

# Inclusive, Local Hiring

## Building the Pipeline to a Healthy Community

David Zuckerman

Director, Healthcare Engagement

The Democracy Collaborative

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Debbi Perkul

Consultant

Healthcare Anchor Network

# PLACE MATTERS:

Male life expectancy in Hough & Lyndhurst, OH



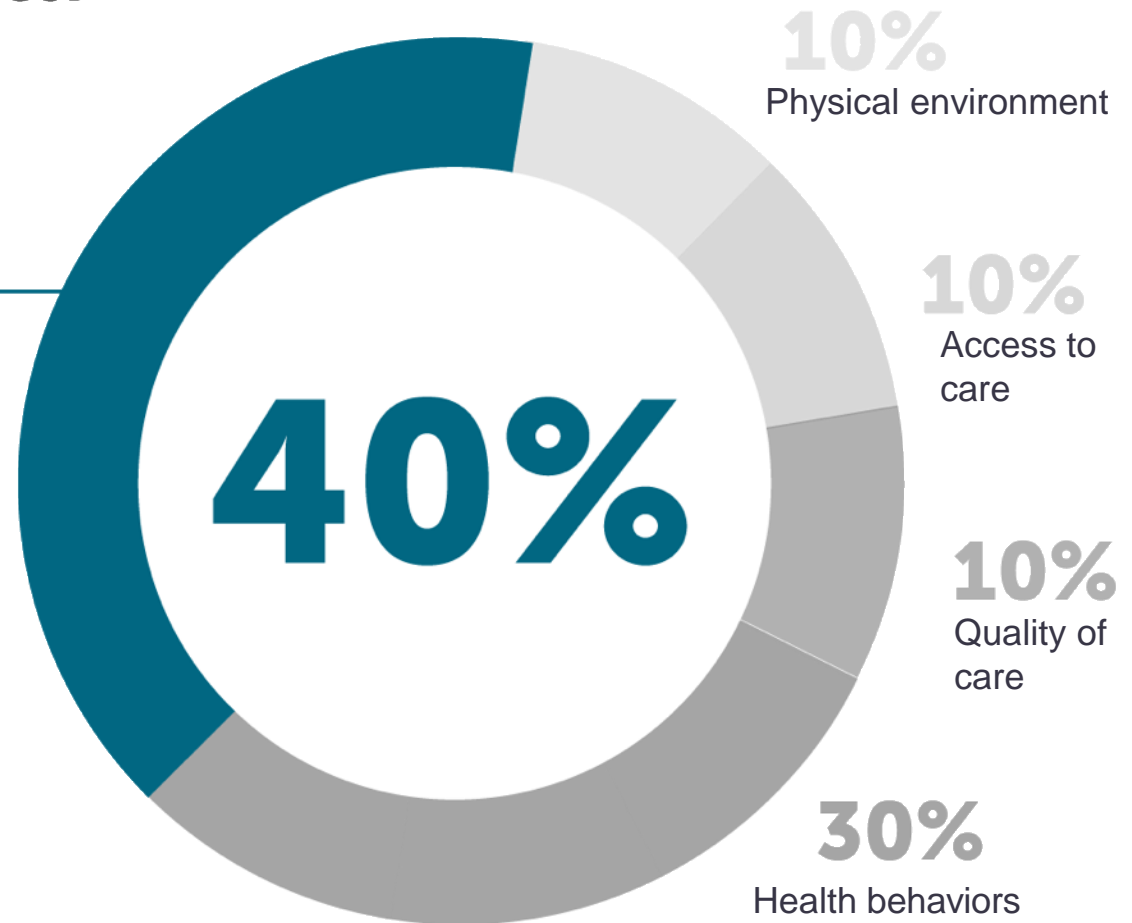
## What drives health outcomes?

# 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**



Data from "County Health Ranking & Roadmaps,"  
University of Wisconsin Population Health Institute

# The widening health & wealth gap

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- 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



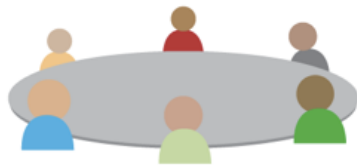
## OWNERSHIP

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



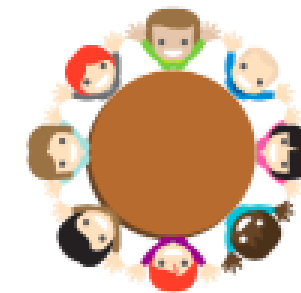
LOCAL  
GOVERNMENT



UNIVERSITIES



HOSPITALS &  
HEALTH SYSTEMS



COMMUNITY & PLACE-  
BASED FOUNDATIONS

# The Anchor Mission

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*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

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## 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

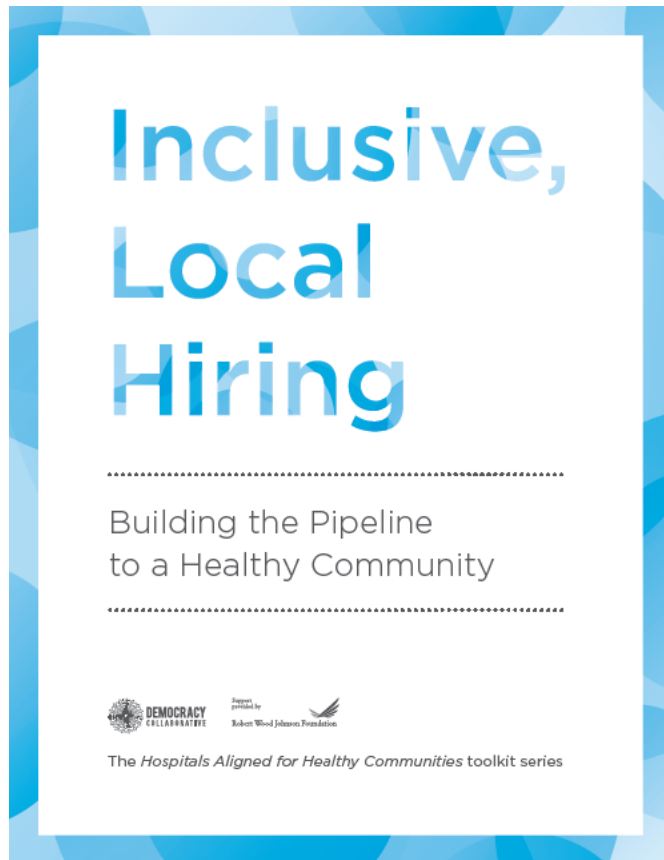
- Community Benefit Grants
- Community Health Initiatives
- Social & Economic Support Services
- Foundation & Philanthropic initiatives

## 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



**HospitalToolkits.org**

# Inclusive, Local Hiring

Building the pipeline to a healthy community

# Inclusive, Local Hiring

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- **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

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- 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

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- 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

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*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

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*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

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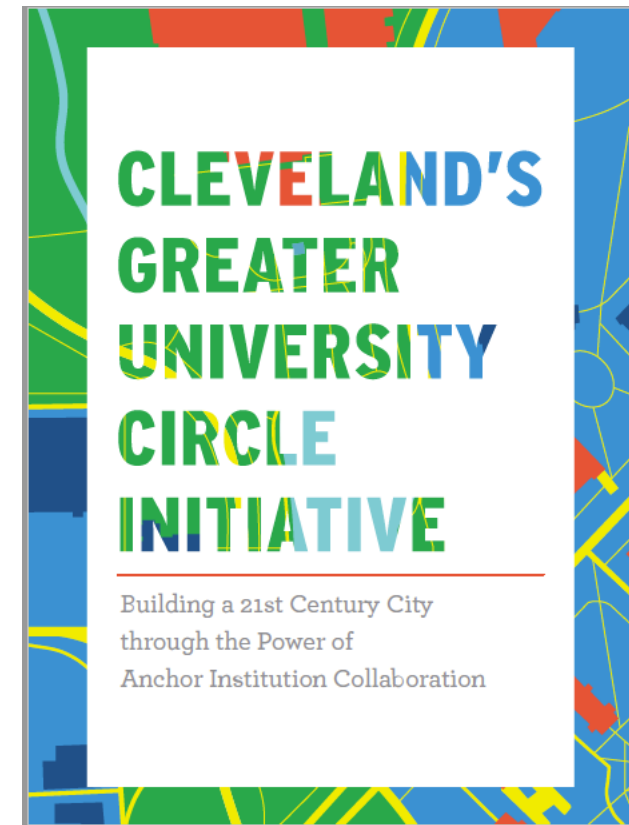
- **Share** best practices to promote replication and scale
  - **Collaborate** to develop new tools and innovations
  - **Create** shared messages to advance systemic change
  - **Benchmark and track** your impact alongside peers from across the nation
  - **Elevate** your institution's impact nationally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



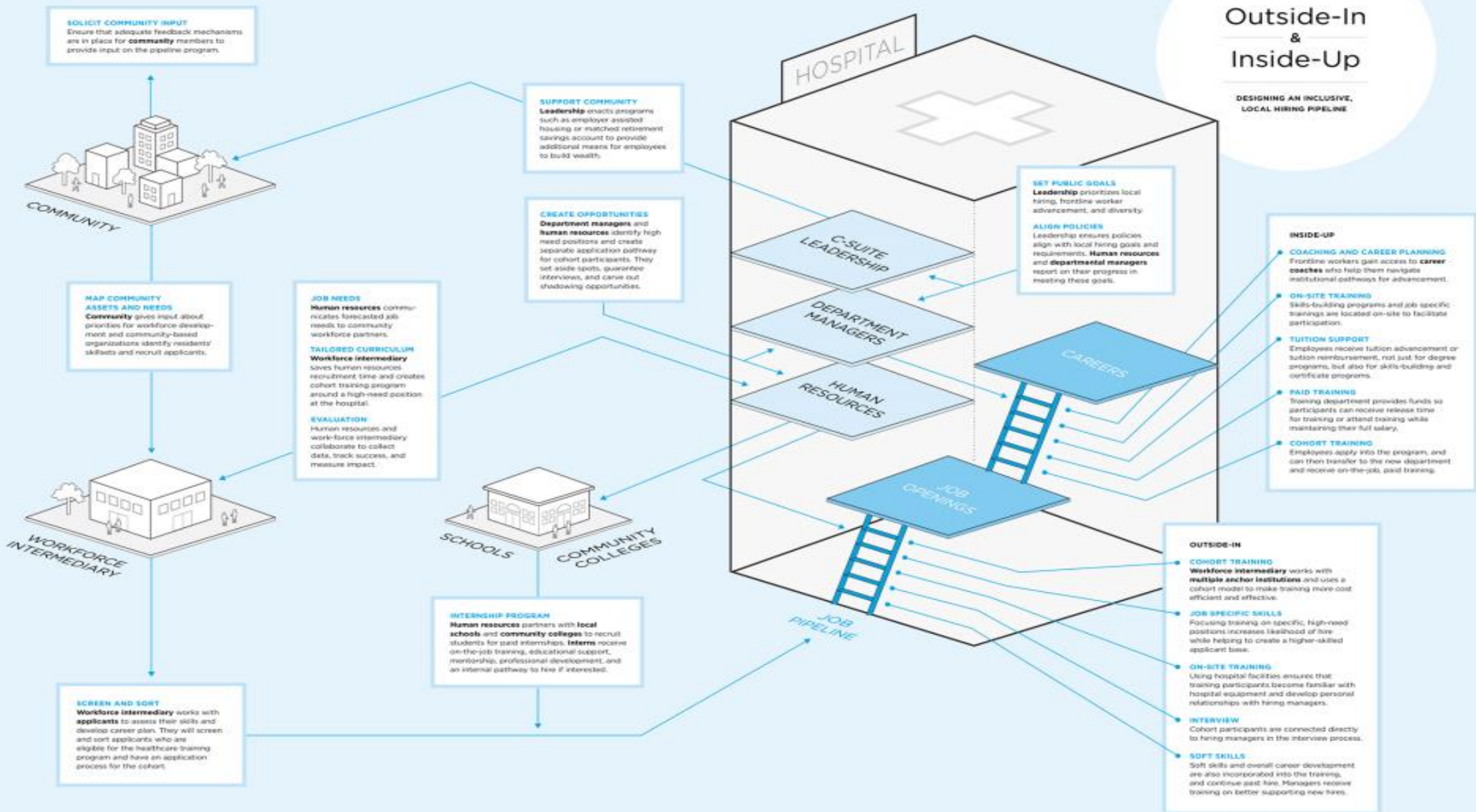
# Key strategies of local hire

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- 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

# Outside-In & Inside-Up

DESIGNING AN INCLUSIVE, LOCAL HIRING PIPELINE





# Key External Partners

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## **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**

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# Key Internal Team and Staffing Model

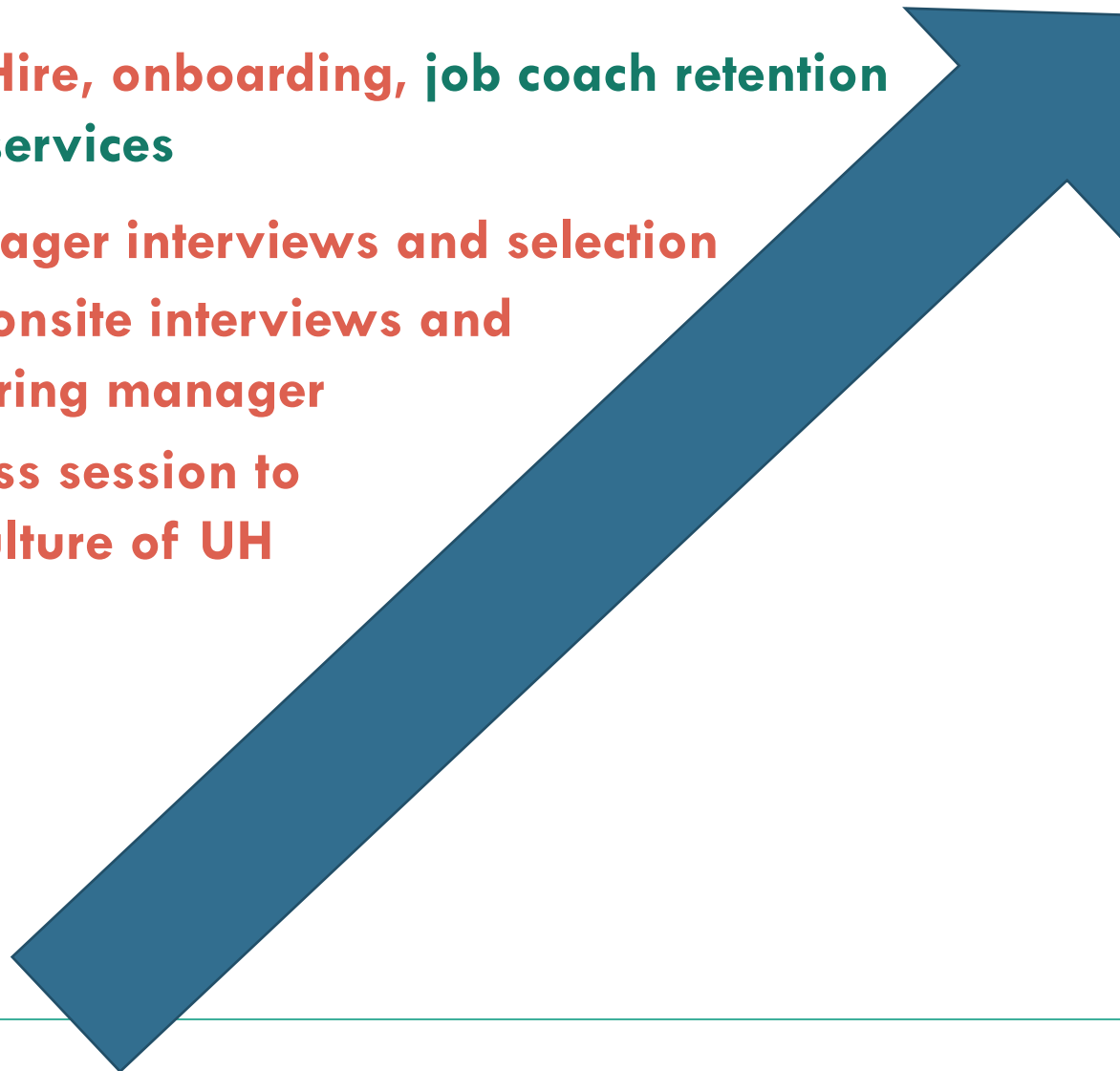
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- **Talent Acquisition Leader**
  - TA Managers and Recruiters
- **Target Department Leaders**
  - Hiring Managers
- **Community Engagement Leaders**
- **Workforce Development Team**
  - Workforce Development Leader
  - Career Coach
  - Onsite Job Coach from Workforce Intermediary

# Step Up to UH

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- **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**
- TE holds pre-employment class
- Towards Employment (TE) holds info sessions, applications, selects people for program
- Neighborhood Connections does outreach in target neighborhoods



# Funding

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- 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

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- 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
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# Lessons Learned

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- 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](https://healthcareanchor.network)  
[Hospitaltoolkits.org](https://hospitaltoolkits.org)

David Zuckerman  
Director, Healthcare Engagement  
Democracy Collaborative  
[dave@democracycollaborative.org](mailto:dave@democracycollaborative.org)