



BUILDING PIPELINES TO MEET FUTURE WORKFORCE NEEDS

Fairview Health Services is a nonprofit, integrated health system based in Minneapolis, MN. In partnership with the University of Minnesota, its 22,000-plus employees and 2,500 physicians embrace continuous learning to drive a healthier future. Fairview has operated its comprehensive Career Pathway Program since 1995 to encourage employees, dependents, and local residents to develop their skills and careers in health care.

MAKING LEARNING AND CAREER ADVANCEMENT ACCESSIBLE

Fairview makes learning and career advancement accessible by offering on-site learning opportunities, “earn and learn” programs like apprenticeships, academic and career counseling, mentoring, and academic readiness programming. Fairview also participates in the Central Corridor College Fellows (C3 Fellows) Partnership that assists residents living along Minneapolis’s Green Line Light Rail to start a health care career. The program provides low-income students with mentors, career coaching, and work experience, and many fellowships have often led to full-time jobs at Fairview.

MAKING EDUCATION MORE AFFORDABLE

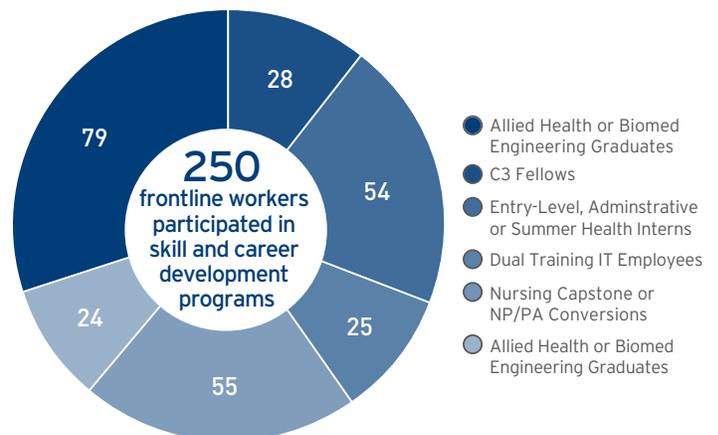
By providing scholarships, tuition reimbursement, and discounted tuition with partner institutions, Fairview is committed to making higher education more affordable for employees and area students. Fairview also supports frontline workers by offering sponsorship programs, help with educational expenses, and often a position in their field upon graduation. Fairview has provided sponsorships for employees for many frontline occupations including: medical lab technicians, radiology technicians, nursing assistants, phlebotomists, and coders.

LEVERAGING PARTNERSHIPS TO INCREASE IMPACT

Fairview works with state agencies, workforce centers, education providers, and community organizations to develop the region and state’s overall health care workforce. These organizations work together to develop health care career pathways and make health care training more accessible. These efforts have been particularly helpful in diversifying the region’s health care workforce. As a result of its local hire initiative, Fairview has increased its workforce diversity by 5 percent at its largest hospital, University of Minnesota Medical Center.

2015 PROGRAM DATA

- 130 entry-level frontline employees advanced their careers via promotion, hire, or raise.



MAINTAINING A WORKFORCE DEVELOPMENT INFRASTRUCTURE

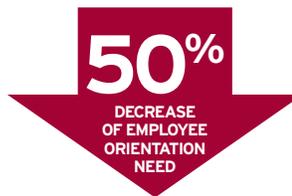
Over the past 21 years, Fairview has developed a deep infrastructure and long standing support for workforce development programs. The Workforce Development-Talent Acquisition Department is supported by general operating funds and employs nine staff who offer an array of workforce development and career pathway services to all employees. Furthermore, Fairview operates robust HR systems for data collection and analysis and collects key data pertaining to forecasting, local hiring rate, training and educational outcomes, transferable credential attainment, and employee advancement. This information has been critical to measuring programmatic impact and continuing to offer new and innovative programs.



Augsburg Fairview Academy students touring our Operating Room for a school project

BUSINESS IMPACT:

- Fairview's Summer Intern Program has **decreased orientation need by 50%** per employee with an estimated **cost saving of \$40,000**
- Fairview maintains a **99% retention rate** for its scholarship and sponsorship recipients
- With 1200 current openings, Fairview plans to **secure 80% of its future employees** through its student and community workforce programs.



Michael Jones, C3Fellow and Scholarship recipient, working with a young patient at University of Minnesota Medical Center

FRONTLINE SUCCESS

As 21-year old nursing student at St. Paul College, Michael Jones began his health care career in 2014 as a nursing station technician in Fairview's Central Corridor Fellow (C3 Fellows) Program. As a C3 fellow, Michael was able to schedule his shifts at Fairview around his college schedule, receive career coaching and assistance from Fairview mentors working in his field, and develop a host of technical and workplace skills while still getting his education. Taking full advantage of Fairview's development and investment programs, Michael received a David Page Career Advancement scholarship to offset his tuition expenses and has participated as a Scrubs Camp Counselor. Michael continues to work at Fairview while he attends Metro State University's Prelicensure Nursing Program. Upon completion of his BSN Program, Michael's goal is to work as a registered nurse at University of Minnesota Masonic Children's Hospital, a member of the Fairview system.

FAIRVIEW HEALTH SERVICES STATS

- > Number of Employees: 22,000
- > Number of Frontline Workers: 6,725



NOTE FROM THE CEO:

Fairview's Interim CEO, David Murphy, characterizes Fairview's long-standing and successful employee training programs as a core piece of the organization's business model. He says, "A strong workforce pipeline secures the majority of our current and future workforce needs." Furthermore, Fairview's approach to frontline development both supports the organization and builds a health care workforce for the entire industry. As Mr. Murphy says, "Scholarships, sponsorships, apprenticeships, and the experiential learning are all paving the way for our next generation of health care workers."

The CareerSTAT Frontline Health Care Worker Champions recognition program is generously supported by The Joyce Foundation.



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