



CareerSTAT

JOBS FOR THE FUTURE AND THE
NATIONAL FUND FOR WORKFORCE SOLUTIONS

THE JOHNS HOPKINS HOSPITAL AND HEALTH SYSTEM

BALTIMORE, MD | 23,000 EMPLOYEES

Photographs courtesy of The Johns Hopkins Hospital and Health System

GROWING ITS WORKFORCE FROM THE GROUND UP

Headquartered in Baltimore and one of Maryland's largest employers, Johns Hopkins Hospital and Health System (JHHS) is a \$5 billion integrated global health enterprise and a leading healthcare system in the United States. Among its many accolades, The Johns Hopkins Hospital is the only hospital to have ranked #1 in the nation for 21 years in a row from *U.S. News & World Report*.

Johns Hopkins' Project REACH (Resources and Education for the Advancement of Careers at Hopkins) began in 2004 as an 18-month incumbent worker career acceleration grant designed to develop the skills and knowledge of employees to fill vacant healthcare occupations and meet urgent skills shortages. Today, the program is sustained by 100 percent institutional support from JHHS, and it has evolved to become a comprehensive support network, addressing barriers and supporting academic and professional advancement.

REACH's five initiatives:

1. Retention and Growth of At-Risk Workers
2. GED and Diploma Preparation Program (referral to in-house skills enhancement class and community programs)
3. Retraining of Employees in Declining Fields for Emerging Jobs
4. High Potential Worker Assessment and Skills Training Program
5. Upgrade Training of Incumbent Workers into Critical Skill Shortage Positions

REACH's three service points:

1. Assessments for Career Interest/Aptitude, Basic Academic Skills Work Styles, and Barriers
2. Career Coaching
3. Paid Release Time (16 hours/week)

Frontline employees are provided the opportunity to build basic skills through the offering of on-site coursework in reading, writing, math, English as a Second Language, Frontline Spanish, and college credit bearing medical terminology.

Project REACH has an online academic preparatory application called PLATO, which provides course modules in the K-12 academic curriculums as well as alignments to college entrance exams and the GED.

JHHS's investment also includes tuition reimbursement and support for union employees to cover the cost of certificate courses through its Joint Training Council Fund.

Employees can meet with coaches and counselors to receive support with education, career, work/family life balance, health maintenance, and general workplace counseling. Project REACH also makes referrals to needed services in the community, such as child care or elder care, and transportation.

JHHS DATA FROM JULY 2011 TO JUNE 2013

- > **96** frontline employees participated in the JHHS skill and career development programs.
- > Of these, **63** participants achieved a wage gain and **32** were still in training. Participants realize a wage gain within one to three years of their program participation.

Hospital leadership reports that REACH is not just another employer workforce advancement program but has become a part of the institution's strategic plan.

"Since its inception, Project REACH has carried out JHHS's commitment and philosophy to 'grow our own' employees. This program brings to life the conviction of JHHS leadership that hardworking employees should be the first in line when promotional opportunities arise." –Ronald R. Peterson, President, Johns Hopkins Hospital and Health System

FRONTLINE SUCCESS



Eric Hill first participated in Project REACH in 2009 while working as a rehabilitation technician in the physical therapy department. He was able to reduce his hours and receive full-time pay in order to attend school. Coping with difficulties, such as his pregnant fiancée being on bed rest and a two-year-old to take care of at the time, Eric received comfort in the fact that he could continue to receive a full paycheck while finishing school, enabling him to better take care of his family. According to Eric, "REACH made the journey much easier; everyone was always professional and there were no gray areas. They always communicated what was expected from me." In August 2014, Eric will have been working as a physical therapist for four years, earning a \$23.41 per-hour pay increase.

The 2014 CareerSTAT Frontline Healthcare Worker Champions recognition program is generously funded by The Joyce Foundation.



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