

# WORKFORCE INITIATIVES

Building Partnerships for a Healthy Workforce





# Workforce Initiatives

## Aspirational Goal: To Live Our Purpose

We enable our purpose of helping people on their path to better health by building non-traditional talent pipelines through the power of partnerships. In doing this we develop strong loyalty with our community partners, customers, clients, and patients.

As we attract new talent to CVS Health we also help break the cycle of poverty for people who may otherwise continue down the road of dependency, which often spans generations.

We recognize each person's value and help individuals unlock their full potential through creative partnerships.



## The Workforce Initiatives Difference

**50k**

Summer Youth  
hired over the past  
3 years

**24%**

Mature Workers  
(50+ years old) in  
our workforce

**13k+**

Participants trained  
at Workforce Talent  
& Innovation Centers  
(WITCs) and  
Simulated Facilities

**9000+**

Registered  
Apprenticeships

**1M+**

Youth exposed to  
Pathways to  
Pharmacy careers

**115k**

Transitioned from  
Public Assistance  
into careers with  
CVS Health





# Workforce Initiatives

## Building Partnerships for a Healthy Workforce



### Building Talent Pipelines Through Workforce Programs

Workforce Initiatives (WI) created an organizational structure that enables our workforce teams across the country to carry out programs that build talent pipelines within the focus areas of: Military Alliances, Mature Workers, Abilities In Abundance and Youth programs. Our talent pipeline development programs include:

- Mock Store Training Programs
- Apprenticeship Programs
- Customized Trainings
- Externship and Internship Programs
- Incumbent Worker Programs
- On-the-Job Training Programs
- Workforce Innovation & Talent Centers



### Building Talent Pipelines Through Strategic Partnerships

By working with state/local agencies, Department of Labor, workforce boards and community colleges, we are able to attract and build a talent pipeline of qualified candidates based on our workforce needs. We have established more than 1,200 partners nationwide to:

- Utilize pre-employment, placement, and post placement services to increase job retention.
- Access labor market trends and job matching services to increase our labor pool.
- Utilize job readiness, education and training programs to ensure the employer needs are understood and candidates are prepared to fill positions.
- Support education, curriculum development to match talent with current and future workforce skills requirements.
- Collaborate within government-led efforts at the state and local levels to establish hiring agreements and customized training opportunities.





# Workforce Initiatives

## Building Partnerships for a Healthy Workforce

### Overview

Part of building a healthy workforce is partnering with national, state and local organizations to not only make jobs available to those who need them, but to create lifelong careers. We offer a variety of programs to promote successful employment transitions, career development and advancement. It's all part of our commitment to fulfill our purpose by helping to build a path to better health and personal fulfillment.

Our programs include Apprenticeships, Clinical Experience, Community-based Assessments, Customized Training, Incumbent Worker, Internships, Customized Recruitment, Job Shadowing and On-the-Job Training. We partner with organizations to attract and retain diverse and talented employees.

#### U.S. Department of Labor Apprenticeship

This apprenticeship provides a structured training program to maintain the high level of skill and competency needed in the pharmacy and retail management industries. The program includes classroom and online instruction, professional mentorship and on-the-job training over a two-year period. Those who complete the program receive nationally recognized, portable apprenticeship credential from the Department of Labor.

#### Clinical Experience

Clinical Experience is a training program that is part of a course of study of an educational institution and is taken in a private business setting. Clinical internships are offered to high schools, colleges, universities and any other educational institutions to help students learn the skills and competencies necessary to become successful practitioners in the fields of pharmacy and nursing. Students are taught academic and career pathway skills and the clinical experience is supervised and evaluated by a licensed pharmacist or nurse. Individuals who complete the program may receive credit from their academic institution.

#### Community-based Work Assessments

CBWAs provide Disability agency participants with an opportunity to explore their own skills and interests within the context of a real job setting in the community. They are to provide insight on a person's ability and interests, as well as when a participant has limited work experience or needs to find employment that is suitable to their current abilities.

#### Customized Recruitment Events

In collaboration with our agency partners and internal colleagues, Workforce Initiatives offers customized recruitment events to attract prequalified candidates for employment and internal candidates for promotional opportunities. We host and participate in ongoing external recruitment activities such as: college recruitment, career fairs, government sources (Workforce Innovation and Opportunity Act (WIOA)) and internal job fairs to reach people already employed by CVS Health. We are able to save thousands a year in recruitment costs.

#### Customized Training Programs

Customized Training Programs are designed to provide the potential candidate with pre-employment life skills training customized to meet the workforce skill requirements and

demand occupations at CVS Health. Upon completion of the customized training, the candidate will be evaluated and referred for placement based upon hiring needs.

#### Faith-based Collaborative of Caring

Together, we will fulfill our shared purpose by offering programs that care for the communities where we live, work and worship. We are changing lives by investing in the health and wellness of people in our communities and congregations. By maximizing every opportunity to build a healthy workforce, CVS Health seeks to grow employment opportunities while improving the well-being and health care outcomes of those most in need in our communities.

#### Incumbent Worker Training

Workforce Initiatives recognizes the role training and development play in improving an employee's ability to perform through learning. The program is designed to continually expand knowledge, skills and abilities to advance. These in-house training programs for our employees can range from a few weeks to more than a year in duration and cover a wide array of skills development areas.

#### Internships

Selected candidates undertake a structured career preparation program designed to help them master the basic tasks required to do a job well, learn and practice core competency levels, and gain valuable exposure to the workplace.

#### Job Shadowing

Elementary, middle and high school students are introduced to rewarding occupations within the pharmacy and health care industry, helping them make the connection between academics and career pathways.

#### On-the-job Training

At CVS Health, the right mix of role-specific training, coaching and on-the-job experiences is important to career success. On-the-job Training Programs offer a wide range of career paths, each with unique, hands-on training opportunities that enhance skills while being an integral part of the team. Our partnerships with workforce development agencies help us recruit ambitious individuals and improve the skill levels of our CVS Health colleagues.



For more information, go to CVS Health Workforce Initiatives at [www.cvshealth.com](http://www.cvshealth.com).



# Military Alliances



# Where will I find my next mission?

You'll find it at CVS Health. Here, our purpose is helping people on their path to better health. Every day, we help former members of the military transition to the private sector by giving them a work environment built around caring, collaboration and accountability. Here, you'll find camaraderie, respect and a chance to continue your mission of serving others.

**Your Passion. Our Purpose.**



**Alyce**  
Manager, Information Security  
Risk Governance;  
Lt. Col., Rhode Island ANG  
(Active)



**Innovation**  
**Collaboration**  
**Caring**  
**Integrity**  
**Accountability**

## How CVS Health's values match yours.

As you know, CVS Health is focused on helping the nation. And no matter what branch of the military you served in, you'll find that our values match the values that you live by.

# How can my background and skills help?

We have people with military experience, including spouses, working at all levels of our company, from our part-time roles in our stores and call centers to vice presidents in our headquarters. No matter your experience level, we have an opportunity that is right for you.

### Careers:

- Health Service
- Management
- Pharmacy
- Logistics
- Nursing
- Retail
- And many more

### Benefits:

- Medical, Dental & Vision Insurance
- Free MinuteClinic Health Screenings & Immunizations
- 401(k) Retirement Plan
- Employee Stock Purchase Program
- Vacation & Time Off
- Long- and Short-Term Disability Insurance

**Explore our opportunities, see our locations and learn how you can work with purpose:**

[cvshealth.com/military](https://cvshealth.com/military)

## CVS Health Facts



**5M**  
Customers  
Served Daily



**9,900+**  
Retail Locations



**1,100+**  
MinuteClinics



**20**  
Distribution  
Centers



## Finding purpose with CVS Health.

"The military has an ethos that is grounded in purpose-driven service that's bigger than the individual. The same holds true for us at CVS Health."

### David

VP, Workforce Strategies and  
Chief Diversity Officer; Sgt., USMC

# Workforce Innovation & Talent Centers





# WORKFORCE INITIATIVES

## Overview of Workforce Innovation and Talent Centers (WITCs)



Our investments in workforce development have helped us meet the need for good jobs in the communities we serve while also meeting our own need for colleagues who can deliver the best customer service and patient care in our industry.

We have established Workforce Innovation & Talent Centers to help attract and cultivate individuals interested in careers across our enterprise. These centers offer a unique and innovative platform to develop workforce solutions attracting potential partnerships to provide CVS Health with diverse and inclusive pipelines of talent.

Through effective partnership development and collaboration with government agencies, community organizations and educational institutions, the Workforce Innovation & Talent Centers create programs tailored to the specific needs of our partners and the populations they serve. These customized programs incorporate education and on-the-job skill development while providing exposure to work in a retail environment.

We currently operate four Workforce Innovation & Talent Centers in Boston, Cleveland, New York City and Washington, D.C. providing direct support to our community partners from an on-site Workforce Initiatives team member. Collaborating with our partners to provide meaningful job training and employment opportunities in the communities we serve is part of our purpose to help people on their path to better health.

# Faith-Based Collaborative



# WORKFORCE INITIATIVES

## Faith-Based Collaborative Building Partnerships for a Healthy Workforce



### Our Purpose

Helping people on their path to better health

### Program Overview

Together, we will fulfill our shared purpose by offering programs that care for the communities where we live, work and worship. We are changing lives by investing in the health and wellness of people in our communities and congregations. By maximizing every opportunity to build a healthy workforce, CVS Health seeks to grow employment opportunities while improving the well-being and health care outcomes of those most in need in our communities.

### Why CVS Health and Faith-Based Communities?

- Both CVS Health and the church share core values and principles, namely to improve the lives and well-being of people in our communities and congregations.
- Together, we can identify those in need and offer proven programs that both encourage health and improve employment opportunities for the greater good of the communities we serve.
- By collaborating with faith-based communities, we can effectively build a strong, healthy workforce and break the cycle of poverty that so often diminishes the health and spirit of our communities.

### Who does the program serve?

The program is designed to support faith-based organizations that share our mission and values by improving employment opportunities and the health care outcomes of the people in their congregations and communities. Together, we seek to serve youth, young adults, people with disabilities, mature workers, caregivers, and military families.

### What types of programs and services will the partnership provide?

The partnership offers a variety of workforce development programs, such as apprenticeships, internships, job shadowing, clinical experience, direct hire and on-the-job training. The health and wellness program consists of health fairs and seminars, workshops, flu clinics, and other health promotion services. Our caregiver component offers caregiver support to those caring for the sick and elderly. All programs and services are available to both laity and clergy.

### How will we implement the program?

The program will be implemented through a collaborative effort. A Faith-based Advisory Council will work to establish overall direction and to provide guidance and support to ensure the success of the program.

### How will we measure real success?

We will measure success through an evaluation framework that will track quantitative matrices and success stories. We will track health care outcomes, retention of workforce development hires, and the number of people served. We will assess how, together, we've helped others on their path to better health.

For more information about how your church, congregation or ministry can become a partner with CVS Health Workforce Initiatives, please contact: [Olivia Lang at 410.218.0089 or Alberta.Lang@CVSHealth.com](mailto:Olivia.Lang@CVSHealth.com)

# Talent is Ageless





# Workforce Initiatives Talent is Ageless

## Vision

Building sustainable mature worker partnerships with community organizations that produce nontraditional pipelines of talent necessary to meet the current and emerging workforce needs of CVS Health.

## Purpose

Attracting and inspiring the talent of mature workers using their wealth of knowledge, wisdom and experience to drive our purpose of helping people on their path to better health.

## Overview

CVS Health takes pride in its diverse and inclusive workforce. Mature workers bring a high level of engagement to the workplace. The Talent Pipeline Group's strategy is to develop effective community partnerships and programs that will attract and retain mature workers who might otherwise continue on the road of dependency. We strive to help individuals unlock their full potential and capabilities through their previous experience.

### Why Does CVS Health Look to Mature Workers?

Mature workers, are the fastest growing labor pool within a growing mature customer base. The business case for hiring mature workers is simple. They are seasoned experts at creating interpersonal connections. Hiring and retaining mature workers helps CVS Health maintain valuable skills, address workforce shortages and increase workplace diversity, all of which contribute to improved outcomes.

### Who Do We Serve?

We serve mature adults who are from diverse backgrounds and career experiences. Some are retirees returning to the workforce upon retirement out of necessity and a desire to remain engaged. We also understand how important flexible work environments and CVS Health offers a wide range of convenient locations as well as many unique work environments to fit the needs of mature workers. For many aging Americans, work provides a sense of purpose. Research connects staying in the workforce with improved physical, emotional and cognitive health, financial stability and security, and quality of life.

### The Power of Partnerships

Through innovative partnerships with national and community-based organizations and with academic institutions, CVS Health seeks to attract mature worker talent. We partner together in the development of innovative employment programs, health related education programs, job fairs, special health and wellness events, national conference panel discussions and webinars, caregiver events, and advocacy. Likewise, partners engage CVS Health to serve on their business advisory councils and boards.

### How We Will Implement the Program

Our team of Workforce Initiatives managers are here to help develop and implement innovative mature worker programs locally and nationally. With a wide range of workforce knowledge, our team is ready to develop partnership work experience agreements and direct-hire programs.

# Abilities in Abundance





# Workforce Initiatives

## Abilities in Abundance



Americans with disabilities make up nearly one-fourth of our total population, yet the unemployment rate among them is twice that of the U.S. overall rate. Unfortunately, the rates are even higher for women and minorities with disabilities.

To help these individuals find meaningful employment opportunities, we created the Abilities In Abundance program, which helps workers with disabilities access the security and prosperity that stable employment can provide. Skilled, productive workers with disabilities can be brought successfully into the workforce, and can make extraordinary contributions to our economy and our society. Abilities In Abundance works to break down the employment barriers people with disabilities face, such as limited access to skills training, and too often, unfairly low expectations.



### Leading With Heart

The program, led by CVS Health's Workforce Initiatives team, has spent the past two decades developing relationships with vocational rehabilitation agencies, non-profit organizations, and schools on local, state and national levels to provide:

- **Training**
- **Mentoring**
- **Job Coaching**
- **Externships/Internships**
- **Simulated Training Facilities**
- **Community-based Assessments**

These collaborations have resulted in highly successful skills development programs, job training, and placement opportunities for all individuals with disabilities. Abilities In Abundance programs continue to be recognized across the country, demonstrating that building inclusive talent pipelines is not only the right thing to do, it makes good business sense.



To learn more about Abilities In Abundance, contact us at [WI.Info@cvshealth.com](mailto:WI.Info@cvshealth.com). Watch our video here: <https://www.youtube.com/watch?v=ZtxsMylzljQ>

## 2019 disAbility Awards and Recognitions



Business Appreciation Award – Wilson Workforce and Rehabilitation Center  
CVS Health Workforce Initiatives Breakthrough Award – (SEAL Program for Youth with Disabilities)  
Community Investment Business Partner of the Year Award Workforce Solutions for N. Central TX  
Certificate of Appreciation – California WorkAbility I  
JSSA Award to CVS Associate – Celia Lichtman (Maryland)  
Outstanding Business Partner of the Year – Goodwill Industries of Fort Worth  
Partners for Youth – Boston  
Pennsylvania Rehabilitation Association Business Award for Ongoing Initiatives  
TLC Outcomes Community Partner Recognition

# DOL Registered Apprenticeship







# CVS Health & U.S. Department of Labor Registered Apprenticeship

As a nationally recognized leader in workforce development, CVS Health strives to create partnerships at the city, state, and national levels that provide cutting-edge diverse employment, training, and life-long learning opportunities. The apprenticeship model is an innovative way to offer a comprehensive training solution to our workforce.

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## The benefits of Registered Apprenticeship

- Community and workforce development partners provide pre-employment and post-placement retention support.
- Managers are able to hire from a highly screened and qualified pool of candidates.
- U.S. Department of Labor (DOL) Registered Apprenticeship offers a competitive credential to CVS Health workers.
- The credential is nationally recognized and portable.
- The career pathway develops a pipeline of skilled workers.
- Workers receive industry-driven structured training and mentoring and incremental wage increases based on skill attainment and in some cases college credit by experience.
- Workers are able to maintain the high level of skill and competency needed in complex fields, such as pharmacy care.
- Turnover rates are lower than those of other retail businesses.



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## CVS Health was the first employer to launch a DOL Registered Apprenticeship program for pharmacy technicians in 2005 and retail managers in 2008. Since then,

- CVS Health has had more than 9,000 apprentices in multiple states. Top locations are Michigan and South Carolina.
- CVS has expanded its apprenticeship program to include four occupations in 19 states.
- In 2008, the company won an Award of Excellence from the DOL Employment and Training Administration for its apprenticeship program “Career Prescriptions for Success.”
- In 2015, DOL invited CVS Health to be part of ApprenticeshipUSA to be among Leaders of Excellence in Apprenticeship Development, Education, and Research (LEADERS).
- CVS Health is developing innovative models in partnership with workforce agencies, community colleges and non-profits to serve economically disadvantaged populations.
- Jobs for the Future, a national workforce intermediary, and CVS Health participated in DOL’s National Equity Partners Contract to increase diversity and inclusion in apprenticeships.
- Additional apprenticeship curricula that meet national standards for registration will be developed in specialty pharmacy services and retail call centers.



# Pathways to Health Care Careers





# Workforce Initiatives

# myCVS Journey

## Pathways to Health Care Careers

CVS Health is a national leader in building key partnerships that prepare youth for the world of work, college and life success. myCVS Journey Pathways to Health Care Careers, a STEM-enriched initiative, is designed to engage young people (ages 5-24) in age-appropriate awareness, exploration, and preparation for health care careers. This is a school-to-career model that begins in elementary grades, spanning middle school, and high school with opportunities along the way to learn about the many career choices available within CVS Health including pharmacy, professional management, nursing, and information technology.

Below are some examples of ways CVS Health engages and develops young people from Kindergarten to career across the country:

### **Career Awareness – Grades K-5**

- Classroom introduction to CVS Pharmacy stores by local CVS Health associates
- Hands-on activities
- Local CVS Pharmacy store visits

### **Career Exploration – Grades 6-8**

- Participation in school-based career days
- Workplace visits, field trips

### **Career Preparation – Grades 9-10**

- Integrated job shadowing
- Preparation and understanding of the internship/externship experiences
- Exploration of post-secondary education opportunities

### **Career Experience – Grades 11-12**

- Actual job experience
- Work-based mentoring
- Interview training and resume assistance

### **Career Engagement – Post Secondary Education**

- Tuition reimbursement for colleagues
- Industry training, in concert with school curriculum
- Certification at various stages of achievement
- Access to personal and professional development tools

### **Career Development – Professional Education**

- Formal professional leadership development programs
- Continuing education credits for various career paths

To learn more, visit: [www.CVSHealth.com/youth](http://www.CVSHealth.com/youth)



**S**CHOOL HEALTH **M**ODEL FOR **A**CADEMICS  
**R**EACHING ALL **T**<sup>TM</sup>TRANSFORMING LIVES

## An Integrative, Education-Driven Health Solution

SMART (**S**chool Health **M**odel for **A**cademics **R**eaching All and **T**ransforming Lives) aims to break the cycle of poverty and improve the trajectory of lives by supporting academic achievement with onsite SMART Clinics. SMART Clinics are designed to identify and address the physical, behavioral, social, and emotional barriers to classroom success through the proactive delivery of integrative health services embedded in the school, creating an environment conducive to learning.

The SMART Model delivers a comprehensive, system-wide strategy for “Whole Child,” education-driven health services, provided by an integrated, onsite clinical team and built on the numerous, well-documented interconnections between student health, education, workforce success, and health status as an adult.

## What Makes Student Health and Wellness Centers Unique?

- Academic Purpose
- Collaborative Approach
- Interdisciplinary Viewpoint
- Focus on Wellness of All Students
- Prevention-Based and Proactive
- Outcomes-Oriented
- Entrepreneurial Culture
- Data-Driven
- Permanent Asset Managed by Local Stakeholders



## TESTIMONIALS



**Dr. Liza Cariaga-Lo, Founder & CEO, CLCO Group; Former Vice President of Diversity & Inclusion, Brown University, Providence, R.I.**

"If communities are looking for innovative and effective school health solutions, they should look no further than Melanie Ginn and the SMART Student Health Model that was developed and implemented to deliver strong and sustained health and educational outcomes that have a far-reaching impact on individual students and their families, schools, and communities."



**Dr. Peter Hlebowitsh, Dean of the College of Education The University of Alabama, Tuscaloosa**

"When noting the evolution of the public school system and its hallmark features, I can see the day when SMART Student Health and Wellness Centers are as normative within public education as cafeterias—one in every school. It is paramount that students in the classroom be physically and mentally healthy, providing each the best opportunity to participate and learn. SMART identifies and reduces the barriers to student success and creates/improves the conditions that maximize the capacity for educators to teach."



**Chad Adams, Principal Sullivan High School, Chicago**

"As I reflect on the turmoil I encountered while working to turn around a failing school, I now realize that having the SMART clinic was the primary differentiator for us in that process. With SMART, my school and my students are offered a much more sustained impact, not a triage. SMART casts a deeper and wider net that not only meets immediate needs, but also results in outcomes that will stretch beyond the years of high school."

## THE PROOF IS IN THE DATA

### ENGAGEMENT



STUDENTS  
CONSENTED



CONSENTED  
SEEN OR TREATED

UP TO  
**93%** STUDENTS  
SCREENED OR  
SURVEYED



### ACADEMIC OUTCOMES

ON TRACK FOR  
GRADUATION  
UP TO

**↑56%**

OUT OF SCHOOL  
SUSPENSIONS  
UP TO

**↓93%**

### EXPECTED VALUE - RETURN ON INVESTMENT

**684%**

IMMEDIATE  
RETURN FOR  
EVERY \$1 SPENT

**3,968%**

LONGTERM  
RETURN FOR  
EVERY \$1 SPENT

*Data tracked over the course of the initial 6 years of operation at Chicago SMART flagship site, 2013–2019.*



MODEL ARCHITECT  
GinnGroupConsulting

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For more information or to partner with CVS Health Workforce Initiatives,  
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