Review of Process and Discovery Work to Date
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
Advisory Groups
Engagement with Stakeholders
Employer Interviews
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
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
Next Steps

• Richmond and Oakland-specific conference calls
• Research on voluntary employer commitments
• Continuing employer interviews and engagement
• Healthcare employer convening to share best practices and make the case for participation in a regional BMoC initiative
• Continuing support for regional pipeline efforts that can increase employment of BMoC in healthcare