

Strategy: Career Ladders for Incumbent Workers in Health Care

Relationships: HR, Community Benefit, CEO in health care and financial services

Model and focus: evolves as funding, business case changes

Funding: driven by opportunity – federal, state, business

1997 - 2002

Federal Welfare to Work Appropriation - \$5 million over 4 years

Designed business & community partnership model, launched 14 partnerships- health care, hospitality, financial services, retail, childcare

Convene business partners monthly – identify need for ongoing skills development for entry level workers

Partners Health Care & TJ Maxx adopt and adapt welfare to work partnerships

1999-2002

From monthly meetings with welfare to work employers and identification of need for ongoing skills development

Design incumbent worker training upgrade program with health care employers

Awarded federal demonstration grant - \$990,000

Launch medical coding program, Unit Clerk Upgrade Program, CNA career ladder program, ESL, etc

2001-2004

State Legislature passes Extended Care Career Ladder Initiative based on model developed through federal demonstration

With employers, identify college labor market & licensed positions in chronic shortage

Design skills shortage project with health care employers; Awarded federal demonstration grant - \$1.4 million

Create loan forgiveness program for radiologic technologists with 4 teaching hospitals

Convene employers to do sector planning with federal sector planning grant - \$100,000

2004-2006

Partners Health Care System adopts and adapts loan forgiveness program

State receives H1B grant for nursing programs - \$500,000

Launch nursing career coaching program with five health care organizations

Convene hospital career coaching project directors

2004-2006

Business agreement developed with BWH and BCBSMA to provide career coaching at end of federal grant, youth talent pipeline programs and labor market analysis services – \$200,000

Agreement with Lahey Clinic to modify career coaching services and develop inhouse college nursing and allied health programs –\$ 7,500; with MGH to evaluate ProTech program and develop assessment capability to evaluate community based partnership opportunities – \$12,500