2 Inside-up Strategies

> Inside-Up refers to internal strategies that connect entry-level workers to pathways for career advancement within the institution. These strategies include infrastructure and resource investment dedicated to career development, programs designed to provide employees with additional skills so they can move into higher-paying jobs, and policies and system changes to support and encourage employees to develop their careers within the health system.

Intentional, outside-in pathways do not end at the moment of hire. The success of outside-in programs lies in employee retention and employee advancement, not only to fully capture the benefits of the hire for that particular position, but also to ensure that more entry-level positions open up for local residents, thus keeping the flow of people moving in and up through the health system. Furthermore, health systems can maximize their investment in training programs when jobs that are the focus of training programs are connected to career ladders, and employees have opportunities to gain experience and skills and then advance to higher-skill jobs with higher wages. Tracking the number of **impact promotions**, or employees who are promoted into a higher-skilled, higher-wage position—or a lateral position with greater career ladder opportunities—due to an intentional career pathway program is a key strategy for demonstrating impact.

2.1 Core Elements of Inside-up Programs

Best practices for facilitating internal advancement

1. Offer job coaching and map out potential career pathways
2. Provide tuition assistance and advancement to entry-level employees
3. Provide earn-and-learn education opportunities and on-site training
4. Partner with local education institutions and community organizations

2.2 Inside-up Program Design Strategies

Best practices for setting up career advancement programs

1. Utilize a cohort training model targeted at filling specific high-need positions
2. Invest in a career center and locate training programs on-site or nearby
3. Provide resources for employees who continue to face barriers to employment such as childcare access and reliable transportation

2.3 Institutional System Changes

Changing internal policies to facilitate equitable advancement

1. Connect workforce planning, training, and talent acquisition departments
2. Connect programming to health system community-impact goals
3. Develop and map transparent career pathways and opportunities
4. Educate managers to ensure staffing support
5. Provide benefits to help employees overcome financial instability and build wealth