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Summer 2014

A national collaboration of hospital and health care leaders promoting investment in the skill and career development of frontline workers

A Message from CareerSTAT Director Jan Hunter



Jan Hunter

Dear Colleague:

[CareerSTAT](#) has been on the move, deepening our engagement with employers, health care organizations, and policymakers. Through affinity calls, industry publications, participation at industry convenings—such as the [California Workforce Association's Conference, Meetings of the Minds in Monterey](#), and presence at [The American Society of Healthcare Human Resource Association's 50th Annual Meeting and Exhibiton](#) in Chicago—CareerSTAT will be meeting with hundreds of workforce development practitioners, sharing information and resources about increasing employer investment in the frontline workforce.

Newly released research tells us that as the Affordable Care Act is beginning to substantively affect the health care industry,

influencing the locations that patients go to seek care, shifting volumes in the outpatient setting, and changing the kinds of skills that providers need to be successful. As a result, training and professional development opportunities will be needed to close a widening skills gap.

A recent CareerSTAT affinity call held in June on the topic, [The Changing Landscape: New Skills Need for Frontline & Nonclinical Healthcare Workers](#), with Julian L. Alssid, Chief Workforce Strategist for College of America at Southern New Hampshire University, and M.J. Ryan, Director of Workforce Development at Partners HealthCare, shared findings from Mr. Alssid's research. His research shows that the health care industry faces critical workforce challenges, and that unfilled jobs are taking a toll on the industry's employers:

- 54% of surveyed employers currently have open positions for which they cannot find qualified candidates
- More than \$14,000 is wasted for every job that stays vacant for three months or longer
- 60% of surveyed employers are concerned by costs associated with delays in backfilling positions.

This means it is imperative that health care organizations work to develop workforce solutions that meet the needs of today's adult workers and learners, through resources such as flexible scheduling, vouchers for child care and transportation, career coaching, and tuition assistance/loan forgiveness programs. Such initiatives pave the way for frontline workers to improve their career prospects and earn higher wages.

Employers who are considered employers of choice are consistently recognized as a "Best Place to Work," and often offer programs that help attract, recruit, and retain talent to their organizations. These professional development programs and opportunities for advancement are typically high on the list of incentives for employees who join them. The lessons our partners can learn from health care organizations that understand the business impact of investment in the skill and career development of frontline workers serves as the linchpin behind the launch of the [CareerSTAT Frontline Healthcare Worker Champions](#) recognition program. The 2015 nomination will be open starting September 8, 2014, and information can be found on the [CareerSTAT](#) webpage.

In this newsletter, we profile [Urban Health Plan](#), a New York health care organization recognized as the leading community health center in the country. Urban Health Plan has achieved national recognition as a model of innovation in community health care and disease prevention. CareerSTAT also chats with [Anette Smith-Dohring](#), the newest member of CareerSTAT's executive committee. Anette serves as Workforce Development Manager at Sutter Health Sacramento Sierra Region in Sacramento, California. You will also learn about CareerSTAT webinars and industry events that are of value to health care human resources practitioners and leaders.

Lastly, CareerSTAT seeks to partner with health care employers of all sizes committed to increasing support for and sharing best practices about frontline workforce investment. Please click [here](#) for more information about joining CareerSTAT.

Best wishes,

Jan Hunter

CareerSTAT Employer Spotlight: Urban Health Plan



Paloma Hernandez, President & CEO, Urban Health Plan

CareerSTAT had the opportunity to speak with Paloma Hernandez, President and CEO of Urban Health Plan (UHP), a leader in providing comprehensive and affordable primary and specialty health care services to underserved communities in the Hunts Point, Mott Haven, and Morrisania sections of the Bronx and in Corona, Queens, in New York. What makes UHP unique is that many of its patients are multigenerational. It is very common for UHP to treat them and members of their family for many years. UHP provides care to patients regardless of their ability to pay for health care services. CareerSTAT Communications Manager Linnea Walsh asked Ms. Hernandez about the organization's investment in its frontline workforce and how UHP is benefiting from these investments. [Read the interview with Paloma Hernandez.](#)

CareerSTAT Connection: Anette Smith-Dohring



Anette Smith-Dohring

Meet Anette Smith-Dohring, the newest member of CareerSTAT's executive committee. Ms. Smith-Dohring serves as Workforce Development Manager at Sutter Health Sacramento Sierra Region in Sacramento, California. CareerSTAT Communications Manager Linnea Walsh asked Ms. Smith-Dohring for her perspective on health care employer investments in the frontline workforce and why such investment matters. [Read more about Anette Smith-Dohring.](#)

Coming Soon: Nomination to Open for 2015 Frontline Healthcare Worker Champions



2014 Frontline Healthcare Worker Champions from LifeBridge Health, Norton Healthcare and TriHealth Inc., participated in a panel discussion led by CareerSTAT executive committee member Joanne Pokaski, Director of Workforce Development at Beth Israel Deaconess Medical Center in Boston, at the National Fund for Workforce Solutions Fourth Annual Meeting held in June in Chicago.

CareerSTAT was pleased to honor nine health care organizations that are making exemplary investments in the frontline healthcare workforce through its Frontline Healthcare Worker Champions recognition program. [By sharing the stories of these employers and the frontline workers they've helped](#), health care employers learn about the return on investment from implementing workforce programs and changing policy that supports career advancement and includes lower staffing/recruitment costs by reducing turnover, greater retention, higher employee satisfaction and morale.

Watch soon for details announcing the call for nominations for next year's CareerSTAT Frontline Healthcare Worker Champions recognition program!

Mark Your Calendars!

[CareerSTAT](#) looks to stay connected with its existing, new and potential employer partners. CareerSTAT holds upcoming webinar events, and affinity calls that are open to CareerSTAT members and non-members and looks to present or participate at industry convenings of interest to health care practitioners. Please contact Jan Hunter at jhunter@jff.org for information about any of these events or click [here](#) for more information.

AUGUST 18, 2014

CareerSTAT Partners Affinity Call: Developing an In-House, High-Impact Career Coaching Program, 2:00 p.m., EST

Join CareerSTAT Partners for an interactive discussion about developing career coaching programs. Speakers Christy Ralston, Director of Workforce Development at Norton Healthcare in Louisville, Kentucky, and Amy Zydanowicz, Registered Corporate Coach at Brigham and Women's Hospital in Boston, Massachusetts, will discuss the business imperative that has resulted in the development of career coaching programs for their organizations. Learn how they got started, about their initial service offerings, costs, outcomes, lessons learned, and how their programs have evolved into the services being offered today.

Please [click here to register](#) for the affinity call. If you have any questions or concerns, please contact CareerSTAT Director Jan Hunter at jhunter@jff.org.

AUGUST 19, 2014

Webinar: How Data Can Improve Employee Engagement and Retention: The TriHealth Experience, 11:00 a.m. EST

Join CareerSTAT members for a webinar with Sharron M. DiMario, executive director, Health Careers Collaborative with Partners for a Competitive Workforce in Cincinnati, Ohio, who will join TriHealth, Inc. leaders for a discussion on frontline healthcare workforce investments. Contact sharron@competitiveworkforce.org for more information.

SEPTEMBER 2-4, 2014

[California Workforce Association - Meeting of the Minds 2014 Conference in Monterey, CA](#). Jan Hunter will present about the CareerSTAT Frontline Healthcare Worker Champions program and lessons learned.

SEPTEMBER 27-30, 2014

[The American Society for Healthcare Human Resources Administration \(ASHHRA\) will hold its 50th Annual Conference and Exposition in Chicago, Illinois](#). CareerSTAT will exhibit at the Catalyst Learning Booth. Stop by to learn about the 2015

CareerSTAT Frontline Healthcare Worker Champions recognition program, and be included in a drawing to win 10 hours of technical assistance from CareerSTAT's workforce development experts. CareerSTAT Partners from Boston Children's Hospital, JVS Boston, and SkillWorks: Partners for a Productive Workforce will present a session titled, "Bridge to College: A Collaborative Model for the Development of Frontline Workers."

CareerSTAT Welcomes New Health Care Employers

CareerSTAT is pleased to welcome several more health care organizations to its growing roster of employer partners. These organizations listed below are committed to advancing the CareerSTAT goal of making the business case to generate substantive health care industry investment in the frontline workforce. [Learn more about becoming a CareerSTAT Partner.](#)

- [California Institute of Nursing and Healthcare\(CINHC\)](#), Oakland, California
- [Saint Antoine Residence](#), North Smithfield, Rhode Island
- [Boston Medical Center](#), Boston, Massachusetts
- [Boston Private Industry Council](#), Boston, Massachusetts
- [Bunker Hill Community College](#), Charlestown, Massachusetts
- [Mercy Health \(formerly Catholic Health Partners\)](#), Cincinnati, Ohio
- [Essentia Health](#), Duluth, Minnesota

News to Use

CareerSTAT has recently been featured in:

HR.com (June, 2014)

[Healthcare Service Delivery: Frontline workers play an important role](#) by Jan Hunter and Randall Wilson

CareerSTAT Participates in Federal Reserve Forum

CareerSTAT Director Jan Hunter, along with Steven L. Dawson, Strategic Advisor Paraprofessional Healthcare Institute (PHI) recently participated in a Connecting Communities webinar sponsored by The Federal Reserve System, titled "[Investing in the Frontlines: Improving Employment Outcomes of Direct Caregivers in the Changing Healthcare Industry.](#)" The session explored the issue of low-wage jobs, which are increasingly prevalent in America's changing labor market, and have impacts for the economic mobility and financial stability prospects of such workers and their families. The presenters highlighted new research findings on how the Affordable Care Act is affecting the roles, career paths, and training of frontline caregivers, who typically represent some of the fastest growing job categories in the nation, but yet are among the lowest paid. Shared were effective practices and policies for strategically investing in these positions to increase employee and employer outcomes.



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