Partners HealthCare Workforce Development: ensuring a well-prepared, diverse workforce and creating economic opportunity

MJ Ryan
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About Partners HealthCare

- Integrated academic health care system founded by Massachusetts General Hospital and Brigham and Women’s Hospital in 1994
- System supports full continuum of care
- Largest private employer in Massachusetts - 60,000+ employees
- Mission building blocks:

  Patient Care  Research
  Teaching      Community Commitment
Overview

- **Why** does Partners HealthCare invest in Workforce Development?
- **How** does Partners structure this work?
- **What** is the nature of the work?
- How do we see the **future** of the work?
- **Evolution** of Workforce Development
Mission Driven: Partners strives to achieve system excellence while creating a positive social impact in the communities we serve.

**SYSTEM EXCELLENCE**

Better health care delivery system

*Well-qualified health care workforce*

Successful WFD strategies help to ensure a diverse workforce prepared to meet the needs of a health care system redesigned to increase access, improve health outcomes, and reduce costs.

**SOCIAL IMPACT**

Improvements in the condition in which people live, learn, & work

*Individuals with positive economic circumstances*

Advancement in health careers through successful WFD pipeline strategies creates economic opportunity that contributes to the health and well-being of a community and its residents.
How does Partners structure this work?

- **Shared leadership** - Human Resources and Community Health
  - Train for the *right* jobs
  - Seamless support and *placement* assistance

- **Partnerships** for program development and implementation
  - Higher Education
  - Community Based Organizations
  - Public Agencies
  - Funder

- **Pipelines**
  - Youth
  - Community residents
  - Incumbents
  - Clinician leaders committed to Community Health
WFD – Pipeline Approach

WORKFORCE DEVELOPMENT AND ECONOMIC OPPORTUNITY

YOUTH

INCUMBENT WORKERS

COMMUNITY PARTICIPANTS

CHC CLINICIAN LEADERS

mentoring & internships
building competence & confidence
leadership development

ensuring academic success
inspiration & exploration

Health care workforce reflective of our diverse community
Family sustaining wages & economic self-sufficiency

FAMILIES SUSTAINING WAGES & ECONOMIC SELF-SUFFICIENCY
FOCUS: SUPPORT YOUTH SUCCESS IN SCHOOL & CAREER

- Brigham and Women’s Student Success Jobs Program
  - 304 HS students (2000-2011)
  - 54 college students (2006-2011)
  - 97% graduates attend college, 85% major in health/science

- Massachusetts General Hospital Scholars
  - 666 MS students (2000-2011)

- Partners Community Scholarship Program
  - $10m invested 2012 to serve 400 scholars

- Partners network Summer Jobs Program for Students
  - 347 students (2011)

- Camp Harbor View
  - Career Fairs held for over 800 middle school youth (2012)

- Partnerships: Boston Public Schools, Boston Private Industry Council, Camp Harbor View, Boys & Girls Club
Youth Success Story

“I’ve seen a lot...I’ve gotten to see how the department responds to trauma from beginning to end. It’s confirmed that I really do want to be a surgeon”.

– Melissa Rocha, Brigham and Women’s Hospital, Student Success Jobs Program Graduate

2006, Homeless and living in a shelter with her mom and brother

Participated in Student Success Jobs Program in high school at Health Careers Academy

Graduated as valedictorian in 2009 and 1 of 10 students accepted to 8 year BS/MD Early Medical Scholars Program at University of Rochester

Expected to graduate May 2013 with BS in Brain and Cognitive Science from University of Rochester

Will enter University of Rochester MD Program

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FOCUS: PROVIDE COMMUNITY RESIDENTS WITH TRAINING & SUPPORT WITH THE GOAL OF EMPLOYMENT WITHIN PARTNERS

- Partners in Career and Workforce Development (PCWD)
  - Program:
    - 412 low-income participants (2004-2011)
    - 78% still working at Partners 1 year post graduation
    - Average starting wage is $14.39; 98% higher than Federal ($7.25) and 80% higher than MA ($8.00) minimum wage

- Other Community Programs:
  - MediClerk
  - Working Partners
  - Brigham and Women’s Hospital Community Project

- Partnerships: Project HOPE, Jewish Vocational Services, Massachusetts Rehabilitation Commission, Wellspring, Primerica
Rhonda says the sky’s the limit, and plans to keep going up until she can’t go up anymore! And she is all about bringing others along with her on that upward trajectory. Rhonda is a member of Project Hope’s Speakers Bureau and views her participation as a way of giving back and being a voice for other women who are still on their journeys toward self-sufficiency.

- Rhonda Moloney, Community Resident

August 2010
graduated Partners Career and Workforce Development

Intern at Brigham and Women’s Hospital Radiology Ultrasound Dept.

Hired FT in Radiology Dept as secretary

Completed Partners Online College Prep Program and online medical terminology course

Became US citizen through free citizenship course

Long Term Goal: Occupational Therapy

Completed Math, Reading & Writing courses through Brigham and Women’s

Through Advancing Careers through Education, began working w/ Partners Career & Academic Coach
Incumbents

FOCUS: PROVIDE SKILL DEVELOPMENT, ACADEMIC PREPARATION FOR CAREER ADVANCEMENT WITHIN PARTNERS

- Academic Financial Assistance
  - Tuition reimbursement, loan forgiveness, scholarships, grants
  - 1950 employees (2011)

- Skill Development/Educational Programming
  - College readiness, ESOL, career-specific training
  - 3176 employees (2011)

- Other Career Supports
  - Advancing Careers through Education (“ACE”) program
    - Online College Preparation Program
    - Online college courses
  - Coaching, mentoring, citizenship classes, preceptor programs
  - Career and college fairs, educational workshops
  - 1967 employees (2011)

- Partnerships: Higher Education Institutions, Boston Private Industry Council, The Boston Foundation, Commonwealth Corporation, Jewish Vocational Services, Mayor’s Office of Jobs and Community Services
"I started my educational journey in 2009. I've just completed 3 courses online and I'm enrolled at BHCC in the Medical Assistants Program. Together with the help of my coach, I was able to overcome “life” getting in the way of my goals.

I plan to complete additional courses online because of my positive experience."

-Houda Nahed, Incumbent
The Kraft Center for Community Health

FOCUS: RECRUITING, RETAINING, & DEVELOPING LEADERS IN COMMUNITY HEALTH

- **Bank of America Loan Repayment Program**
  - Started 2007
  - 88 Physicians and 34 Nurse Practitioners supported (as of 04/12)
  - Estimated 216,000 patients served

- **Kraft Center for Leadership & Training in Community Health**
  - Started July 2012
  - 5 Fellows (Physicians)
  - 14 Practitioners (Physicians and Nurse Practitioners)

- **Partnerships:** Bank of America, Neighborhood Health Plan, Commonwealth of Massachusetts, Kraft Family Foundation, Massachusetts League of Community Health Centers, Blue Cross Blue Shield of Massachusetts
The Kraft Center for Community Health

THE KRAFT CENTER for Community Health
Everyone deserves quality health care

LEARN | PARTICIPATE | SUPPORT

THE KRAFT CENTER:
Investing in the next generation of leaders in community health

FELLOWSHIP IN COMMUNITY HEALTH LEADERSHIP
Become part of a new generation of physician leaders

PRACTITIONER PROGRAM
Enrich your career through training and career development opportunities

COMMUNITY HEALTH CENTERS
Expand your capacity to deliver high quality, cost effective care

DONATE NOW!
Invest in the health of communities

“
We’re addressing the need for quality, cost effective care for everyone.
- Robert E. Kraft

Meet the Fellows

Watch the Kraft Center Video

Meet the next generation of leaders in community health, See all Fellows

PARTNERS HEALTHCARE
FOUNDED BY BRIGHAM AND WOMEN’S HOSPITAL AND MASSACHUSETTS GENERAL HOSPITAL
Common Pipeline Elements

- Health career exploration and exposure
  - Career website: [www.partners.org/pcwd](http://www.partners.org/pcwd)
  - Job shadows
  - Internships/clinical rotations

- Supports for academic success and career development
  - Career planning
  - Advising and coaching
  - Mentoring
  - Peer learning
  - Financial assistance
  - Internal Champions
Infrastructure for sustainability and continuous improvement

- External engagement in partnerships and policy
- Workforce Development leadership group
- Workforce Development program team
- Managers and Human Resources professionals as “champions” of the work
Investments for innovation and scale

- **ETO ("Efforts to Outcomes") performance management software**
  - Track outcomes
  - Direct/redirect focus of programs
  - Used by multiple Partners entities and external partners

- **Partners Virtual Learning Community (VLC) Platform**
  - "Social learning"
  - Connecting learners with resources, subject matter experts and each other
  - Peer mentoring, coaching, learning, support
  - Customized by pipeline group
    - Kraft Center – sharing resources, networking, interactivity, best practices
    - Incumbents- Online College Preparation Program
    - Youth- connections, shared learning, more (TBD); mobile options
  - Special features and functions to meet varied needs/purpose of varied learning communities; more to come
Critical success factors

- Senior leadership engagement and support
- Effective partnerships
- Philanthropic investment as catalyst for innovation
- Alignment of employer needs and educational programming;
- Government support and engagement: Massachusetts was “ripe” for change

- PATIENCE & ENDURANCE
Philanthropy as catalyst for the evolution of Partners Workforce Development strategy

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<tr>
<th>WAS</th>
<th>IS</th>
<th>WILL BE</th>
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<tbody>
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<td><em>(Pre-SkillWorks)</em></td>
<td><em>(Post SkillWorks, PHS + AHI)</em></td>
<td><em>(PHS +)</em></td>
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<td>A few, small entity-based programs focused on specific workforce needs</td>
<td>System-wide resource that supports entity efforts and identifies system opportunities</td>
<td>System-wide workforce planning and increased collaboration across entities and pipeline programs</td>
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<td>Core services provided by external vendors</td>
<td>Internal capacity for coaching, data collection and analysis, and program development</td>
<td>Expanded capacity and inclusion of all PHS entities</td>
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<td>Departmental sponsorship with little visibility and limited HR involvement</td>
<td>Increased visibility at system and entities with HR engagement at all levels</td>
<td>Workforce development as a high visibility central system priority</td>
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<td>Limited capacity for sustainability and scale</td>
<td>Sustained budget support; potential to achieve significant scale</td>
<td>Significant scale with participation of employees at all levels</td>
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<td>Little participation in external workforce discussions and projects</td>
<td>Active participation in local and national workforce conversations</td>
<td>Recognized national leadership</td>
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# Collaboration as catalyst for the evolution of System Change in Massachusetts

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<th>WAS (Pre-Allied Health Initiative)</th>
<th>IS (Allied Health Initiative leads to collaboration)</th>
<th>WILL BE (Sustained partnerships for collaborative change efforts)</th>
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<td>Workforce Development efforts employer-specific and competitively driven; redundant efforts common</td>
<td>Three large health care employers selected (2007) to participate in the Allied Health Initiative by the Boston Foundation; collaboration and shared best practices/challenges followed</td>
<td>Employers continue collaborative efforts where appropriate and feasible; unite to create policy change and educational and training opportunities; shared best practices</td>
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<td>Employers successful in individual higher education and community based organization partnerships; but many shared similar challenges and issues</td>
<td>Employers and The Boston Foundation shared educational challenges with state Higher Education policy makers; Health Care Career Consortium and other collaboratives followed</td>
<td>Sustained culture of collaboration + shared goals between employers, educators and workforce development system</td>
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<td>Demand for new/enhanced skills by employers outpaced educational programs/curriculum development; graduates less employable</td>
<td>The Boston Foundation and Health Care Careers Consortium releases reports (2011) highlighting higher education/employer misalignment issues</td>
<td>Improved alignment and transparency between higher education (supply side) and employers (demand side).</td>
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<td>Adult learners languished in developmental education courses; financial aide used up on non-credit courses; time to completion reduced ability to select “in demand” careers</td>
<td>Governor responds, calls for more systematic approach; collaboration between 15 community colleges; formally links state Executive Offices of Higher Education, Economic Development and Workforce Development</td>
<td>Educational reform to better prepare the workforce of the future; creating clear “Pathways to the Middle Class” (MA. Governor Deval Patrick, 2012)</td>
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The Future

- Changes in health care financing and delivery
  - Shifts in patient care delivery sites, content and accountability for care
  - Emphasis on population health, prevention and cost control
  - Patient-centered medical homes and team approach to care

- Implications of Affordable Care Act for Workforce Development
  - Challenge to staff up for the healthcare needs of the future
  - Ongoing dialog and collaboration among employers, educators, workforce development professionals, philanthropists and policy makers required
  - Massachusetts taking proactive stance- new legislation
    - Health Care Workforce Transformation Fund (2012); $20m*
    - Health Care Workforce Advisory Board
    - Massachusetts Nursing and Allied Health Workforce Development Fund (2008 +)
    - Competitive Workforce Development grant process (2012)

*subject to availability
Unlocking potential…