



CareerSTAT

JOBS FOR THE FUTURE AND THE
NATIONAL FUND FOR WORKFORCE SOLUTIONS



BETH ISRAEL DEACONESS MEDICAL CENTER BOSTON, MA | 8,000 EMPLOYEES

Photographs courtesy Beth Israel Deaconess Medical Center

BUILDING A CULTURE OF OPPORTUNITY

Beth Israel Deaconess Medical Center (BIDMC) is a fully integrated academic medical center providing adult care in Boston, Massachusetts. BIDMC is a major teaching hospital of Harvard Medical School and has been annually recognized as a “Best Hospital” in multiple specialties by *U.S. News & World Report*.

The Workforce Development Department at BIDMC was established in 2004 with the goal of addressing critical job vacancies and providing career advancement opportunities for incumbent workers. BIDMC’s training programs have been recognized in Massachusetts and nationally for their significant impact on frontline workers.

- > **Pipeline Programs:** BIDMC developed a series of programs to train frontline workers for key positions facing shortages. To date, programs have focused on 8 different occupations, supporting 83 workers in advancing their education and skills, moving into new jobs, and increasing their lifetime earning potential. Programs are offered on site at no cost to employees, with a guaranteed job at the end for those who successfully complete the program.
- > **Employee Career Initiative:** To support BIDMC employees not ready to pursue college-level coursework,

BIDMC launched its Employee Career Initiative, through which employees can access free, on-site precollege and college-level courses. Students receive on-site academic assessment, one-on-one college and career counseling, and free tutoring from volunteer BIDMC employees. To date, 732 employees have participated in this program.

- > Career workshops, annual academic scholarships, classes in English for Speakers of Other Languages (ESOL), a financial literacy course, and computer literacy courses are also offered.

In fiscal year 2013:

- > **483** employees received at least one workforce development service.
- > **333** employees participated in the Employee Career Initiative.
- > **4** employees participated in a Registration Specialist pipeline program, graduating and moving to the new role.
- > **3** employees went through a Pharmacy Technician pipeline program, were hired as Pharmacy Technicians, and passed their registration and certification exams.

- > **6** employees began a Medical Coding pipeline program.
- > **6** employees participated in an RN-to-BSN program.
- > **12** Surgical Technologists prepared to take their certification exam through an on-site BIDMC course. All **11** who took the exam passed.
- > **27** employees took an ESOL class, **33** employees took a career development workshop, and **24** employees participated in BIDMC's "From Debt to Assets" program.

RETURN ON INVESTMENT

> Lower Vacancy Rates:

- » Before its Research Administrator pipeline program began, the vacancy rate for RAs was 15 percent. That rate was reduced to **2 percent** over time, while the number of RAs on staff increased from 31 to 45.
- » Vacancies for Medical Technologists/Medical Laboratory Technicians were reduced from 9 percent to **5 percent**.

> Improved Retention:

- » In the three years prior to the start of the Pharmacy Technician pipeline program, **23 percent** of new hires did not last one year on the job. The first class of pipeline graduates have all met the one-year mark.
- » Of the 18 employees who became Patient Care Technicians through a pipeline program, **94 percent** were still working as PCTs at the one-year mark; **83 percent** were either PCTs or promoted to new roles at two years.

BIDMC grew its workforce development programs with the support of grant funding, but it now fully funds its workforce development programs.

"We are pleased to be able to offer impactful programs that support our frontline healthcare workers. This is critical work that changes lives." –Kevin Tabb, MD, President and CEO, Beth Israel Deaconess Medical Center

FRONTLINE SUCCESS



Dominic Taabazuig joined BIDMC through the hospital's paid summer jobs program for Boston high school students. After his internship, he was hired into a part-time, entry-level role in the hospital's Nutrition and Food Service Department. His manager recommended he apply to BIDMC's Medical Laboratory Technician pipeline program. He successfully completed that program, which involved attaining his Associate's degree through courses offered on site after work hours through a local community college and passing the board exam. Dominic is now working full time as a Medical Laboratory Technician in BIDMC's pathology laboratory. His hourly rate has increased 66 percent and he is now pursuing his Bachelor's degree in medical technology with the support of BIDMC. Says Dominic, "The opportunity BIDMC gave me to begin a career was the best thing to ever happen to me."

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TEL 617.728.4446 FAX 617.728.4857
 C/O Jobs for the Future
 88 Broad Street, 8th Floor, Boston, MA 02110
WWW.NFWSOLUTIONS.ORG



JOBS FOR THE FUTURE

TEL 617.728.4446 FAX 617.728.4857 info@jff.org
 88 Broad Street, 8th Floor, Boston, MA 02110
 122 C Street, NW, Suite 650, Washington, DC 20001
WWW.JFF.ORG

