

CREATING A CULTURE OF LIFE-LONG LEARNING

The flagship hospital in the Baystate Health system, Baystate Medical Center is a 716-bed independent medical center and training site employing over 4,000 health care professionals and serving thousands of patients annually. As one of the most advanced hospitals in the region, Baystate Medical provides essential intensive and trauma care to much of western Massachusetts.

MAKING CAREER ADVANCEMENT ACCESSIBLE

The Baystate Futures program assists entry-level workers in environmental services, patient and guest services, and engineering explore new career opportunities and receive assessment services. Delivered in a peer learning format, the pilot program offers staff an overview of careers at Baystate as well as an opportunity to assess their skills and interest, learn about career resources including tuition assistance, and build their professional skills with interview and networking support. After participating in the program, many staff made decisions to return to school, seek promotions, or pursue leadership opportunities.

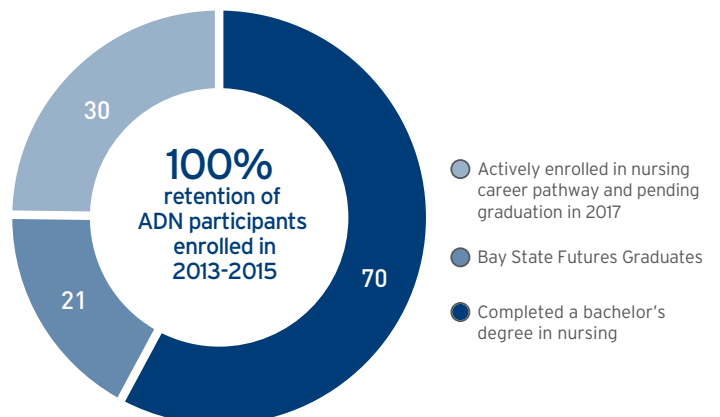
EARN WHILE YOU LEARN OPPORTUNITIES

Baystate offers an On the Job Training (OJT) program that helps new or emerging workers transition into critical positions such as medical coders, health information technology, medical assistants, and pharmacy technicians. In collaboration with the Regional Employment Board of Hampden County, newly hired staff are trained using a customized competency-based training plan that enables them to learn critical skills at work while earning a salary. From 2016 to 2019, Baystate will also participate in a new registered apprenticeship program for community health workers and other frontline occupations.

NURSING CAREER PATHWAYS FOR FRONTLINE WORKERS

Baystate is committed to supporting incumbent workers interested in becoming a registered nurse (RN). Since 2013, 15 incumbent workers including unit secretaries and patient care technicians have used Baystate's tuition assistance and forgivable loans to become an RN. Upon graduation staff are promoted into an Associate Degree in Nursing (ADN) Nurse Residency positions which allow for four hours of paid education time per week to attend an RN to BSN bridge program and access additional tuition assistance, OJT scholarships, and loan forgiveness. Since 2013, 17 staff members have utilized this program.

DATA ON PROGRAM



CREATING WORKFORCE INFRASTRUCTURE

Baystate Medical Center is in the process of adding a career development function in its Organization Development department and is building a robust Workforce Planning department. This new department will look internally to incumbent workers and externally to students and under/unemployed community members to solve anticipated talent shortages.

LEVERAGING RESOURCES TO SCALE & SUSTAIN

Baystate is a founding member and co-investor of the Health Care Workforce Partnership of Western Massachusetts. The partners include post-secondary educational institutions, one stop career centers, the Workforce Investment Board and various regional health care employers. As the region's largest health care organization, Baystate often plays a leading role in facilitating regional dialogue and planning around frontline workforce development. Since 2006, the partnership has leveraged over \$7 million in local, state, federal and private resources to develop programs that ensure the region a qualified health care workforce

BUSINESS IMPACT:

Baystate is developing a process to correlate employee career development activities to metrics such as turnover, time to promotion, and performance criteria.

Baystate Health's 2020 goal is to become a "Best Place to Work" by transforming the organization into a place where all members of the team can learn and grow.

NOTE FROM THE CEO



For Registered Nurse and President of Baystate Medical Center (BMC) Nancy Shendell, all workers are critical to BMC's success. She says, "The success of the organization depends on the personal success of every employee and every team." To ensure that every employee is capable and prepared to be personally successful, "Education and life-long learning are embedded in [Baystate's] culture. Efforts to support career development include paid release time, full scholarships, forgivable loans, and tuition assistance." By connecting every worker with the resources and tools needed to grow, Baystate is ensuring that every employee "has something to contribute."



FRONTLINE SUCCESS STORY

Rashawn Campbell wanted to develop a full-time career in health care, but was unsure where and how to start. Prior to coming to Baystate Health, Rashawn had worked for a series of fast food restaurants and was originally hired as a cashier and food server in Baystate's Culinary Department; however, he soon after starting his manager nominated him to attend the Baystate Health (BH) Futures program. In BH Futures, Rashawn attended multiple networking and career exploration events and shadowed multiple health care positions. From this process, Rashawn decided that he wanted to work more closely with patients and began preparing for a career as a respiratory therapist. With additional support from Baystate's Tuition Reimbursement program, Rashawn has enrolled in a number of science courses at a local community college and hopes to be accepted into the Respiratory Therapy program.

BAYSTATE MEDICAL SERVICES STATS

- > Number of Employees: Approximately 7,000
- > Number of Frontline Workers: Approximately 2,500

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



TEL 617.728.4446 FAX 617.728.4857 info@jff.org

C/O Jobs for the Future
88 Broad Street, 8th Floor, Boston, MA 02110 (HQ)

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 (HQ)
122 C Street, NW, Suite 650, Washington, DC 20001
505 14th Street, Suite 900, Oakland, CA 94612

WWW.JFF.ORG