Developing The Next Generation Of Healthcare Workers

Andrea Perry,
Health Careers Academy Program Manager
Objectives

▪ Develop programs that will attract youth and expose them to health careers

▪ Identify and establish partnerships

▪ Understand the importance of growing our own future workforce
Cedars-Sinai is one of the largest non profit hospitals in the western United States, we have combined expertise, technology, research and caring to create a gold standard of excellence in healthcare.

Cedars-Sinai is a general acute hospital with 952 total licensed beds. We serve the Los Angeles County market with almost 10 million people. Our primary service area, comprising some 3.2 million people represent approximately 75 percent of Cedars-Sinai’s total inpatient discharges.

Our nurses have been recognized with the prestigious Magnet Excellence in Nursing designation. Cedars-Sinai also ranks among the top 10 non-university hospitals nationwide receiving competitive research funding.
Since our founding in 1902, Cedars-Sinai has focused on providing the highest quality healthcare available. Cedars-Sinai Medical Center is composed of:

- More than 2,000 physicians in almost every clinical specialty
- 11,000 employees
- 2,000 volunteers
- 15,000 fundraising support group members
- These individuals form a unique partnership in helping deliver world-class medicine to the community, and to patients from across the United States and around the world.
Cedars-Sinai physicians and scientists are leaders in basic and clinical research, bringing advancements in medicine directly from the laboratory to the bedside.

With an eye to the future, Cedars-Sinai trains the next generation of physicians, researchers and allied health professionals. More than 350 residents and fellows participate in more than 60 graduate medical education programs to learn the latest diagnostics and treatments.

Cedars-Sinai is committed to providing the highest quality patient care. Our quality is measured in high patient satisfaction scores, continuous clinical performance initiatives, excellent medical outcomes, ongoing research and academic programs, and national designations and awards.
The mission of Cedars-Sinai has remained constant for a century. As we begin a new millennium, Cedars-Sinai will continue to honor its ideals and strive to not only uphold its status as a world-class medical center, but to improve it, as well.

- Cedars-Sinai Health System, a nonprofit, independent healthcare organization, is committed to:
  - Leadership and excellence in delivering quality healthcare services.
  - Expanding the horizons of medical knowledge through biomedical research.
  - Educating and training physicians and other healthcare professionals
  - Striving to improve the health status of our community
  - Quality patient care is our priority. Providing excellent clinical and service quality, offering compassionate care, and supporting research and medical education are essential to our mission. This mission is founded in the ethical and cultural precepts of the Judaic tradition, which inspires devotion to the art and science of healing, and to the care we give to our patients and staff.
“Healthcare will continue to be an engine of economic growth over the coming years as California’s population grows and ages. And even though public attention often focuses on the need for doctors and nurses, the fastest growing sector will be allied health, with a projected 63 percent increase between 2010 and 2030. “

“California already employs more than 605,153 allied health workers. Between new job creation and the need to replace workers who retire or otherwise leave the field, the state will need to train nearly 1 million more allied health workers by 2030.”

Source: “ Help Wanted: Will Californians Miss Out on a Billion-Dollar Growth Industry?” Funded by a grant to the Fenton Communications from the California Wellness Foundation
“Thinking Outside the Box”

- Healthcare shortage
- Growing our own
- Exposure to the communities we serve
Developing Our Future Workforce

Cedars-Sinai is Leading the Quest for Health. As part of our mission we are committed to teaching and educating our youth. We do this by participating and/or hosting programs which promote health careers.

Youth Employment & Development
Health Careers Academy
Mentoring Program
Stand and Deliver
Career Days
Nursing Luncheon for High School Students
Outreach Program: Cedars-Sinai Next Generation
Health Occupations Students of America (HOSA)
Cedars-Sinai Youth Employment and Development Program

- **Goal:** To provide an educational opportunity and paid work experience in a healthcare setting that serves to actively recruit racial minorities into nursing and healthcare careers.

- **Established in 1993** as response to the Los Angeles Riots and targeted toward youth employment of “at risk” high school students.
Cedars-Sinai Health Careers Academy

- Partnership with a nearby high school in the Los Angeles Unified School District which is also Cedars-Sinai adopted high school. Students take public transportation in order to meet their work assignments.

- 25 high school juniors are selected by an interview process each year to participate with continuing seniors in the two year program earning 5 credits each semester. This program is a class under the ROP section of the Los Angeles Unified School District and takes place during their 5th and/or 6th period.
Health Careers Academy

- Introduces career exploration for students who are interested in nursing and other healthcare careers.

- Academy provides basic job skills, work ethics and practical work experience through all components of the program.

- Administered in Human Resources- Recruitment & Workforce Planning
Program is based on the *School to Careers* model with three core components:

- School Based Training
- Work Based Training
- Mentoring
School Based Training

- Taught onsite by a LA Unified School District Teacher. Topics include: Telephone Skills, Dressing Professionally and guest speakers from Medical Center departments.

- Instructor goes to each assigned department to discuss performance. Provides students with a grade.
Work Based Training

- Takes place onsite, four days a week. Students are paid a minimum wage salary and work in areas where they have the opportunity to observe nursing and other healthcare careers.

Total Annual Cost of the Program $500,000
Department Involvement

- Department Contract
  - Department Head Signature and assignment of a supervisor who will manage students' time, work, and mentoring

- Supervisor Orientation
  - Department Orientation Checklist
  - Quarterly Meetings
  - Calendars
  - Understanding of Federal and State Child Labor Laws
  - Provide feedback on evals and to the instructor

Supervisors need to “shift gears”
Generation X, Y, Z
Working with the New Generation of Workers

“It is essential to attract new, young workers who are part of the Millennial generation. This group, which began entering the workforce around 2000, will be a larger component of the workforce in the 2010s and the majority of workers in the decade after that.”

Workforce 2015: Strategy Trumps Shortage, January 2010 American Hospital Association
Health Careers – Department Involvement

- Departments must request a student by completing a YED Contract that includes who will supervise, duties, educational opportunities.

- Monthly job shadows/observation consent forms

- Students are assigned based on their interest and must remain in the department for one semester.

- Departments must evaluate students on job performance twice a year.
Health Careers – Department Involvement

- Students are considered employees of the Medical Center and go through a month long orientation program as well as pre-hire physical which includes a TB test and drug screening
- Parents must sign all consent forms
- Students complete Confidentiality and Conflict of Interest Forms.
- All safety training is presented by subject matter experts and put into our system for Joint Commission.
Y.E.D. Worker Job Description

- **REPORTS TO:** Y.E.D. Health Academy Staff
- **JOB SUMMARY:**
  Y.E.D. Workers participate in a School-to-Career program and must be enrolled in a “approved” high school program. Students are placed in various departments that expose them to either clinical, administrative, or operational aspects of the health care field.
- **ESSENTIAL JOB DUTIES:**
  Y.E.D. workers will perform basic clerical duties (i.e. filing, xeroxing) and perform other related duties as assigned or required. Assigned departments should be training on basic job skills as well as exposure to their designated areas.
- **MINIMUM JOB REQUIREMENTS/COMPETENCIES:**
  Must be a high school student at least 16 years of age and enrolled in “approved” high school Health Careers Program. Should have an interest in the Health Care Field. Must be able to read, write and speak English.
- **PHYSICAL DEMANDS:**
  Walking, standing, low level lifting up to 25 lbs.
- **WORKING CONDITIONS:**
  Students working in the YED Program are minors and are limited to tasks and areas based on the State Child Labor Laws and Cedars-Sinai Medical Center restrictions.
Health Careers Academy - Mentoring

- Career Focused
- Emphasis on “mini city” career choices
- Cedars-Sinai employees volunteers to mentor during the student’s participation
- Alumni of the program participate to “pass on” their experience.
- Mentors help students make the connection between school to work and provide counseling on choices for the future
Partnerships

- Los Angeles Unified School District
  - Adopt-A-School Program

- Cedars-Sinai Departments
  - Volunteer Services & Community Health and Education

- City of Los Angeles
  - Hire LA
  - Los Angeles Chamber of Commerce

- Workforce Investment Board
  - Funding and Expansion

- California Health Professions Consortium
  - Connections/Programs

- Health Occupations Students Of America
  - Students

- Health Jobs Start Here
  - Website resource
Stand & Deliver is a President’s High Growth, High Wage Training Initiative funded by the Department of Labor, Employment & Training Administration.

DOL designed strategic growth initiatives to shift the public workforce system away from participant-focused job training to industry based programs where employers defined and prioritized their human resource needs. The public workforce system supplies a pipeline of workers trained in the right skills and the workers have access to high wage career ladder jobs.

277 applications were received and only one project was funded in the State of California – The City of Los Angeles - Stand & Deliver Project.

A Partnership of: The City of Los Angeles WIB, The Community Development Department, The Los Angeles Youth Opportunity Movement, The City of Los Angeles Healthcare Career Ladder Training Program, Cedars-Sinai Medical Center, Kaiser Permanente Southern California Region, East Los Angeles Doctors Hospital, White Memorial Medical Center, Valley Presbyterian Medical Center, Valley Community College, Learn2Excel, and Managed Career.
Stand & Deliver targets disadvantaged minority youth (18-24 years old) for the purpose of meeting the pipeline challenges of increasing the available skilled labor pool; Attracting diverse populations to the high wage, high growth industries, beginning with health care.

The program was modeled after our Health Careers Academy which included the “Program In A Box” Mentoring Kit produced by Johns Hopkins, Cedars-Sinai and 13 other hospitals were awarded grant funding to establish mentoring programs in major medical centers across the country. Stand and Deliver participants were provided monthly training on how to duplicate sections of the Academy model.

53 participants were placed at Cedars-Sinai and 6 were hired into the Internal Temporary Pool or permanent positions.
Cedars-Sinai Departments

- In conjunction with the Institute for Professional Nursing Development, Work/Life Matters and Community Health & Education the following events are sponsored:

  - Career Days & Careers Fairs - Educators request one day educational programs for students.

  - Nursing Career Luncheon for High School Students held annually during Nurses Week.

  - Cedars-Sinai: The Next Generation, a health care careers event targeted toward high school age children of employees.
The **Mission of HOSA** is to enhance the delivery of compassionate, quality health care by providing opportunities for knowledge, skill and leadership development of all health science technology education students, therefore, helping students to meet the needs of the health care community.
HOSA's mission is especially critical when considering the acute shortage of qualified workers for the healthcare industry.

It is essential that the Health Science-HOSA Partnership maintain its momentum and encourage all HSTE instructors to integrate HOSA into their curriculum and classrooms.
Cedars-Sinai HOSA Chapter

- Student lead national professional organization
- Cedars-Sinai Academy students self select to become members
- Natural part of the Academy program with a focus on leadership skills
- Promotes Health Careers, leadership and critical thinking skills
- Increase membership of post-secondary chapter by having former Academy students promote and recruit
Cal-Hosa, Health Science Education and Cedars-Sinai

- Are committed to building a “pipeline” of qualified students interested in pursuing a career in healthcare

- Partnering to be a solution to preparing and recruiting healthcare workers of the future.
Activities

CPR

Career Days

HOSA
“By 2020, California’s population is expected to increase by 10 million people with more than 6 million residents projected to be 65 years of age or older……As California's population ages, older people will be retiring and leaving the workforce, while at the same time, increasing the demand for health care services.”

School Partnership Facts

- 1 in 4 U.S. businesses with 25 or more employees participate in a school partnership. (Research from the National School-to-Work Office)

- Students who participate in School-to-Career programs are more academically motivated, more likely to attend college or advanced training, and less likely to drop out of school. (Report from National Conference of State Legislatures)

- Companies average a 2-1 return on investment from participation in School-to-Career. (Study by the National Employer Leadership Council)
“The Win-Win”

Hospital Partnerships

- Students are exposed to a new environment
- Positive role models
- Exposure to the communities we serve
- Buy In from Medical Center
  - Mission, Values, Culture
- Outcomes
  - Student Hires, Motivation to pursue higher education, Career Decisions, Self-Esteem
- Staying Connected
  - Technology (Facebook, MySpace)
Success: Alumni

Health ‘IT’ Hero

Rigoberto “Rigo” Meza, Health IT Professional

Courage and inspiration can’t be summed up any better than through the story of Rigoberto “Rigo” Meza. His professional demeanor and quiet personality help hide the struggle and hardship he’s had to overcome on his journey towards success. Growing up in Los Angeles, Rigo saw the effects that poverty, drugs, and gangs have on young people.

While still in high school, Rigo started attending the Cedars-Sinai Center Youth Employment and Development Program. While in the program, he received mentoring and the many skills to help him pursue a college education. Though he struggled early in college, Rigo became the hero of his own life and graduated from ITT Tech with a degree in Computer Technology.

As a college graduate, Rigo continued to keep in touch with the Cedars-Sinai Center Youth Employment and Development Program, reaching out to those that helped him along the way. As fate would have it, an IT position opened up two years later, helping Rigo establish his career as an IT professional. Rigo now finds himself having gone full circle. As a Senior Systems Analyst at Cedars-Sinai, he mentors and inspires the next generation of health IT professionals. He’s living proof that you should never give up no matter how hard it gets.

“Don’t ever give up, no matter how hard it gets”
— Rigoberto “Rigo” Meza

*Saved $10,000+ in search fees
Success: Alumni

Liz Hernandez, RN
Class of ’98
CN III, Universal Unit

Jacquelinne Galdamez
Class of ‘97
Recruitment Specialist

Ta’Nia Williams-Harris
Class of ‘97
Imaging Support Coordinator

HR/Recruitment and Workforce Planning
What’s Next?

How can YOU attract and develop the Next Generation of Health Care Workers?
Questions?

For Additional Information:
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Thank you!