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Good Afternoon Chairman Harkin, Ranking Member Alexander, and members of the Committee on Health, Education, Labor, and Pensions. I am Alan Rosenberg, Vice President, Chief of Staff, and Chief Administrative Officer for the Temple University Health System. Thank you for inviting me to testify here today on the important topic of workforce development and the reauthorization of the Workforce Investment Act (WIA).

Given our success working in partnership with recipients of WIA funding to build job skills for Temple Health employees and to strengthen the quality of Southeast Pennsylvania's healthcare workforce, the Temple University Health System supports WIA reauthorization. I will explain these partnerships more fully below. In the meantime, I provide some background information on the Temple University Health System (Temple Health).

Temple Health consists of Temple University Hospital, the chief clinical teaching site for Temple University School of Medicine. This 714-bed hospital includes our Episcopal Campus, which houses our behavioral health services and one of the busiest crisis response centers on the east coast. Temple University Hospital also includes the Northeast Hospital School of Nursing, our community-based RN program. Located in the heart of North Philadelphia, one of our nation's most impoverished areas, Temple University Hospital provides a comprehensive array of services to our medically complex neighborhoods, and serve as

provider for trauma and specialty care for the Southeast Pennsylvania region.

Temple's family of hospitals also include Jeanes Hospital, a community hospital serving Northeast Philadelphia, as well as the American Oncologic Hospital, the Institute for Cancer Research, and the Fox Chase Cancer Center Medical Group, which are collectively known as the Fox Chase Cancer Center. Temple Health also includes Temple Physicians Inc., our network of community based physicians, nurse practitioners, and physician assistants in 48 practice sites.

Temple Health is a critical economic engine for Southeast Pennsylvania, providing about 8,300 people with good jobs, excellent benefits, and family sustaining wages. We take great pride in the quality of our employees and the programs we offer to help build their skills and advance their careers. Not only does effective job training help meet our goals of providing quality, efficient health care, but it helps build a strong community and local economy.

While Temple Health offers a broad range of professional development courses through our Human Resources Department and in cooperation with Temple University, my focus today is limited to those programs in which receive funding through the

WIA. In this regard, we work primarily in partnership with two organizations: Philadelphia Works, the local workforce investment board in which I serve as a member of its Board of Directors; and, the District 1199C Training and Investment Fund (the Training Fund), which is the training arm of District 1199C, an affiliate of the National Union of Hospital and Healthcare Employees, which represents about 1,200 of our employees.

Philadelphia Works connects employers with a skilled workforce while helping individuals develop the skills needed to thrive in the workplace. Under the direction of its Board, Philadelphia Works is currently focused on prioritizing employer needs in all its training investments, and is refining its service model to a more business-services approach. It recently completed research on this topic with Temple University's Fox School of Business, and is working with our local Chamber of Commerce, the Philadelphia Commerce Department, small business, and other organizations with the goal of delivering greater value for both employers and job seekers.

Temple Health is currently working in partnership with Philadelphia Works to obtain funding for our Community Health Worker initiative. This program, funded by Temple Health and developed in collaboration with the Temple University School of Allied Health Sciences, trained its first cohort of workers earlier this year. Through an on-the-job training contract with

Philadelphia Works, Temple will receive a 50% wage subsidy for 15 employees covering their first 6 months of employment. We also have an understanding with Aria Health, Drexel University, Einstein Medical Center, and St. Christopher's Hospital for Children that they will each hire a Community Health Worker if a new on-the-job training contact can be negotiated. We hope to expand this program in Southeast Pennsylvania as we work with Governor Corbett's administration to develop Pennsylvania's Healthcare Innovation Plan, which envisions the creation of Community Health Teams. These teams would use lay workers to connect high-cost patients with primary care, behavioral health, and other appropriate services to improve population health while reducing avoidable use of high cost health services.

In the past, Philadelphia Works provided Rapid Response funding to support training and placement of employees who were laid off as a result of the closing of hospitals affiliated with Temple Health: Neumann Medical Center and Northeastern Hospital. With respect to Neumann, the rapid response dollars were used to retrain and build skills for behavioral health workers who were re-employed at Temple University Hospital-Episcopal Campus. The Training Fund provided remedial and technical level course work approved by the City of Philadelphia's Community Behavioral Health agency that equated to twelve college credits. As a result, all except two out of 80 workers affected by Neumann's closure were re-hired at our Episcopal Campus. Similarly, with respect to Northeastern

Hospital, about 152 employees were retrained and placed in positions within the Temple family of hospitals or with other area employers.

Although Temple Health worked together with both Philadelphia Works and the Training Fund on the above initiatives, we also work directly with Training Fund on other initiatives. The Training Fund is a labor management partnership education trust fund established in 1974 with Temple University Hospital as a founding member. Its dual mission is to serve both the healthcare industry's need for a skilled workforce and workers' need for family sustaining careers with advancement opportunities. Last year, the Training Fund provided coursework and tuition support to more than 4,500 area residents, of which about 50% were union members, and about 50% were community members seeking employment and educational opportunities.

Employees of Temple Health, as well as employees of other contributing employers, use the Training Fund's Learning Center to obtain their GED, enhance technology skills, take pre-college and pre-nursing/allied health preparatory classes, obtain credentialed healthcare occupational training, and pursue college study. Temple Health has also invited the Training Fund to perform on-site training at its hospitals for several programs, including a work-based behavioral health certificate that involved funding from the Robert Wood Johnson Foundation and the

Hitachi Foundation; an International Computer Driving License for clerical workers; and safety and health training for environmental services workers. We are also planning customer service training for patient relations employees during the summer.

Last year, Temple Health contributed about \$530,000 to the Training Fund to provide three levels of educational assistance to covered employees: (1) continuing education coursework at the Training Fund's Learning Center; (2) Tuition Assistance of up to \$5,000 annually for full time employees and prorated for part-time employees; and, (3) full time scholarship of up to \$10,000 to study a health-related profession for up to two years. Over the past three years, about 900 Temple Health employees participated in these programs.

We believe that our investment in the Training Fund provides a valuable return not only for our employees, but for the patients and communities we serve. We also believe that the leveraging of employer contributions with government and philanthropic funds provides a strong platform for addressing the supply and demand side of the talent pool required by the healthcare industry.

Given the very vulnerable nature of the low-income population served by Temple Health, programs such as the Training Fund and Philadelphia Works develop a more job-ready workforce. This helps in our efforts to recruit employees in a variety of hospital departments, including Dietary, Environmental services, Behavioral Health, Pharmacy, Telemetry, Information Technology, Financial Counseling, Billing, Unit Clerk, Medical Records, and more.

As workers from the community become employed within the Temple Health System, the ongoing training helps incumbent workers to advance into higher level positions to create a stable career ladder. Furthermore, as the nation's healthcare industry changes with new technologies and movement toward outpatient, primary care, and home-based settings, Temple Health will rely on our workforce development partners to help refine existing and develop new training programs that will support employer needs in an evolving healthcare industry.

Again, thank you for the opportunity to testify. I am happy to answer any questions you might have.