



BALTIMORE ALLIANCE FOR  
CAREERS IN HEALTHCARE  
*Creating Pathways to Opportunities*

# 2025

## IMPACT REPORT



# A Message from Our Executive Director

## Dear Friends and Partners,

I am proud to share the 2025 Impact Report for the Baltimore Alliance for Careers in Healthcare (BACH). This year marks an important milestone for our organization as we celebrate 20 years of advancing equitable pathways into healthcare careers while addressing critical workforce shortages across Baltimore.

Over the past year, BACH continued to strengthen connections between Baltimore residents and meaningful healthcare employment. Through our training programs, employer partnerships, and participant support, we helped individuals enter and advance within careers that not only offer economic stability but also strengthen the overall health of our communities. This report highlights participant outcomes, program innovations, and the collective impact made possible through collaboration.

In 2025, we celebrated several significant accomplishments. We marked BACH's 20th anniversary by reflecting on two decades of progress and recommitting ourselves to the future of healthcare workforce development. We hosted a Symposium on Apprenticeships that brought together employers, educators, and community partners to explore scalable, work-based learning models. We also launched a funding proposal to create a healthcare apprenticeship hub an initiative designed to expand access, align training with employer needs, and create sustainable career pathways for Baltimore residents.

None of this work would be possible without the dedication of our staff, the trust of our participants, and the ongoing support of our funders, partners, and community stakeholders. Your investment enables BACH to remain responsive to the evolving healthcare landscape while keeping equity, opportunity, and impact at the center of everything we do.

With Gratitude,



**Karen Heyward-West**  
Executive Director



**Karen Heyward-West**  
Executive Director

# A Message from Our Board Chair



**Matt Trojanowski, FACHE**  
**Board Chair**  
**Baltimore Alliance for**  
**Careers in Healthcare**

The Baltimore Alliance for Careers in Healthcare (BACH) recently celebrated its 20th anniversary - a milestone that represents two decades of meaningful impact, collaboration, and community transformation. Since our founding, BACH has remained steadfast in its mission to open doors, remove barriers, and create pathways for individuals seeking meaningful careers in the healthcare field. What began as a vision to strengthen Baltimore's healthcare workforce has grown into a powerful movement that uplifts individuals, supports families, and reinforces the vitality of our region's healthcare system.

Over the years, BACH has built a reputation for bringing people together - employers, educators, community partners, and job seekers - to create solutions that address both workforce needs and economic opportunity. We have helped individuals gain the skills, confidence, and support needed to advance in high-demand healthcare roles. At the same time, we have worked closely with healthcare institutions to cultivate a workforce that reflects the diversity, resilience, and talent of the communities they serve.

Our work is grounded in a simple but profound belief: a thriving healthcare delivery system begins with a strong, diverse, and well-prepared workforce. When individuals have access to training, mentorship, and career advancement, entire families benefit. When healthcare employers can rely on a pipeline of skilled, dedicated

professionals, communities receive better care. And when all these pieces come together, the result is a healthier, more equitable community.

As we look ahead to the next chapter, we see tremendous opportunity. We are committed to deepening our partnerships, expanding our services, and innovating in ways that respond to the evolving needs of both job seekers and employers. We envision a future where even more individuals can access life-changing career pathways, where healthcare organizations are strengthened by a robust and diverse workforce, and where our collective efforts continue to drive positive change across the region.

None of this progress would be possible without the generosity, engagement, and belief of supporters like you. Your partnership fuels our mission and ensures that BACH can continue to empower individuals, strengthen families, and build a healthier community for generations to come.

Warmly,  
*Matt Trojanowski, FACHE*

**Board Chair**  
**Baltimore Alliance for Careers in Healthcare**

# BACH Fellows Summer Program (2025)

Since 2006, the Baltimore Alliance for Careers in Healthcare (BACH) has done more than introduce youth to healthcare careers; we have opened doors, shifted futures, and changed the trajectory of young people who simply needed access and a chance. For almost two decades, our Fellows have shown us what is possible when Baltimore youth are given structure, mentorship, and real opportunities that honor both their talent and their lived experiences.

## A Program That Transforms Baltimore Youth

Over 18 years, the BACH Fellows Program has invited Baltimore teens into professional environments that many had never imagined themselves entering, and we have watched those environments expand their sense of identity, capability, and belonging.

Each morning begins with our signature Site Huddle, a deceptively simple practice that has become one of our strongest youth-development anchors. Fellows and Teacher Mentors gather to check in, set personal intentions, articulate challenges, and build emotional regulation skills. For many of our youth, this is the first time they experience a consistent space where adults both see them and support them.

From there, Fellows step into hands-on experiences across partner hospitals, clinics, dental practices, and healthcare facilities. They shadow nurses and CNAs, observe pharmacy technicians, practice dental assisting skills, learn how healthcare teams communicate, and complete supervised tasks that reinforce professionalism and patient-centered care.

It is here, in these real-world, high-trust environments, that transformation becomes visible. Teens who had previously hesitated to speak up begin greeting patients with confidence. Youth who doubted their abilities start asking informed questions, preparing equipment, and supporting clinical teams with pride. These moments matter because they reveal what our youth have always been capable of they simply needed access, preparation, and belief.



A milestone moment as BACH Fellows receive their pins in recognition of their hard work and dedication.



“ The BACH Program has helped me tremendously. I have learned about patience, understanding, compassion, teamwork, dedication, sacrifice, and kindness. The class and clinicals were challenging, but so rewarding and worth it. ”

-Traci J., BACH Fellow

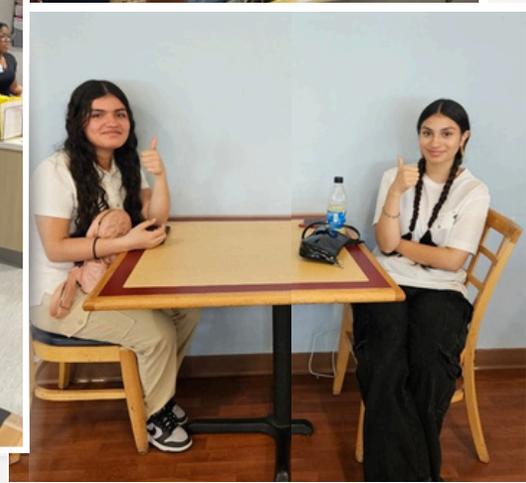
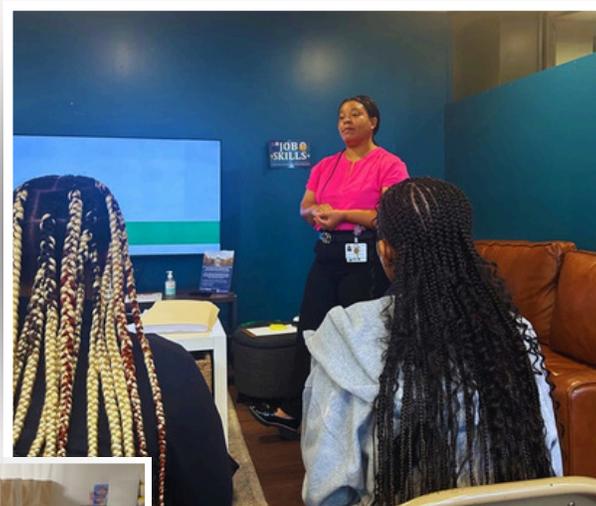
# Building the Young Adult Behind the Scrubs

Fridays are dedicated to full-spectrum youth development through a comprehensive BACH-designed curriculum delivered in partnership with Teacher Mentors and industry experts.

## Fellows learn:

- Professional communication and workplace expectations
- Resume writing and interview preparation
- Conflict resolution and emotional regulation
- Financial literacy and personal goal-setting
- Mental health awareness and self-advocacy

Many of our youth have never practiced these skills before; not because they lack ability, but because opportunity has not been equitably available to them. On Fridays, we close that gap.



## Expanding Their World One Experience at a Time

Nothing compares to witnessing the shift that happens when a young person walks into a trauma center, pharmacy, or research lab for the very first time. You can feel the possibilities widening. You can see dreams forming in real time. Exposure is not just a program component; it is an intervention. And it changes lives.

**By the end of summer, Fellows leave with far more than technical insight. They gain:**

- Confidence
- Leadership and self-advocacy
- Emotional intelligence
- A clear sense of professional identity
- A realistic, actionable plan for their future

They also leave knowing how to navigate real workplaces, communicate with professionals, seek support, and make informed decisions about their goals.



# The Support Doesn't End in August

BACH's commitment extends far beyond the summer. We maintain year-round engagement, checking in with Fellows throughout the academic year to ensure they feel guided, supported, and anchored. These continued touchpoints reinforce what we want every young person to know:

*"BACH doesn't walk away when the cohort ends.  
We stay invested as long as they stay on the journey."*

## Who We Serve & Why It Matters

The BACH Fellows Program is intentionally designed for Baltimore City youth who demonstrate promise, interest, and determination but may lack access to structured training, exposure, or consistent adult support.

### We focus on youth who:

- **May come from low-income households**
- **Are first-generation college-bound**
- **Are enrolled in CTE Healthcare Pathway programs**
- **Express interest in healthcare without a clear path forward**

Schools such as REACH Partnership, Vivien T. Thomas Medical Arts Academy, Edmondson, Patterson, and Mergenthaler Vocational-Technical High School (Mervo) actively recommend students because BACH extends and strengthens what starts in the classroom.

## Removing Barriers - Because Access Should Be Non-Negotiable

Our recruitment strategy is direct and intentional. We go into schools, meet students face-to-face, and collaborate with teachers who know which youth would thrive with the right opportunity.

### We eliminate barriers by ensuring:

- **No cost to participate**
- **Transportation access through MTA passes**
- **Meals and/or meal vouchers**
- **Accommodation for disabilities, mental health needs, and learning differences**
- **Trauma-informed, youth-development-trained staff**
- **A safe, structured, and emotionally supportive environment**

We ask ourselves daily: What does a young person need today in order to truly thrive? Then we do everything we can to meet that need.



**A 2<sup>nd</sup> year BACH Fellow proudly receiving an Award of Achievement in recognition of their dedication and growth.**

# Youth Voice Leads the Way

We believe excellence doesn't happen to young people - it happens with them.

Through surveys, journals, open forums, and direct feedback, youth shape the program itself. When Fellows asked for deeper enrichment and more hands-on experiences, we expanded our partnerships. When families requested clearer communication, we launched family orientations and ongoing updates.

The creation of the BACH Fellows Ambassador Program is one of our proudest developments. Ambassadors serve as program leaders, co-facilitating huddles, introducing speakers, supporting field experiences, and mentoring new Fellows. This leadership model has fueled a 92% return rate; evidence of how deeply youth value being seen and empowered.

## Staff Excellence & Program Accountability

Our staff bring backgrounds in healthcare, youth development, trauma-informed practice, community advocacy, and workforce training. Many have lived experiences that mirror our youth, making their mentorship not only effective but authentic.

### We invest heavily in preparation:

- **Training in youth development, emotional regulation, and communication strategies**
- **Hospital compliance and safety protocols**
- **Twice-weekly debriefs for continuous improvement**

We track progress through attendance, engagement, growth in professionalism, employer feedback, and youth reflection. Outcomes are measured not only in skill acquisition but in confidence, resilience, and clarity of purpose.

## FY25 Program Outcomes

### Among the 23 participants who completed the FY25 BACH Fellows Program:

- **3 enrolled / continued in college/university**
- **3 entered the healthcare workforce through BACH-supported opportunities**
- **12 advanced within their high school CTE healthcare pathways (Dental Assisting, CNA, Pharmacy Tech)**
- **5 continued in general education in high school with improved readiness and future planning**

For the past 5 years, the program has maintained a 99% completion rate and an average 92% return rate - numbers almost unheard of in youth workforce programming. These outcomes reflect not just participation, but transformation.

# What Success Truly Means

For BACH, success isn't measured by a certificate. It's measured by who a young person becomes more confident, more prepared, more self-aware, and certain that they deserve a future filled with possibility.

Our Fellows learn that they are:  
Capable. Resilient. Talented. Worthy.

This is why we fight for funding.  
This is why we persist after denials.  
This is why we will never stop advocating.

Baltimore youth deserve high-quality, barrier-free, transformative pathways into healthcare careers and BACH will continue to stand in the gap with unwavering commitment.

**We are more than a workforce organization.  
We are change agents.  
And we show up for Baltimore's youth - every day, without fail.**

## Meet The BACH Team

**Karen Heyward-West**

Executive Director

**Stephanie Williams**

Executive Assistant

**Farhad Khan**

Database/Web Manager

**Jermaine Johnson**

Apprenticeship Program  
Manager

**Rania Almoraisi**

Apprenticeship Program  
Coordinator

**Sharon Ward**

EARN/Youth Program Manager

**Alanna Taylor**

Grant Consultant

**Kimberly Small**

Digital Content Creator



# Meet the Board



## EXECUTIVE COMMITTEE

**Matt Trojanowski**  
Chair

**Shamonda F. Braithwaite**  
Vice Chair

**Brian Bailey**  
Secretary

**Stacey McGreevy**  
Treasurer

## BOARD OF DIRECTORS

**Anita S. Hammond**  
*Director of Workforce  
Development*  
Johns Hopkins Medicine

**Brian Bailey**  
*Chief Talent Officer*  
Total Health Care

**Carla Beckford**  
*Assistant Director,  
Human Resources*  
Johns Hopkins Bayview  
Medical Center

**Shamonda F. Braithwaite**  
*Deputy Executive Director*  
Mid Atlantic Association of  
Community Health Center

**Erin Dorrien**  
*Principal Health Policy Expert*  
Health Management Associates

**Kellie Edris**  
*Vice President of  
System Governance*  
University of Maryland  
Medical System

**Kimberley Grade**  
*Manager Workforce Development*  
LifeBridge Health

**Olivia Farrow**  
*Director of Community  
Engagement & Advocacy*  
St Agnes Hospital

**Michael C. Franklin**  
*Workforce Engagement Manager*  
University of Maryland Medical  
Center Downtown Campus

**Lynnette Higgins**  
*Assistant Dean, Health and  
Business Services*  
Community College of  
Baltimore County

**Susan Hussey**  
*Immediate Past Board Chair  
Vice President Employer  
& Labor Relations*  
University of Maryland  
Medical Systems

**Tammy Janus**  
*Senior Vice President of  
Human Resources*  
Mercy Medical Center

**Brian R. Lynch**  
*Chief Human Resource Officer*  
Sheppard Pratt

**Stacey McGreevy**  
*Executive Vice President  
and Chief Operating Officer*  
Greater Baltimore Medical Center

**Matt Trojanowski**  
*Vice President of Operations*  
MedStar Harbor Hospital

# FY2025 Workforce Impact Snapshot

Training → Certification → Employment Outcomes

173

Participants  
Enrolled

11

Career  
Training Tracks

92

Completed  
Training

88

Employed

95.6%

Employment Rate



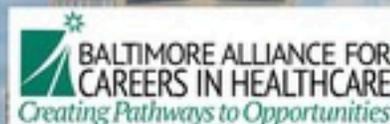
## FY2025 Highlights

- ✓ 173 participants enrolled across 11 healthcare training tracks
- ✓ 92 participants completed training, with several cohorts still in progress
- ✓ 95.6% of completers secured employment
- ✓ Average starting wage: \$21.20 per hour



# Audit Engagement Highlights 2025

as prepared for



## Engagement Highlights

### Engagement Scope

Financial statement audit.

### Audit Areas

Significant audit areas included: review of accounting policies and procedures, revenue recognition, and net asset classification.

### Internal Controls

No material weaknesses or significant deficiencies were noted during our procedures.

### Audit Opinion

Unmodified.

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\*

## Statements of Financial Position

	2025	2024	2023	Change 2025 - 2024
<b>ASSETS</b>				
Cash and Cash Equivalents	\$ 533,046	\$ 467,886	\$ 625,581	\$ 65,160
Grants Receivable	201,962	230,716	143,501	(28,754)
Accounts Receivable	7,879	23,229	63,426	(15,350)
Prepaid Expenses and Deposits	3,442	3,357	3,574	85
<b>Total Assets</b>	<b>\$ 746,329</b>	<b>\$ 725,188</b>	<b>\$ 836,082</b>	<b>\$ 21,141</b>
<b>LIABILITIES</b>				
Accounts Payable and Accrued Expenses	\$ 36,716	\$ 66,876	\$ 45,656	\$ (30,160)
Deferred Revenue	52,131	72,257	-	(20,126)
<b>Total Liabilities</b>	<b>88,847</b>	<b>139,133</b>	<b>45,656</b>	<b>(50,286)</b>
<b>NET ASSETS</b>				
Without Donor Restrictions	452,059	563,992	675,308	(111,933)
With Donor Restrictions	205,423	22,063	115,118	183,360
<b>Total Net Assets</b>	<b>657,482</b>	<b>586,055</b>	<b>790,426</b>	<b>71,427</b>
<b>Total Liabilities and Net Assets</b>	<b>\$ 746,329</b>	<b>\$ 725,188</b>	<b>\$ 836,082</b>	<b>\$ 21,141</b>

## Your Engagement Team



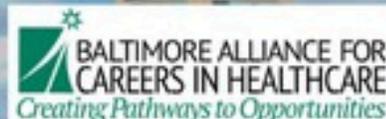
**Bryan Porter**  
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**Amy Calandrelle**  
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# Audit Engagement Highlights 2025

as prepared for



## Summary of Revenues

	2025	2024	2023	Change 2025 - 2024
Grant Income	\$ 1,417,273	\$ 988,817	\$ 915,683	\$ 428,456
Dues	38,000	38,000	40,000	-
Other	200	261	469	(61)
	<u>\$ 1,455,473</u>	<u>\$ 1,027,078</u>	<u>\$ 956,152</u>	<u>\$ 428,395</u>

## Summary of Expenses

	2025	%	2024	%	2023	%	Change 2025 - 2024
Payroll and Payroll Related Expenses	\$ 642,579	47%	\$ 661,006	54%	\$ 570,268	51%	\$ (18,427)
Contract Services	516,311	37%	435,288	35%	390,824	35%	81,023
Accounting and Audit	29,597	2%	27,784	2%	26,195	2%	1,813
Rent	3,666	0%	16,860	1%	36,624	3%	(13,194)
Office Expenses	77,088	6%	23,703	2%	39,436	4%	53,385
Other Expenses	114,805	8%	66,808	5%	55,379	5%	47,997
	<u>\$ 1,384,046</u>	<u>100%</u>	<u>\$ 1,231,449</u>	<u>100%</u>	<u>\$ 1,118,726</u>	<u>100%</u>	<u>\$ 152,597</u>

## Summary of Functional Expenses

	2025	2024	2023
Program Services	\$ 1,079,027	\$ 977,124	\$ 858,694
Management and General	\$ 277,584	\$ 206,631	\$ 223,921
Fundraising	\$ 27,435	\$ 47,694	\$ 36,111



## Liquidity and Available Financial Assets

	2025	2024	2023
Cash and Cash Equivalents	\$ 533,046	\$ 467,886	\$ 625,581
Grants Receivable	201,962	230,716	143,501
Accounts Receivable	7,879	23,229	63,426
Total Financial Assets	742,887	721,831	832,508
<b>Contractual or Donor-Imposed Restrictions:</b>			
Donor Contributions Restricted to Specific Purposes	(205,423)	(22,063)	(115,118)
Financial Assets Available to Meet Cash Needs for General Expenditures Within One Year	<u>\$ 537,464</u>	<u>\$ 699,768</u>	<u>\$ 717,390</u>

