Healthcare Employer Interviews
Preliminary Findings from Interviews for Health Works East Bay: Connecting Men of Color to Careers in Healthcare (H-WEB)

Presented at DHTI Policy Forum
Leaning In: Reimagining California’s Health Delivery System Using a Health Equity Framework
April 8, 2016
Health Works East Bay

**Goal:** Connect boys and men of color to careers in healthcare

**Activities:**
- Engage and consult with community leadership
- Conduct local and national research
- Support increased alignment and integration of best practice responses to BMoC
- Engage healthcare employers and secure their voluntary commitments to support employment of BMoC
- Disseminate best practices
Employer Interviews

and

Health

System
Association
Joint
Hospital
Kaiser
Employer
Sutter
Contra
Permanente
Northern
Dignity
Clinic
Serving
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Parenthood
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UHW-West
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Employer Interviews: Needs

“More prevention, more community.”

- **Nursing** (RN, LVN in some cases, and back-filling CNA and MA vacancies created through career advancement)
- **Medical Assistant** (diversity in race, ethnicity, and gender particularly important for these positions)
- **Community Health** (Community Health Workers, Health Educators, Promotores de Salud)
- **Laboratory** (Medical Lab Technician – still restricted by scope of service issues; Clinical Lab Scientist)
- **Physical Therapy** (including possible availability of PT Aide positions)
- **Diagnostic Imaging** (well-paying at entry; more training capacity needed in Bay Area)
Employer Interviews: Sources

• **Community Colleges** (most often cited; seen as high quality source of diverse candidates; want more flexibility in course offerings and curriculum)

• **Community-Based Organizations** (described as more limited partnerships, often focused on areas where customization or job-readiness is needed)

• **Proprietary Schools** (seen as flexible in schedule and curriculum; expensive for students, even after exhausting financial aid)

• **In-House Programs** (often to advance incumbent workers; some offered through labor-management partnership)
Employer Interviews: Practices

“There is a journey towards greater inclusion and diversity.”

- **Diversity Team** and diverse leadership
- Creating and supporting **internal career paths**
- Use of **demographic data** on employees and patients to inform hiring and workforce development decisions
- **Look at experience** instead of academic credential (e.g. Bachelor’s degree) for some positions
- **Mentorship** of healthcare students by employees
- Connecting to the **K-12 educational system** as a source of future diverse candidates
Best Practices

• Analyze composition of your workforce compared to your community and your patient population
• Ensure inclusive recruitment:
  – Support pipeline programs
  – Implement targeted recruitment campaigns
  – Establish partnerships with training programs
  – Adjust hiring criteria
• Provide culturally-competent supervision
• Provide cultural competency training
• Promote internal advancement along career pathways
• Assess your current policies and practices
• Develop and/or update your diversity plan
Best Practice: Support the Pipeline
University Hospitals Workforce Development

Pre-Hire
The Funnel
Before the Funnel

Entry-Level Non-Degreed, Prof Dev.

Entry-Level Non-Degreed Career Dev

Degree Holders

Employee College Students

Managers and Leaders
Best Practice: Commit to Hire
Corridors of Opportunity

Twin Cities Central Corridor Anchors Partnership:
- Eight major higher education institutions
- Three large medical institutions (including Fairview)
- Central Corridor Funders Collaborative

Workforce commitments:
- Increase employment from Central Corridor zip codes from 13 percent to 18 percent
- Achieve racial diversity goals across all job categories
- Reduce the racial employment gap in Central Corridor zip codes from 14 percent to 10 percent
Best Practice: Adjust Hiring Criteria
Johns Hopkins Workforce Strategy

• Engage incumbent workers and provide skills and knowledge to move into jobs with higher wages
• Excite youth to choose healthcare as a career and provide them with development opportunities
• Hire from non-traditional sources to provide opportunities for entrants into the workforce even if some have a limited work history

Changed hiring practices to include people with arrests and convictions
20% of entry-level hires over last decade have a record
Ex-offenders show a lower turnover than non-offenders
Thank you!

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