



CareerSTAT

JOBS FOR THE FUTURE AND THE
NATIONAL FUND FOR WORKFORCE SOLUTIONS



BRIGHAM AND WOMEN'S HOSPITAL

BOSTON, MA | OVER 15,000 EMPLOYEES

Photographs courtesy Brigham and Women's Hospital

MOTIVATING EMPLOYEES TO REACH THEIR CAREER POTENTIAL

Boston's Brigham and Women's Hospital (BWH), a major teaching hospital of Harvard Medical School, is an internationally known referral center for the most complex cases in nearly all areas of medicine. *U.S. News & World Report* has consistently ranked BWH among the nation's top 10 hospitals each year.

BWH's Workforce Development team is part of the human resources department and is comprised of professionals with experience in human resources, career coaching, youth employment, and community relations.

BWH provides programming that motivates its incumbent workforce to reach their career and educational goals and build a bridge to higher education. The BWH workforce development model for incumbent workers has three tiers:

- 1. Developmental programming**, such as ESOL and basic computer skills
- 2. Support of employees pursuing a college degree:**
The hospital provides on-site precollege-level classes in reading/writing and math and offers an online

college preparatory program for employees interested in investigating online learning. Financial assistance of up to \$10,000 is offered to employees pursuing particular healthcare-related degrees.

- 3. Career advancement** offering employees the chance to:

- > Earn certified nursing assistant (CNA) certification
- > Enroll in an online medical terminology course
- > Participate in a career and educational readiness program called School at Work®
- > Enroll in a long-term Microsoft Office certification course
- > Participate in mentoring programs aimed at advancing the clinical and professional skills of its employees

BWH considers career coaching essential to helping employees meet their educational and career goals. The hospital has a full-time career coach on staff to provide this important service.

BWH BY THE NUMBERS

In fiscal year 2013, **325** frontline workers participated in BWH's skill and career development programs.

- > **175** employees participated in career coaching. Total minutes of coaching were 11,334 with an average of 4.7 meetings between each participant and their coach.
- > **56** employees participated in mentoring.

ESOL:

- > Of the **35** who attended and **24** who completed ESOL class, **33 percent** of participants moved up one level of English language proficiency.

Certified Nursing Assistant Course:

- > **6/6** employees passed the Massachusetts Nursing Assistant Licensure exam
- > **3/6** employees obtained employment as a Patient Care Assistant

Loan Forgiveness Program:

- > **\$134,168** for 15 employees

In 2012-2013:

- > **9** employees received a BS in Nursing
- > **2** received an AS in Ultrasound
- > **1** received a BS in Nuclear Medicine Technology
- > **6** were promoted into positions related to their degree

This past year, BWH's Workforce Development department launched a new marketing program showcasing employees who've benefitted from these services, which were played on screens throughout the hospital and other campuses in 2013.

"Simply put, the employees of the Brigham and Women's Health Care family are our most precious resource. We will continue to invest in the needs and careers of the terrific talent we hire, train, and are committed to retain." –Mairead Hickey, PhD, RN, Executive Vice President and Chief Operating Officer, Brigham and Women's Hospital

FRONTLINE SUCCESS



After moving from Greece to the United States, **Kristina Lefteri's** dream was to learn the skills needed to work in a research lab. She relied on Brigham & Women's Office of Workforce Development to earn her Bachelor's degree and become a medical technician. She says, "Workforce Development opened my horizons and supported all my goals."

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