



**CareerSTAT**

JOBS FOR THE FUTURE AND THE  
NATIONAL FUND FOR WORKFORCE SOLUTIONS



**UNIVERSITY HOSPITALS**  
CLEVELAND, OH | 24,000 EMPLOYEES

Photographs courtesy of University Hospitals

## EMPLOYEE ADVANCEMENT AND COLLABORATION WITH COMMUNITY

From its flagship facility, University Hospitals Case Medical Center, to a regional network of community hospitals, outpatient health and surgery centers, and specialty care centers throughout Northeast Ohio, University Hospitals (UH) in Cleveland has been recognized by some of the most respected institutions and publications for its leadership in the healthcare industry. UH's comprehensive approach to attracting, retaining, and developing talent has received accolades such as *Training* magazine's Training Top 125 list of the world's 125 best employee-development organizations and *Chief Learning Officer's* coveted Learning in Practice: Collaboration Award (Silver).

UH's workforce development starts with the goal of expanding opportunities for current employees to prepare to move into higher-skilled areas of work, while simultaneously working with community partners to guide them in preparing residents from the Cleveland region to backfill positions left vacant by the incumbents who are advancing.

Programs include:

> **Bridge to Your Future:** a six-month college preparation program done on fully paid release time. Students learn

remedial math and English and also receive career development and support services.

- > **UH's Career Development Program** provides employees with information on career opportunities within UH, how to navigate the recruitment system, and how to present themselves as ideal candidates. The work is done through workshops and individualized coaching.
- > **Pathway to PCA:** This program recruits 10 employees from frontline departments such as environmental services, hires them into Patient Care Assistant roles, and provides 5 weeks of training and 6 months of job coaching to employees in their new roles.
- > **GED:** UH's partnership with the Literacy Cooperative of Greater Cleveland provides access to funding to host a GED class for UH employees. Once they achieve GEDs, they are eligible for a wide variety of jobs within UH.
- > **Step Up to University Hospitals:** UH works closely with community partners who prepare residents of neighborhoods surrounding Case Medical Center for jobs in that hospital in environmental services and nutrition services.

At its main campus, UH has its Employee Enrichment Center, a room with 9 computers dedicated to employees' career and education development. The organization has invested in two full-time people to provide programming and coaching to employees. UH offers a tuition assistance program of up to \$3,000 per calendar year. Other benefits include a prepaid tuition payment option for those who attend community college.

## 2013 BY THE NUMBERS

- > **473** employees have utilized at least one workforce development service.
- > **57** participated in Bridge to Your Future, which had an **85 percent** completion rate. **48 percent** of graduates started college within 6 months of graduation.
- > **10** employees participated in Pathway to PCA. All **10** were promoted to new jobs with **12.5 percent** higher wages on average. All **8** employees who made it to the one-year mark were promoted to Clinical Technical Assistant roles.
- > **132** employees took a computer class, and **92 percent** completed.
- > **297** employees participated in career development coaching and workshops.
- > **28** community trainees were hired through the Step Up to UH program. **95 percent** retained their jobs at the 90-day mark.

In 2014, UH started measuring the return on investment for its programs. UH began its programming with a grant-funded program. When the grant ended, UH assumed the program costs and has expanded the program over the years.

*"We make workforce development a high priority because providing hope and help to our UH communities is an important part of our future. Just as importantly, we emphatically believe there is a strong business case for cultivating talent. We believe a solution to the growing shortage of healthcare professionals is to help low-skill workers qualify for better livelihoods and pursue their career aspirations as frontline care providers." –Thomas F. Zenty III, CEO, University Hospitals*

## FRONTLINE SUCCESS



**Roxana Shelton** worked in housekeeping at University Hospitals and took advantage of its Bridge to Your Future program. Roxana caught the attention of the nurse manager of the floor she cleaned, and she received encouragement to apply for UH's Pathway to PCA program. Today, Roxana works as a clinical technical assistant on the same floor she used to clean. She says, "With UH's help, I went from a lifetime of dead-end jobs to a career."

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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](http://WWW.NFWSOLUTIONS.ORG)



**JOBS FOR THE FUTURE**

TEL 617.728.4446 FAX 617.728.4857 [info@jff.org](mailto:info@jff.org)  
88 Broad Street, 8th Floor, Boston, MA 02110  
122 C Street, NW, Suite 650, Washington, DC 20001

[WWW.JFF.ORG](http://WWW.JFF.ORG)

