

## RWJBARNABAS HEALTH

West Orange, NJ



WHEN ORGANIZATIONAL NEEDS, EMPLOYEE GOALS, AND  
COMMUNITY GAINS ALIGN FOR A SUCCESSFUL WORKFORCE

RWJBarnabas Health is New Jersey’s largest and most comprehensive academic healthcare system, employing 34,000 people and more than 9,000 physicians across 11 acute-care hospitals, three acute-care children’s hospitals, a pediatric rehabilitation hospital, numerous outpatient centers, and much more. RWJBarnabas Health is dedicated to building career ladders for frontline workers and programs that serve the most vulnerable members of the community. As an anchor institution, an ‘Outside In, Inside Up’ approach is used to recruit and mentor qualified candidates from the community, while providing frontline employees career ladder support and training, tuition reimbursement and grants, and internal promotions.

### Outside In: Local Hiring Boosts Community Enrichment

Strengthening the skills of underserved populations builds a stronger community. To that end, RWJBarnabas Health created a program for unemployed and underemployed residents of Newark to participate in a four-week, full-time skills advancement training to address communication, conflict resolution, and interview skills. In 2017, RWJBarnabas Health partnered with Newark City Mayor Ras Baraka’s Newark 2020 Initiative to hire 350 Newark residents by 2020 and has already achieved 98% of this hiring target. A key strategy of the healthcare system’s 2019 commitment to hire local is to collaborate with local partners and the state’s One Stop Centers to establish new job training that leads to in-demand certifications. Finally, the Patient Access Representative Program will certify 30 workers as patient access associates and offer multiple hiring opportunities at RWJBarnabas Health facilities. These programs were eventually integrated into a larger credentialing initiative.

### Inside Up: Career Advancement One Rung at a Time

A natural outgrowth of these efforts to recruit local talent was the creation of a career ladders program that supports career advancement. Career ladders are an important organizational priority and an integral pillar in

#### PROGRAM DATA

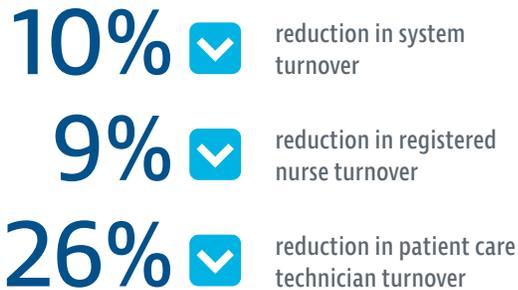
In 2018, RWJBarnabas Health trained and certified 185 workers.

Patient Care Technician	30	FRONTLINE PARTICIPANTS
Nurse Residency	50	NURSE GRADUATES
Emergency Medical Technician	05	FROM THE COMMUNITY
Nurtured Heart Approach Mental Health	60	MENTAL HEALTH ASSOCIATES
Mental Health First Aid	40	SECURITY OFFICERS

RWJBarnabas Health’s commitment to frontline workers. RWJBarnabas Health’s Workforce Development Division provides advancement programs for frontline employees. There is an online tracking system that shows all available opportunities, outreach activities and informational sessions, and job shadowing opportunities. These efforts are supported by strong leadership commitment and a funding model consisting of tuition reimbursement, operational training funds, and public and private grant support. In 2018, 185 employees participated in certification programs and 2019 projects are slated to increase participation by 100%.

## BUSINESS IMPACT

RWJBarnabas Health's commitment to workforce training has yielded significant reductions in turnover:



## A Culture of Commitment

Team members are at the center of RWJBarnabas Health's commitment to creating an institution-wide culture of promotion, equality, diversity, and opportunity. Backed by strong executive support, these four promises are being carried out with a corporate-level diversity and inclusion division that collaborates with social impact and human resource teams on workforce planning and development strategy. By switching from a facility-level model to a regional model, RWJBarnabas Health is able to expand its reach throughout New Jersey and also increase the number of career pathways for its workers.

## Evolving Talent Pipeline Looks Toward the Future

Through its Corporate Institute for Internship, RWJBarnabas is creating opportunities and positions for young people who come from traditional and non-traditional academic backgrounds. Not only does this help to increase youth employment in targeted areas, but it also stimulates local economies so that the health and economic welfare of New Jersey adults stabilizes and thrives. A notable success has been its prestigious Project Search Program for developmentally-challenged high school seniors to participate in different program 'rotations' that can lead to jobs at Jersey City Medical Center. So far, the program has attracted 12 participants, building an inclusive pipeline of future leaders.

## The Frontline Healthcare Worker Champion Peer Recognition Program

CareerSTAT's Frontline Healthcare Worker Champion program recognizes healthcare organizations investing in the skills and career of their frontline workers. Organizations are designated as Champions and Emerging Champions. Champions meet all of CareerSTAT's recognition criteria, including making skill and career development accessible, offering programs at a significant scale, measuring business impact, and building sustainable programs, while Emerging Champions are in earlier stages of investment and working with CareerSTAT leadership to strengthen their programs.

## Frontline Success Story

"I am enough" has been Denisse Peralta's mantra from the time she was a small child. "I decided that I was going to prove every person who said that I am not enough wrong by being more than enough." After overcoming economic, academic, and personal obstacles that may have stopped other people, she applied for a full-time position with RWJBarnabas Health that came with full tuition reimbursement. Denisse worked first as a patient access representative and moved up the ladder to a patient care technician. "I now have an opportunity to attend school while making more [money] than I ever have, receive tuition reimbursement, and work three days a week of 12.5 hour shifts," she said. "I will be proudly starting my prerequisites this summer to be able to apply to the Kean University doctorate of occupational therapy program using RWJBarnabas Health tuition reimbursement." After she graduates, Denisse hopes to work at RWJBarnabas Health's Children's Hospital of New Jersey, where she plans to create a community life-skills program for adults living in group homes.



Denisse worked her way up the ladder to patient care technician and will soon start a doctorate program at Kean University.

## Note from the CEO



Barry H. Ostrowsky, President & CEO  
RWJBarnabas Health

"At RWJBarnabas Health, our mission is to improve the health of our communities," says President and CEO Barry H. Ostrowsky. "Our first community is our employees. We are committed to providing employees with opportunities for growth. RWJBarnabas Health will continue to provide career ladder opportunities that align with employee career goals, organizational needs, and industry trends."

### RWJBarnabas Health Statistics

34,000 employees | 12,000 frontline workers

