



The Johns Hopkins Medicine Workforce Development

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Johns Hopkins' Bequest

- \$3.5M for JHU – opens 1876
- \$3.5M for JHH – opens 1889
- Largest philanthropic bequest in the country at that time (1867)
- Explicitly expressed that it should serve the total needs of his beloved Baltimore community



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Letter to the Trustees

March 10, 1873

*“The indigent sick of this city and its environs, **without regard to sex, age, or color**, who may require surgical or medical treatment, ... and the poor of this city and state, of all races, who are stricken down by any casualty, shall be received into the hospital, without charge... You will also provide for the reception of a limited number of patients who are able to make compensation... you will thus be enabled **to afford to strangers, and to those of our people who have no friends or relatives to care for them in sickness...**”*



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Johns Hopkins Enterprise

- Approximately 48,000 employees
- More than \$9.1 Billion contributed to State's economy annually
- JHI – health care partnerships in 14 countries
 - Canada, Mexico, Panama, Columbia, Peru,
 - Chile, Brazil, Turkey, Lebanon, UAE, Saudi Arabia, India, Singapore
- JHU campuses in
 - MD, Washington DC, Bologna Italy, & Nanjing China



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Baltimore City

Poverty Status

(Source: Wall Street Journal, Baltimore's Demographic Divide by Randy Yeip, 5/1/2015,)

Percentage of the population living below poverty level

- Baltimore City – approximately 22%
- Maryland - 10%
 - 2013 poverty level
 - \$11,888/year for individuals
 - \$23,834/year for family of 4



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Baltimore City

Crime Status

(Source: Baltimore Neighborhood Indicator Alliance, Vital Signs 15 Community Statistical Area Profiles, by University of Baltimore Jacob France Institute, 2016)

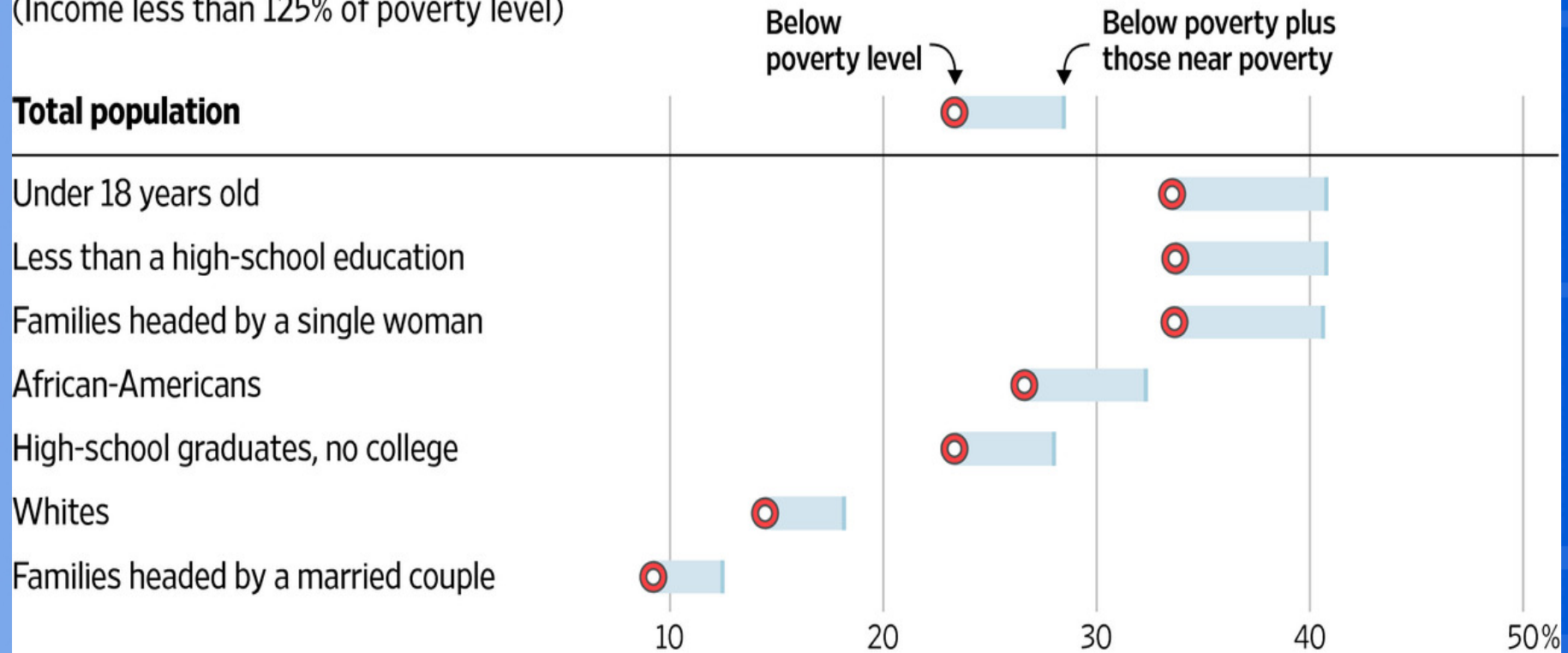
- Crime rate per 1,000 residents
 - Part 1 Crime = 65.1
 - Violent = 16.1
 - Property = 48.2
 - Adult arrests = 30.9
- Juvenile Crime per 1,000 juveniles
 - Arrests rate = 32.7
 - Arrests for violent offenses = 8.5
 - Arrests for drug related offenses = 4.7



Baltimore City

Poverty Rates Among Select Groups

Percentage of Baltimore's population living below or near poverty
(Income less than 125% of poverty level)



Source: U.S. Census Bureau 2013 American Community Survey

THE WALL STREET JOURNAL.

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HopkinsLocal

Ronald J. Daniels - President, Johns Hopkins University

Ronald R. Peterson – President, Johns Hopkins Health System

Johns Hopkins University and Health System have embraced the call to leverage our strength as anchor institutions for Baltimore and promote the economic well-being of the city we call home. At the completion of the first year of HopkinsLocal, we are standing by our promise to transparently share our progress against the goals we established for this program, which calls for us to look to Baltimore when we build, hire, buy and invest. We will build on the lessons of our first year, leverage our influence with other companies and organizations, and seek new approaches, partnerships, and investments to reach our goals in the coming years

Source: HopkinsLocal Year One Progress Report



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HopkinsLocal

Economic Inclusion Goals

- **Invest** - 24 suppliers from outside Baltimore over 3 years to create development plans in which they make a commitment to hire, procure, or invest locally
- **Build** - ensuring participation in construction contracts by with minority, women, and disadvantaged business enterprises (M/W/DBEs) by committing at least 17% of addressable spend in FY 16, increasing to 20% by FY 19
- **Buy** - Increase purchases in Baltimore City by at least \$6 million over 3 years
- **Hire** – within 3 years fill 40% of targeted positions with residents from most distressed communities



HopkinsLocal

First Year Results

- **Invest** – executed 2 new development plans to purchase goods and services from vendors outside of Baltimore who have committed to investing in the city.
- **Build** - committed at least 17.3% of addressable spend for the portfolio of design and construction projects with M/W/DBEs
- **Buy** - increased spending by nearly \$5 million with Baltimore based businesses
- **Hire** – hired 43% of new employees in targeted positions from identified focus areas.





Strategic Workforce Planning & Development

Three Pronged Approach



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The Johns Hopkins Health System

Strategic Workforce Planning & Development

The workforce development programs at Hopkins are created to serve three purposes:

- Provide **incumbents** with the skills and knowledge to move into jobs with higher wages
- Provide opportunities for **new entrants** into the workforce even if some have barriers
- Encourage **youth** to choose healthcare as a career and provide them with development opportunities



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Office Overview

Overview of Programs

- Workforce Forecasting
 - 3-5-year outlook for departmental position openings
- Incumbent Workers Program (Project R.E.A.C.H.)
 - **R**esources and **E**ducation for the **A**dvancement of **C**areers at **H**opkins
 - Designed to help current employees fill vacant healthcare occupations; focus on critical and chronic shortages.
 - Two Tracks: Coaching and Coaching with Salary Release.



Office Overview (cont)

- Community and Adult Programs & Partnerships
 - Designed to offer workforce development and educational programs to communities in East Baltimore and greater Baltimore areas.
- Youth Programs and Sponsorships
 - For youth attending school in or around the city of Baltimore, exposing youth to careers in healthcare and providing them with development opportunities.



Project REACH

- Assessments
 - TABE (basic reading, math, language)
 - BESI (barriers to employment)
 - AVA (work styles)
 - Career Scope (career interest/aptitude)
 - Previsor (occupational, microsoft, etc)
- Career Coaching
- Salary Release - 16 hrs/wk



Services Offered

Incumbent Workers Program

- Specialized training coordination for critical shortage occupations
- Workshops
- Coaching
 - Career transition
 - Basic skills enhancement support
- Salary-release support
 - approved trainings
- Career & Educational Assessments



Populations Served Incumbent Workers Program

- Entry to mid-level JHHS and affiliate employees
 - Employees seeking career change or advancement
 - Transitional employees affected by reduction-in-force (RIF)
 - Employees at risk for termination
 - Select cases of employees hired under a condition of employment



Project REACH

Ladders in Nursing Careers (LINC)

Employees are given release time to pursue a nursing degree. Participants work part-time in their department and attend school part-time, while maintaining their full-time salaries.

- JHH funded - cheaper to train than recruit
- Participants sign a “service payback agreement” repaid in post-degree service
- Benefits tuition assistance program advances tuition support
- This model is applied to all critical shortage healthcare occupations across system



Internal Programs

Tuition Reimbursement for College Credit Courses

Hopkins pays full tuition for any employee to take up to 18 credit hours per year at an accredited college or university. (If hired after 1/1/07 benefit is \$10,000 per year.) The credits must lead to a degree that would render the employee eligible for a job that is hired at JHH. This now includes on-line courses.

- **Almost 2000 employees use the benefit annually**
- **The cost involved for the employee is for books and supplies**
- **Tuition is advanced for employees who make less than \$35,000/year or Project REACH participants**



Internal Programs

JHH Skills Enhancement Program (SEP)

Since 1993, SEP offers courses for employees reinforce academic or new skills that provide them with the tools to move up in the organization, such as medical terminology, ESL and American Sign Language. Employees can also increase basic math and reading skills and prepare for their GED.

- The only cost to the employee is for books
- Approximately 2000 contact hours each semester
- Most are given release time to attend classes



Internal Programs

Represented Employee Training Fund

SEIU 1199E- Hopkins Partnership that provides funds to assist union employees in acquiring job knowledge and technical skills necessary for advancement

- Managed by the Joint Labor/Management Training Council
- \$125,000 annually funded by JHH



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Success Factors - Internal Programs

- 1. Assessment and screening is critical**
- 2. Support employees for success**
- 3. Support supervisors to understand the program and allow flexible schedules**
- 4. Provide coaching for employees and supervisors**
- 5. Provide timely promotional opportunities post training**





External Programs Community Education Programs

Provide opportunities for **new entrants** into the workforce even if some have a limited work history and come from non-traditional sources



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External Programs

Returning Citizen Employment

Baltimore City has 10,000 returning citizens released from prison annually. Most have no job or other supports in place at the time of their release. Forty percent will return to prison within 3 years (Baltimore Sun 3/20/15)



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Why Do We Do It?

- Consistent with mission and culture
- Decision to stay in East Baltimore, an at-risk neighborhood
- Re-entering offenders with no job are more likely to return to crime
- Jobs stabilize the community
- Ex-offenders are great workers



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How Do We Do It?

- No “box”
- Normal application / interview process
- If chosen, criminal history reviewed
- Review against Johns Hopkins’ Guidelines for Criminal Background Checks
- Independent review by Security working with HR to ensure successful placement
- If hired, background file kept in HR – manager notified only if needed
- Coach assigned to support transition, when needed



Guidelines for Criminal Background Checks

To determine the relevance of an applicant's criminal background, we examine the following:

- Job and duties
- Time, nature and number of convictions
- Circumstances and relationship between convictions
- Time between conviction and decision to hire
- Employment before and after to see the extent of rehabilitation
- Applicant's attempts at rehabilitation
- Age at time of conviction
- Impact of conviction and relevance to security and safety of employees, patients and visitors
- Whether the applicant disclosed this information



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External Programs

Customized Training

A customized training grant to train multi-skilled healthcare support personnel. The programs provided participants with a broader range of skills and more upward mobility.

- **Trained cohorts of candidates for urgent shortages**
- **Used private training programs or community colleges**
- **Hired participants into an intern/training position while in training**



External Programs

Referral relationships with Community Based Organizations

(Programs provide referrals and wrap around services)

- **Helping Up Mission (Homeless Shelter)**
- **Catholic Charities' Christopher Place (Homeless Shelter / Employment Program)**
- **Marian House (Women's Reentry Shelter)**
- **American Job Centers**
- **BUILD**
- **Volunteers of America**



Follow up Study #1

- Positive criminal background”
- Sample of 79 hired 2000 – 2005
 - 1 involuntary termination
 - 2 voluntary terminations
 - 1 leave of absence
 - 2 unknown
- 73 were still employed at Hopkins in 2005



Follow up Study #2

- 2003 to 2006 – 491 employees hired with a positive criminal background
- In 2009, 212 (43%) are still employed at JHHS
- Turnover is lower than employees without records for the first 40 months
- Anecdotal observation – zero “problematic” terminations were ex-offenders



Follow up Study #3

- Jan 2009 - June 2012
 - 459 hires = 10% of hires
 - Median earnings were similar to or higher than other hospital hires in the same occupational group
 - Tenure similar to other hires 69% retained by 10/1/14 (71% for other hires)
 - First 30 months no difference in turnover



Now the EEOC Says It, Too

- Categorical denial of an applicant because of a criminal record may be discriminatory
- Must be a business rationale for the denial to hire an ex-offender



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Success Factors - External Programs

1. **Have support of your security staff**
2. **Screen carefully for success**
3. **Help referrers build pre hire curriculum to meet your specific needs**
4. **Interview candidates prior to training program as if you were hiring**
5. **Use internships as workforce development to hire opportunity**
6. **Use job coaches to support transition**





Youth Programs Community Education Programs

Encourage **youth** to choose healthcare as a career
and provide them with development opportunities



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Youth Mentoring Programs

School Partnerships

- Health-focused high school adjacent to Hospital
- Year-long internships
- 4th grade Adopt-a-Class program
- Any city public school graduate who is accepted to JHU receives full scholarship
- Career Explorations Tours/Shadow Days



Youth Mentoring Programs

Summer Jobs Program – 23 years

- Hire 400!! high school students in 2017
- Wide variety of jobs in most departments
- Academic & occupational partnerships
- Work 30 hours/week for 8 weeks in June, July and August
- Professional Development sessions
- Computer classes



Youth Mentoring Programs

Maryland Business Roundtable

- **Presentations to 9th grade students throughout the area on the value of school in future careers**
- **Over 70 volunteers each year, 2nd highest among Maryland employers**



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Success Factors - Youth Programs

1. **Availability of enthusiastic, patient staff to teach and mentor**
2. **Role models to excite students about healthcare careers**
3. **Interview students to determine long-term interest in healthcare**
4. **Formal training for mentors**



Overview

In summary:

- **Match training to job shortage areas**
- **Balance internal upskilling/training with targeted strategic recruiting**
- **Develop community partnerships**
- **Support supervisors in developing staff potential**
- **Add job coaches to transition all non-traditional hires to ensure success**



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THANK YOU

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