

Self-Assessment Tool for Impact Workforce

This self-assessment contains a series of questions related to your organization's adoption and integration of best practices in impact workforce programming, practices, and systems. These are industry-recognized best practices that focus on recruiting residents of economically under-resourced geographies to fill quality jobs connected to career pathways with opportunities to rise up in the organization and gain financial stability.

A comprehensive impact workforce strategy has two components: outside-in and inside-up. Intentional, outside-in strategies prepare local residents experiencing barriers to employment for high-demand jobs at the health system through training and skills development, and then provide specific entry points for these candidates. Inside-up strategies connect these new hires and other incumbent entry-level employees to clear pathways for career advancement within the institution. These strategies are complemented by policies that facilitate equitable advancement and provide benefits that help lower-wage employees achieve the financial security needed to maintain good health and live fuller lives.

Your responses to this form can act as a guide to create an action plan for your impact workforce efforts by helping you set goals and priorities and identify the next steps necessary for success.

Staffing and Interdepartmental Infrastructure

The success of a comprehensive impact-workforce effort crosses many departments. Staff from multiple areas of human resources (especially talent acquisition), community engagement, and equity and inclusion departments often play key roles. Compensation and total rewards staff may need to be engaged to shift payroll practices and analyze benefits offerings. A best practice is to foster collaboration between departments and establish KPIs in order to create organizational accountability.

	Yes, embedded in institutional priorities and strategies	Yes, but limited, not fully developed	Thinking about it, in planning stages, or about to launch	No	Unknown, action needed to determine
Has your organization secured executive leaders' support and sponsorship?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Source: **Healthcare Anchor Network**
<https://ImpactWorkforceToolkit.healthcareanchor.network>

Has your organization secured human resources leaders' support and sponsorship?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your HR department partner with other department directors and hiring managers to implement intentional, outside-in pathway programs?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your organization foster collaboration between HR, talent acquisition, community health/engagement, total rewards, and equity and inclusion departments for impact workforce programs?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Has your organization taken steps to ensure the focus population's voice is heard and contributes to the development and implementation of impact workforce programs?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Has your organization examined its policies, practices, and culture to determine the extent to which those promote accessibility and inclusion for all?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your organization educate supervisors about more inclusive professional development and promotion, focusing on competencies and skills needed to be successful?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are your organization's internal government relations and/or policy-advocacy teams connected to the impact workforce strategy to advance a policy agenda that could accelerate workforce development?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Does your organization have dedicated FTEs for impact workforce implementation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your organization have full- or part-time recruiter(s) dedicated to interfacing with impact-workforce community partnerships?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your organization have a full- or part-time career coach?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Has your organization established annual KPIs and cascaded them appropriately to implementing staff?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What next steps are needed to address the results outlined above? For instance, who is missing from your team? What policies need to be created, evaluated, and formalized?

In one year, our goal(s) will be...

In five years, our goal(s) will be...

Decision-making Structure and Accountability

A best practice for decision-making is to have a clear owner and department under which impact workforce programs are situated. In addition, establishing communication processes throughout the leadership ranks helps to ensure clarity in the process.

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Is there an institutional “home” for the program, such as human resources or an interdepartmental impact-workforce working group or action team?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your organization maintain internal systems to collect data to measure the impact of workforce programs?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do the CEO and senior management regularly review impact workforce status reports?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does governance (e.g., the board) regularly review impact workforce status reports?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What next steps are needed to address the results outlined above?

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Outside-in: Recruit, Prepare, and Support People from the Local Community

“Outside-in” refers to a set of strategies that expand employment opportunities for local residents by creating specific entry points for candidates that may otherwise face barriers to employment.

	Yes, embedded in institutional priorities and strategies	Yes, but limited, not fully developed	Thinking about it, in planning stages, or about to launch	No	Unknown, action needed to determine
Has your health system made an explicit goal to recruit from economically underresourced areas, and is this goal part of the health system’s strategic plan?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your organization use data to identify barriers to entry across all jobs and at all levels and support advancement for all.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your organization designate economically under-resourced zip codes or other geographic areas (e.g., Area Deprivation Index zones) for focused sourcing and recruitment?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your organization partner with a workforce intermediary to provide outreach, recruitment, preparation, and support services to populations of focus?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your organization partner with education providers (such as high schools, universities, community colleges, or technical schools) to create intentional, outside-in pathways into healthcare roles?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Does your organization adapt recruitment processes and systems to identify and consider local applicants?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is your health system working to include opportunities for people who have been involved with the justice system?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your organization take steps to reduce implicit bias within recruitment processes and systems?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your organization review job descriptions to identify unnecessary barriers (such as unnecessary education requirements) and/or analyze the literacy level needed to understand the job description?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What next steps are needed to address the results outlined above? Which leaders do you need to educate and engage with about these strategies?

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Inside-up: Connect Entry-level Employees to Career Pathways

“Inside-up” refers to internal strategies that connect entry-level employees to pathways for career advancement within the institution. Impact workforce strategies that promote mobility and skill development for low-wage employees can help them achieve the financial security needed to maintain good health and live fuller lives.

	Yes, embedded in institutional priorities and strategies	Yes, but limited, not fully developed	Thinking about it, in planning stages, or about to launch	No	Unknown, action needed to determine
Does your organization have a strategy to train, develop and promote incumbent entry-level employees, including building specific pathway programs?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your organization have clearly defined potential career pathways, and is that information readily accessible to employees?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your organization offer tuition advancement (i.e., “direct pay” or “upfront pay”) as opposed to reimbursement?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your organization (or partner organization) provide literacy skills development?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your organization (or partner organization) provide accessible, onsite career coaching and career exploration resources?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your organization (or partner organization) provide wraparound supports, soft skills or foundational-skills training, or other services that support retention?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Does your organization offer benefits that promote financial stability (e.g., providing financial education and counseling through a third party)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your organization offer a mentoring or coaching program?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your organization track participation in these programs? Does the data exist to demonstrate if there has been equitable access and uptake of the programs?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your organization provide information to entry-level employees about how they can participate in trainings and opportunities within their schedules (e.g., through release time)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What next steps are needed to address the results outlined above? Which leaders do you need to educate and engage with about these strategies?

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Partnerships & Community Engagement

Community engagement is essential for the success of a health system’s impact workforce strategy. Best practices include building strong relationships with relevant community-based organizations and workforce intermediaries, as well creating the processes by which community voices are integrated into decision-making during the planning, design, implementation, and evaluation of impact workforce programs.

For a list of potential partner organizations in your community, see the **Identify your partners** section.

	Yes, embedded in institutional priorities and strategies	Yes, but limited, not fully developed	Thinking about it, in planning stages, or about to launch	No	Unknown, action needed to determine
Has your organization identified community-based organizations and workforce intermediaries in communities of focus?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Has your organization collaborated with community-based organizations to map community assets and determine the focus and geographic area for outside-in programs?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Has your organization identified opportunities and access points for community partners to be engaged in identifying needs and developing plans for the impact workforce strategy?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What next steps are needed to address the results outlined above? For example, which partnerships are missing or not as strong as they could be?

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Financial Stability & Wealth Building

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Does your organization have strategies to advance financial security and build wealth for all employees, such as:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Implementation of default enrollment in 403(b) or 401(k) programs and annual escalation up to 10% of pre-tax earnings unless employees opt out	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Providing personal financial education and counseling through a third party to help with money management and wealth building strategies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Benefits that help employees build short-term savings or emergency savings funds that stay with the employee upon termination of employment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A strategy to help employees pay down debt (including student loans) and avoid payday lenders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What next steps are needed to address the results outlined above?

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