



The Johns Hopkins Hospital Success in Hiring Ex-Offenders

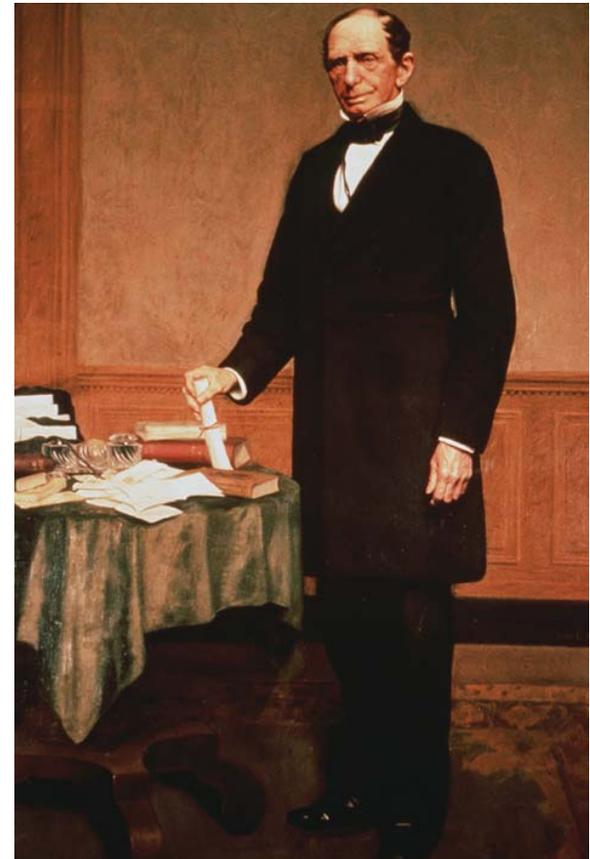
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Johns Hopkins' Bequest

- \$7M for a university and hospital in Baltimore
- Largest philanthropic bequest in the country at that time (1867)
- Explicitly expressed that it should serve the total needs of his beloved Baltimore community



Letter to the Trustees

March 10, 1873



“The indigent sick of this city and its environs, *without regard to sex, age, or color*, who may require surgical or medical treatment, ... and the poor of this city and state, of all races, who are stricken down by any casualty, shall be received into the hospital, without charge... You will also provide for the reception of a limited number of patients who are able to make compensation... you will thus be enabled *to afford to strangers, and to those of our people who have no friends or relatives* to care for them in sickness...”

Impoverished Community



	Maryland	Baltimore	East Baltimore
Median Income	\$77,166	\$48,243	\$39,113
Poverty Rate	10.1%	24.0%	31.9%
Unemployment	6.8%	10.2%	15.2%

Baltimore – 32% of adults lack high school diploma

East Baltimore – 59.5% vacancy rate

Today's Leadership Perspective



“We have a philosophy that Johns Hopkins is ‘of the community’ of Baltimore. We need to do something about creating opportunities.

This community has disproportionately high rates of unemployment, dysfunctional families, crime, abandoned homes, etc.

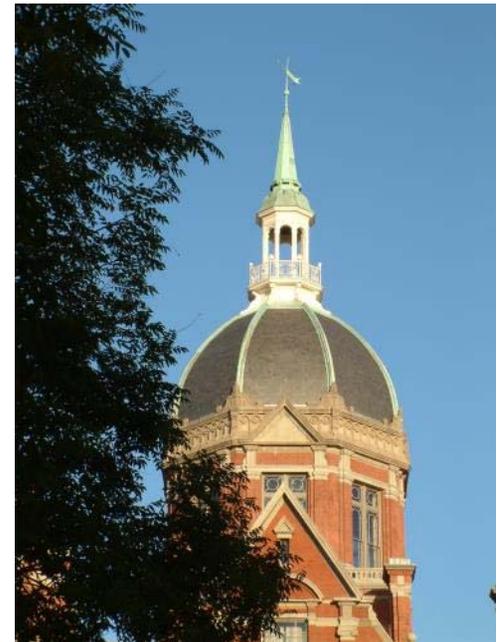
It is in our best interest to take constructive steps to introduce the people of East Baltimore into the workforce.”

*Ronald R. Peterson, President
The Johns Hopkins Hospital
Johns Hopkins Health System*

Johns Hopkins Medicine



- Largest private employer in Maryland
- Johns Hopkins Hospital
 - #1 in U.S. 21 years in a row (USN&WR)
 - 200,000 applications per year
- Mission drives us to go beyond traditional HR processes for workforce development



Three-Pronged Approach to Workforce Development

- Engage **incumbent** workers; provide skills to move into jobs with higher wages
 - Excite **youth** to choose health care as a career; provide development opportunities
 - Hire from **non-traditional** sources; provide opportunities for those with a limited work history
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Why Do We Do It?

- Consistent with mission and culture
- Decision to stay in East Baltimore, an at-risk neighborhood
- Re-entering offenders with no job are more likely to return to crime
- Jobs stabilize the community
- Ex-offenders are great workers



How Do We Do It?



- Guidelines
 - Pattern and type of offense(s)
 - Time since offense
 - Age at time of offense
- Normal application / interview process
- If chosen, reviewed by HR and Security
- If hired, background file kept in HR – manager notified only if needed
- Coach assigned to support transition, when needed

Unusual Referral Sources



- East Baltimore Pipeline Readiness Training Curriculum – <http://baltoworkforce.com>
- Helping Up Mission (Homeless Shelter)
- Catholic Charities' Christopher Place (Homeless Shelter / Employment Program)
- Marian House (Women's Reentry Shelter)
 - Programs provide referrals and wrap-around services for residents
 - About 100 formerly homeless men work at Hopkins

The Johns Hopkins Hospital Guidelines for Criminal Background Checks



To determine the relevance of an applicant's criminal background, we examine the following:

- Job and duties
- Time, nature and number of convictions
- Circumstances and relationship between convictions
- Time between conviction and decision to hire
- Employment before and after to see the extent of rehabilitation
- Attempts at rehabilitation by the applicant
- Age at time of conviction
- Impact of conviction and relevance to security and safety of employees, patients and visitors
- Whether the applicant disclosed this information

Screening Results



- 100% background checks after offer
 - 50% hired
 - 25% ruled out for criminal background
 - 25% ruled out for other reasons
- For over a decade annually
 - 5% of **all** hires have positive record
 - 20% of entry level hires have record

Now the EEOC Says It, Too

- Categorical denial of an applicant because of a criminal record may be discriminatory
- Must be a business rationale for the denial to hire an ex-offender



Success Factors - External Programs

1. Have support of your security staff
 2. Screen carefully for success
 3. Help referrers build pre-hire curriculum to meet your specific needs
 4. Interview candidates prior to training program as if you were hiring
 5. Use internships as trial employment
 6. Use job coaches to support transition
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Follow-up Studies



- 5-year study of almost 500 ex-offenders hired showed a lower turnover for first 40 months vs. non-offenders
- Close study of 79 with serious records followed for 3 - 6 years
 - 73 still employed at Hopkins at end of study period
 - Only 1 involuntary termination
- Anecdotal observation – no “problematic” terminations were ex-offenders
- Longitudinal study being conducted now by outside research group

**Our community members with
criminal backgrounds have
successfully joined our workforce.**

**What can you do to add them to
yours?**

