

CASE STUDY

 BENEFITS & COMPENSATION

 SCHEDULING & FLEXIBILITY

 PROFESSIONAL DEVELOPMENT

 WORK SUPPORT & RESOURCES

 FINANCIAL WELLNESS

CAREER LADDERS CREATE A TALENT PIPELINE

Hospital systems are often one of the largest employers in a community. They employ workers with a wide range of skills, fulfilling a wide range of functions. While it's natural to merely think of doctors and nurses when thinking about jobs in the health care industry, everyone from food service workers to custodians to nursing assistants are critical in keeping patients healthy and safe. RWJBarnabas Health values all its employees and aims to support their entire workforce.

RWJBarnabas is committed to the ongoing improvement of the health and vitality of their communities. While patient care is central to their mission, they apply this same level of commitment to their staff. They strive to offer opportunities for career growth which increases earning potential. They established a career ladder program to regularly promote staff and fill vacancies. These factors made the program a success:

Structural transparency. At a large institution, career advancement is a critical part of success. At RWJBarnabas, the health care giant makes it its mission to ensure the possibilities for advancement are clear and achievable for staff at all levels. Employees have access to a guide that lays out what skills are needed and how to access the trainings necessary for advancement in jobs such as patient care technicians, paramedics, and nurses.

Workforce training. Employees are encouraged to take advantage of a wide array of classes and certifications offered through the hospital. Some of these training include computer skills, customer service trainings, English as a second language, and nursing assistant certification. Trainers work to resolve barriers that might hinder participation or completion of training programs. For instance, courses are free or reduced for ALICE workers, most are held onsite after hours, and child care is provided. Teachers are supportive of learning differences and encourage study groups to build camaraderie and peer support. Furthermore, tuition assistance is available for workers who want to attend a local college to obtain a specific degree. The hospital has found creative ways to fund the trainings by partnering with nonprofits and government organizations dedicated to equity and community development.

Employee input & leadership support. Leadership buy-in has been paramount in the success of the career development programs at RWJBarnabas Health, but that is only part of the equation. Through surveys, interviews, and focus groups, employees can share their experiences, barriers to success, and career aspirations. This feedback has enabled the organization to continue offering the most effective support and programming.

Celebrate success. As a result of their career building initiatives, at least 200 employees at RWJBarnabas Health have moved up the career ladder. The average wage increase is between \$6,000 and \$12,000 annually, the turnover rate is only 11%, and employees report feeling more satisfied.

COMPANY INFORMATION

RWJBarnabas Health is an integrated health care delivery system with 11 acute care hospitals serving nine counties in New Jersey. The health care system employs 33,000 people.