Inclusive, Local Hiring

Building the Pipeline to a Healthy Community

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PLACE MATTERS:

Male life expectancy in Hough & Lyndhurst, OH

64 YEARS
HOUGH

88 YEARS
LYNCHBURST
What drives health outcomes?

The Social Determinants of Health

To address health inequalities, you must address social and economic inequalities.

Social & Economic Factors

- Education
- Employment
- Income
- Family & Social Support
- Community Safety

40%

10%
- Physical environment
- Access to care
- Quality of care

30%
- Health behaviors

Data from “County Health Ranking & Roadmaps,” University of Wisconsin Population Health Institute
The widening health & wealth gap

• Differences in lifespan after age fifty between the richest and the poorest has more than doubled—to thirteen and fourteen years for women and men respectively—since the 1970s.

• Despite long years of efforts to end poverty, a greater percentage of Americans live in poverty today than in the early 1970s.

• White family wealth was seven times greater than African American family wealth and five times greater than Hispanic family wealth in 2016.

How can health systems begin to shift these drivers?
Community Wealth Building Ecosystem

Individual Asset Building
CSAs, EITC, Home Ownership & Workforce Development

Local & Shared Ownership
Cooperatives, ESOPs, Social Enterprises, Enterprise Accelerators, Small Business Capacity Building & Succession Planning

Leveraging Anchor Economic Power
Hire Local, Buy Local, Invest Local & Build Local Supply Chains
Drivers of Community Wealth Building

PLACE
Develops under-utilized local assets of many kinds for benefit of local residents

OWNERSHIP
Promotes local, broad-based ownership as the foundation of a thriving economy

MULTIPLIERS
Encourages institutional buy-local strategies to keep money circulating locally

COLLABORATION
Brings many players to the table: nonprofits, anchors, philanthropy, and cities

INCLUSION
Aims to create inclusive, living wage jobs that help all families enjoy economic security

WORKFORCE
Links training to employment and focuses on jobs for those with barriers to employment

SYSTEM
Develops institutions and supportive ecosystems to create a new normal of economic activity
What are anchor institutions?

• Nonprofit or public institutions
• Rooted in place- “sticky capital”
• Economic engines- large purchasers, employers & investors
The Anchor Mission

A commitment to intentionally apply an institution’s long-term, place-based economic power and human capital in partnership with community to mutually benefit the long-term well-being of both.
Health System Assets

**Functional assets**
- Community planning & leadership
- Business & financing
- Partnering capacity
- Communications
- Government relations
- Public policy
- Healthcare services
- Research, Data, and Technology
- Diversity & Inclusion
- Labor-Management Relations
- Reputation

**Discretionary assets**
- Community Benefit Grants
- Community Health Initiatives
- Social & Economic Support Services
- Foundation & Philanthropic initiatives

**Economic assets**
- Hiring and Workforce
- Procurement/Purchasing
- Treasury/Investment
- Construction
- Real Estate/Facilities
Strategies for Deploying Economic Assets:
Hospitals Aligned for Healthy Communities toolkit series

Inclusive, Local Hiring
Building the Pipeline to a Healthy Community

Inclusive, Local Sourcing
Purchasing for people and place

Place-based Investing
Creating Sustainable Returns and Strong Communities

HospitalToolkits.org
Inclusive, Local Hiring

Building the pipeline to a healthy community
Inclusive, Local Hiring

• **Outside In** - equip local residents for quality, high-demand frontline jobs that are connected to job pipelines

• **Inside Up** - connect frontline workers to pathways for career advancement within the institution
Key Strategies for Outside-In

- Partner with a workforce intermediary
- Utilize a cohort training model focused on specific positions
- Develop a paid internship program with pathways to hire
- Designate geographic focus in high-poverty neighborhoods
Key Strategies for Inside-Up

• Utilize a cohort training model focused on specific positions

• Offer job coaching for new hires and map out potential career pathways

• Provide tuition assistance and advancement for trainings accessible to frontline employees

• Provide additional supports to build employee and community wealth
Healthcare Anchor Network

Join a growing national collaboration of more than 30 leading healthcare systems improving health and well-being for those they serve by building more inclusive and sustainable local economies.
Healthcare Anchor Network

The purpose of the Healthcare Anchor Network is to help each participant more rapidly and effectively advance an anchor mission approach within our institutions, the communities we serve, and across the healthcare sector.
Our Long-Term Goal

To reach a critical mass of health systems adopting as an institutional priority to improve community health and well-being by leveraging all their assets, including hiring, purchasing, and investment for equitable, local economic impact.
Network Scale

- More than 35 health systems with more than 600 hospitals.
- Together, members employ more than 1 million people, purchase over $50 billion annually, and have over $150 billion in investment assets.
Network Initiative Groups

• Anchor Mission Implementation:
  • Hiring & Workforce
  • Purchasing
  • Investment

• Building the Evidence Base

• Collaborating with Community Stakeholders

• Defining the Organizational Imperative

• Aligning our Work to Advance Advocacy & Policy

• Anchor Philanthropy
Network Activities

- **Share** best practices to promote replication and scale
- **Collaborate** to develop new tools and innovations
- **Create** shared messages to advance systemic change
- **Benchmark and track** your impact alongside peers from across the nation
- **Elevate** your institution’s impact nationally
- **Demonstrate** the importance of this work to national audiences and philanthropic partners
Healthcare Anchor Network members
Greater University Circle Initiative

• Multi-anchor partnership focused on economic revitalization of high-poverty neighborhoods
• Local hire based on the principle of providing opportunities to people in specific zip codes who are challenged by the established recruitment process
• UH created Step Up to UH
Key strategies of local hire

• Specific geographic focus
• Part of larger anchor institution initiative
• Partner with workforce intermediary, other community organizations and local educational institutions
• Specific number of positions in target departments are for cohort graduates
• Job coaching for new hires for retention
• Local hire linked to internal career development programs and coaching
Key External Partners

Convener: Cleveland Foundation
  • Step Up to UH idea developed from monthly conversations with “local hire” subcommittee
  • Seed funding and ongoing support

Research and Data: Cleveland State University
  • Provides research, data collection and quarterly reporting

Workforce Intermediary: Towards Employment
  • Provides array of services including work preparation and retention services

Grassroots community organization: Neighborhood Connections
Key Internal Team and Staffing Model

- **Talent Acquisition Leader**
  - TA Managers and Recruiters

- **Target Department Leaders**
  - Hiring Managers

- **Community Engagement Leaders**

- **Workforce Development Team**
  - Workforce Development Leader
  - Career Coach
  - Onsite Job Coach from Workforce Intermediary
Step Up to UH

- Neighborhood Connections does outreach in target neighborhoods
- Towards Employment (TE) holds info sessions, applications, selects people for program
- TE holds pre-employment class
- Hire, onboarding, job coach retention services
  - Hiring manager interviews and selection
  - UH recruiter does onsite interviews and refers people to hiring manager
  - Target dept. rep attends class session to discuss employment and culture of UH
Funding

• Seed funding by The Cleveland Foundation
• Initial in-kind funding by UH: Staff time, dedicated staff to program, etc.
• Leverage funding that community partners had to fulfill their mission
• Growing additional funding by philanthropy and UH
Elements Leading to Success

• Specific jobs openings in place for program graduates
• Close and ongoing collaboration and communication among all partners
• Onsite interviews by recruiters
• Cohort model: All activities by participants done as cohort
• Pre-planned calendar of program execution, hiring dates, etc.
  • Many checkpoints to ensure adherence to calendar and immediate troubleshooting as needed
• Onsite job coach for retention services
• Regular report-outs to all stakeholders
Lessons Learned

• An internal employee who is intermediary between internal and external partners is essential
• Regular onsite presence of external job coach and access to managers is essential for retention
• Communication, regular check-ins Leadership buy-in and ability to cascade it down to team to execute is key
• Ongoing orientation of new recruiters and hiring managers
• A no today could be a yes tomorrow
• Calendar and timeline adherence important to gaining trust
• Report out results to get support in other departments to grow programs
Thank you!
For more information:
Healthcareanchor.network
Hospitaltoolkits.org

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