeline

BWH: Student Success Jobs Program

- 227 HS students (2000-2010)
- 45 college students (2006-2010)
- 97% of graduates attend college, with 84% majoring in a health or science field

MGH: Center for Community Health Improvement

- 550 middle school students (2000-2010)
- 87 High School students (2000-2010); 97% have matriculated to post secondary education

BWH and MGH: Summer Job Program for Students

- 250 students (2010)
- 16 additional college students

placed in BWH internships (2010)

Revised 10/6/2011; data as reported by PHS affiliates

2. Community Pipeline

Partners Health Care Training and Employment Program

- 323 low-income participants (2004-2010)
- 75% still working at Partners 1 year post graduation
- Average starting wage (\$14.32) is 97% higher than Federal (\$7.25) and 80% higher than MA (\$8.00) minimum wage

Clinical Leadership Collaboration (UMass Boston) for Diversity in Nursing

- 55 students (2007-2010)
- 37 grads to date
- 27 have passed Nursing boards; 8 more eligible to take boards in 2011
- 4th cohort will start 2011

3. Incumbent Pipeline

Academic Financial Assistance

- Tuition reimbursement, loan forgiveness, scholarships, grants: 2152 employees (2010)

Onsite Skill Development and Academic Preparation

- 367 employees (2010)

Citizenship Classes

- 253 employees and family members served (2009-2010)

Employee Career Advancement Programs

- Career coaching, mentoring, academic and career exploration, departmental career ladders, career training programs, etc
- College readiness/college success
- 3534 served (2010)

Common Workforce Development Pipeline Elements

- Health career exploration and exposure
 - Career website: www.partners.org/pcwd
 - Mentoring
 - Job shadows
 - Internships/clinical rotations
- Career planning and coaching
- College readiness
- Supports for academic success

Partners Community Pipeline: Partners Career and Workforce Development (PCWD) Health Care Training & Employment Program

- **Goals:** provide low-income, community residents with training, career coaching/ case management and job placements which offer good wages, benefits, and opportunities for advancement within Partners HealthCare while meeting managers' needs for qualified employees
- **Project design:** classroom and internship experience
 - ✓ Six-week program, offered four times a year
 - ✓ Focus on working in a health care environment, customer service, HIPAA, medical terminology, resume and interview and computer skill building
 - ✓ Internship in a support staff position within a PHS affiliate
 - ✓ Post-Placement career coaching and case management
- **Strict eligibility requirements and qualifications**

Partners Community Pipeline: PCWD Demographics

- Female - 89%
- Black - 59%
- Hispanic - 21%
- White - 12%
- Native American - 1%
- Asian - 5%
- Average Age - 30
- Income under \$10,000 - 56%
- Single - Parent - 56%
- Sole Wage Earner - 83%
- Boston Residents - 71%

Data reflects all participants Feb 2004-Dec 2010

Partners Community Pipeline: PCWD Program Results*

- Total enrollees: 323
- Graduation rate: 92%
- Placement rate: 82%
- 90 Day retention rate: 89%
- 6 month retention rate: 84%
- One year retention rate: 75%

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- Current average starting salary \$14.32 (\$29,785)
 - Highest starting salary to date: \$18.50 (\$38,480)

**Data reflects cumulative results from February 2004 to December 2010*

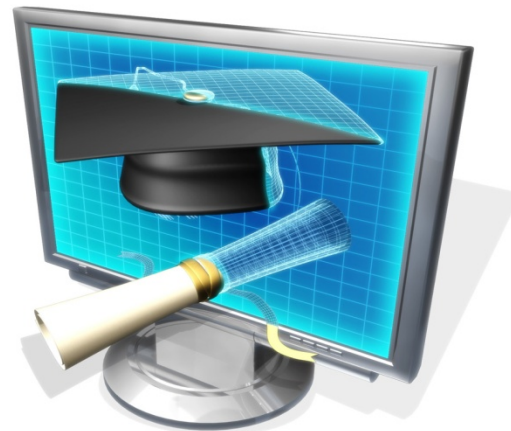
Partners Incumbent Worker Pipeline: Career advancement through education and support

- Good healthcare jobs and career advancement in health care require post-secondary education.
- A “grow your own strategy” has positive benefits for employees and employers.
- Partnerships among employers, higher education, CBO’s, and philanthropic organizations are crucial.
 - improved programmatic and curriculum alignment with employer goals
 - increased communication; more timely planning/execution of new programs
 - External funding as catalysts for innovation
- Technology is a powerful enabler, increasing access and opportunity for working adults.

Innovative Incumbent Initiative: Technology as enabler of college readiness and success

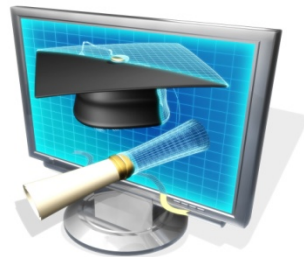
Online Learning benefits working adults

- Scheduling flexibility
- Commuting reduced or eliminated
- Child care issues minimized
- Release time not required
- Job-related technology skills improved
- Confidence and competence increased



Innovative Incumbent Initiative: Technology as enabler of college readiness and success

- **Online College Preparation Program**
 - Over 300 employees first year
- **Online Advance Modality Medical Imaging Program**
 - Curriculum/programs designed in collaboration with Bunker Hill Community College (BHCC)
 - Course modules filmed w/in Partners affiliates
 - Clinical internships w/in Partners affiliates for employees
 - 3 programs designed and implemented: MRI, CT, Mammography
 - Over 30 Partners employees graduated first year
 - Built college capacity
 - Students include non-Partners employees; enrollment is statewide and beyond
- **Online College Courses: Partnership with Quinsigamond Community College (QCC)**
 - Medical Terminology
 - 86 enrolled 5/10-8/11;
 - 83% completion rate; 90% completers earned grade B or better
 - Developmental Math
 - 3 levels pre-college math offered
 - 16 enrolled 5/11-8/11
 - 88% completion rate; 93% completers earned grade B or better



MEDs and EDs: Progress through collaboration

Boston Health Care Careers Consortium, model for change

- **The Challenge:** very large undertaking involving multiple stakeholders with the goal of ensuring optimal alignment of education and training with employer needs
- **The Problem:** educational pathways and required skill competencies for health care jobs unclear; persistent skills gap between job requirements and skills of available workforce
- **The Response:** create a forum for employers and colleges to work together to outline issues to improve alignment between supply and demand in health care workforce
- **The Process:** monthly meetings and shared activities to explore current training and education practices
- **Current Status:** draft document outlining current practices, challenges and group recommendations
- **Future Plans:** meet quarterly to share progress and continue collaboration

Lessons Learned

- Partnerships are important to achieve successful workforce development initiatives.
- Philanthropic investment is a catalyst for innovation.
- Achieving success in health care workforce development programs always takes longer than anticipated.
- The pace of change in employer workforce needs is different from the pace of curriculum development and change in higher education.
- Career exploration and planning, coaching, and college readiness are critical elements in successful workforce initiatives.
- MEDs and EDs must commit to staying the course for the long haul.

For More Information...



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