

ALAMEDA HEALTH SYSTEM

Oakland, CA



TAKING STEPS TO BUILD A COMMUNITY-FOCUSED WORKFORCE

Alameda Health System (AHS) is an essential hospital system in Alameda County, California. Comprised of five acute care hospitals, four outpatient wellness centers, and two skilled nursing facilities, AHS employs 4,960 people and cares for more than 162,000 patients annually. For more than 150 years, AHS has been committed to ensuring its workforce mirrors the community that it serves and to living its mission of caring, healing, teaching, and serving all. To that end, and as the 12th largest employer in the East Bay, AHS is highly invested in providing a range of frontline workforce development and career advancement programs to ensure a steady flow of opportunities for current and future employees.

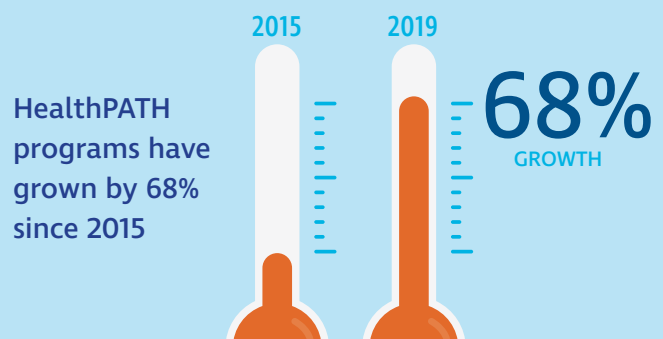
Bridging Healthcare Gaps

In 2018, AHS' partnership with the SEIU-UHW & Joint Employer Education Fund facilitated the launch of the 'Bridge to Healthcare' program, an 18-week foundational skills development program to prepare environmental services technicians and food services workers for career advancement. Offered through a local community college, participants create a detailed career plan and gain basic, technical, and professional skills, resulting in college credit. Additionally, AHS is in the exploratory phase of offering apprenticeship programs for medical assistants and coders for incumbent employees to complete an online credential program and receive on-the-job training and guaranteed positions. Additional planned initiatives to improve frontline worker retention rates include the creation of transparent career pathway maps.

Mirroring the Community

AHS recognizes that investing in a workforce that draws from and mirrors the diverse community that it serves is essential. To reach this goal, AHS proactively invests in pipeline programs for youth and young adults. HealthPATH comprises seven pipeline programs that focus on internship placement and other work-based learning experiences, designed specifically to expose low-income youth of color to healthcare careers. One of these programs, Health Excellence & Academic

PROGRAM GROWTH



Leadership, or HEAL, serves over 250 high school and middle school students annually. Student interns shadow providers in multiple departments, receive mentoring and career exploration, and participate in experiential simulations. Data shows that after participating, students are motivated to pursue post-secondary education and have a better understanding of educational requirements to achieve career goals. Pipeline program investment not only creates a diverse talent pool, but also aligns with organizational priorities to address social determinants of health through educational attainment and economic opportunity.

Partnerships to Expand Impact

AHS leads by example, working hard to establish partnerships that can further its goals and to ensure its frontline worker career development programs remain on the cutting edge. In 2018, AHS partnered with Oakland-based community development corporation The Unity Council to create a 12-week, paid medical assistant refresher training and internship placement program targeted towards women on public assistance. AHS is currently in discussions with JVS San Francisco to develop and provide paid internships for dental assistant graduates. Additionally, partnerships with the California Employment Development Department and Alameda County Workforce Development Board will aim to recruit more county residents with barriers to employment. Through a network of partnership, AHS is able to target its recruitment efforts to marginalized populations and connect incumbent and prospective workers with services and support to secure jobs paying a livable wage.

Frontline Success Story

Glory Anderson's story is a familiar one. Originally from Nigeria, Glory immigrated to the United States and started a family. After her husband died, she was left a single mother striving to support her family. Glory was hired as an AHS environmental services aide in 2007, but bridged her personal educational gaps by enrolling in a Bridge to HealthCare Careers class. "I always wanted to be a medical assistant but I felt stuck," Glory explains. "The Bridge to Healthcare Careers changed that. It helped me map out my career plan and I was able to brush up on my math, reading, and English skills. [I haven't] been in school for many years but now have the confidence to get my medical assistant certification." Glory will begin her certificate program at Contra Costa Medical Career College in April of 2019.



Glory enrolled in a Bridge to Healthcare Careers class, inspiring her to pursue a career as a medical assistant.

PROGRAM DATA

Program Participants:

374 | SEIU Education Fund Services

10 | Bridge to Healthcare

74 | Career Advancement

209 | Career Advice

223 | Skills Development

Note from the CEO



Delvecchio Finley, CEO
Alameda Health System

"AHS' investment in pipeline programs and career advancement initiatives stems from our desire to have a workforce that mirrors the diversity of our patient population and to provide culturally-appropriate care," says CEO Delvecchio Finley. It also reflects AHS' role as the anchor institution in

the community. Finley adds that the ultimate goal is to ensure that AHS continues to promote career training and development for its frontline workers and promote hiring from within the community, ultimately "contributing to better population health outcomes through employment opportunities that will contribute to the economic security and well-being of Alameda County residents."

Alameda Health System Statistics

5,000 employees | 1,500 frontline workers

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.

