

## CINCINNATI CHILDREN'S HOSPITAL MEDICAL CENTER

Cincinnati, OH



### COMMUNITY-FOCUSED APPROACH TO BUILDING A SKILLED WORKFORCE

Cincinnati Children's Hospital Medical Center (Cincinnati Children's) is a large, urban, academic, Magnet-recognized institution nationally ranked as one of the nation's best pediatric hospitals. Cincinnati Children's employs more than 15,000 people caring for 500+ inpatients daily and greater than 1 million ambulatory visits yearly. Cincinnati Children's goal is to attract, retain, and further develop a diverse frontline workforce. A key factor driving its success is the development of an embedded job coaching and mentoring program, leading to sustained and significant frontline worker retention and an especially notable impact on its diverse workforce.

#### A Pioneer in Job Coaching

Cincinnati Children's is distinguished as a pioneer in providing job coaching and counseling for its frontline workers. Over a decade ago, the organization developed an improvement team to address burgeoning turnover rates, which were ultimately determined to be the result of employee tardiness and absenteeism (80% due to childcare and/or transportation issues). Embedding employee support through job coaching and mentoring not only completely reversed this statistic, but it also allowed Cincinnati Children's to retain more than 400 diverse frontline employees at a savings of \$400,000 annually. Utilizing a problem-solving, rather than punitive, approach to employment barriers has yielded as much as \$4 million in savings in turnover costs over the past decade. Now, more than 300 frontline employees participate annually in the program.

#### Helping Local Teens 'Bridge the Gap' to Employment

Cincinnati Children's partners with Cincinnati Arts and Technology Studios high school dropout recovery program to bridge the costly gap between school-based career support and traditional workforce programs for adults. 'Bridging the Gap' funds life skills and job readiness training and post-secondary nursing assistant credentials to prepare young adults for patient care assistants or patient transporter jobs. Once employed, they gain access

to job coaching and peer mentoring. Since the program's inception, 68 at-risk young adults have been employed with a retention rate of 84%. Cincinnati Children's is also investing \$58,000 in a Corporate Work Study Program that will provide eight Cristo Rey students with meaningful work over a 10 month period. Now in its third year, the program increased the number of participants from four to eight students. Additionally, Cincinnati Children's offers a biomedical research program for minority students that provides a summer internship for high school students to work with their scientists and researchers. Working in tandem, these programs support Cincinnati Children's efforts to build a skilled, diverse talent pool within its local community.

PROGRAM DATA		
	2018	CUMULATIVE
Job Coaching and Mentoring <i>*15% receive ongoing support</i>	300	2,160
CATS	8	68
Cristo Rey	8	16
Biomedical Research Internship	10	78
Career Insights	41	61

## A Partnership to Invest in the Future

Cincinnati Children's focuses specifically on employing workers from one of the highest poverty zip codes in the nation: their immediate neighborhood. 'Career Insights' is a partnership with the Urban League of Greater Southwest Ohio to train local, motivated residents for high demand jobs in healthcare, while simultaneously mitigating barriers to successful employment and retention. The Urban League administers this five-week essential skills training with topics ranging from effective communication to safety, and the course is fully funded by the hospital's operational budget. Depending on specific interests and qualifications, participants may interview for a variety of frontline positions, including health unit coordinator, patient care assistant, emergency service representative, and others. Program graduates are guaranteed interviews for two open positions; so far, 41 future workers have participated.

### Frontline Success Story

"As I look back over the past 10 years, I am amazed at how far I have come," says Carrie Martin. First employed in 2005 as a medical assistant, Carrie advanced her career through Cincinnati Children's active membership with the Greater Cincinnati Health Careers Collaborative, an initiative that supported her to earn a nursing degree. "I began my studies with the cohort in 2006," she explains, "and graduated in 2010 with an associate degree in nursing with honors." However, Carrie's career goals did not stop there; not only was she invited to join Cincinnati Children's as a Specialty Resource Unit member, but she also completed a bachelor's degree in 2011. "I then decided to pursue my master's, specializing as a pediatric nurse practitioner in primary care, and through the support of Cincinnati Children's and my family, I graduated in 2013. Additionally, I completed my post-master's certificate in Pediatric Acute Care." Recently promoted, Carrie explains that "it is because of Cincinnati Children's commitment to investing in their employees that I am where I am today."



Through the support of a local initiative, Carrie has earned her associate, bachelor's and master's degrees.

## BUSINESS IMPACT

10 years of job coaching/mentoring impact

Terminations down

**80%**

**400**

workers retained

**\$400,000**

saved annually

Overall program savings  
**\$4 million**

### Note from the CEO



Michael Fisher, President & CEO  
Cincinnati Children's

"Attracting, retaining, and developing a high-performing and diverse workforce is essential to achieving our vision of being a leader in improving child health," says Cincinnati Children's President & CEO Michael Fisher. Not only do we "value our frontline workers, investing in their personal and professional

development through several programs with proven results," but, "we also engage in a variety of partnerships to further develop a diverse pipeline of future frontline employees." Currently, 76% to 100% of current programming is funded operationally.

### Cincinnati Children's Statistics

15,300 employees | 5,100 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.

