June 17, 2021 – Welcome & Thank You for Joining!

This meeting will be recorded. We’ll be starting momentarily
Welcome: Housekeeping & Agenda
Housekeeping – Spotlighting Speakers

**Spotlighting Speakers**
1. Click the “View” button in the upper right-hand corner of your screen
2. Select “Speaker View”

Now you will see the main speakers that the host spotlights for today’s conversation
Agenda

1. Welcome & Introductions  
   5 Minutes

2. Progress Report  
   15 Minutes
   • Hospital Nursing Assistant Event & Follow-Up
   • State Healthcare Collaborative
   • Grant Administration Roles

3. Grant Opportunities & Current Activities  
   50 Minutes
   • Jennifer James – Undersecretary for Workforce Development, Commonwealth of MA
   • Karen Shack – Senior Program Manager for Workforce Planning, Commonwealth Corporation
   • Kaitlyn Bean – Senior Program Officer of SkillWorks, The Boston Foundation
   • Joanne Pokaski – Senior Director of Workforce Development and Community Relations, BIDMC

4. Q & A  
   15 Minutes

5. Additional Activities & Closing  
   10 Minutes
Massachusetts Healthcare Collaborative
Strategic Initiatives to Build a Better Healthcare Talent Pipeline

THE PROBLEM
Massachusetts faces a critical shortfall of 43,000 health care workers by 2024, leading to significant quality and financial implications.

Together, 3 groups of workers account for over half of the shortfall:
- Nursing – 14,000
- Direct care workers – 10,000
- Behavioral health – 1,000

These shortages are estimated to have a $15 BILLION economic impact in the Commonwealth.

THE PROCESS
Industry, government and education leaders identified key drivers of labor shortage via research and analytics. A shortlist of priority initiatives was selected from approximately 100 potential solutions via:
- 200+ expert interviews
- 12 sub-group workshops
- Desktop research and quantitative modeling
- 2 cross-Collaborative meetings

THE MASSACHUSETTS HEALTHCARE COLLABORATIVE
The Collaborative approved six high impact strategies.

Nursing
1. Stand up a Council on Nursing Workforce Sustainability.
2. Strengthen the nursing pipeline, improving clinical placements and supports for nursing faculty.

Direct Care
1. Optimize CNA training, testing and certification system that prepares workers for patients’ needs in acute, long term care, rehabilitation and home settings.
2. Develop career ladder that supports retention, upward mobility and increased patient care capacity.

Behavioral Health
1. Aligned with EOHHS Behavioral Health Redesign Initiative, explore standardizing peer roles to mid-level positions on the behavioral health career ladder.
2. Build apprentice-style work-learning models for behavioral health positions.

The six high impact strategies are expected to result in a more robust talent pipeline and additional full-time employees in the targeted occupations.

Nursing Council
Estimated to create 1,400-2,000 full-time employees by 2024.
Projected outcomes for 2020:

Direct Care
Estimated to create 1,800-5,300 full-time employees by 2024.
Projected outcomes for 2020:

Behavioral Health
Estimated to create 900-1,200 full-time employees by 2024.
Projected outcomes for 2020:
Welcome Speakers
Speakers

Jennifer James
Undersecretary for Workforce Development
Commonwealth of Massachusetts

Karen Shack
Senior Program Manager for Workforce Planning
Commonwealth Corporation

Kaitlyn Bean
Senior Program Officer of SkillWorks
The Boston Foundation

Joanne Pokaski
Senior Direct of Workforce Development and Community Relations
Beth Israel Deaconess Medical Center
Boston Healthcare Consortium

Jennifer James

Executive Office of Labor and Workforce Development
What does the Commonwealth need?

COVID Accelerates Future Trends = Exaggerated Skill Gaps in Key Occupations:

• **Reskilling unemployed impacted by COVID and future-of-work trends** at levels we have never experienced before....
  
  • 400K need to reskill now to get back into economy
  • 20K-40K people a year over next 5-10 years to get ahead future of job loss/gain created by shifts in hiring due to automation/remote work trends, and
  • **New England age cohorts and retirement waves** accelerated by COVID

• **Systemic scale to reskill....**
  • Triage current tidal wave of unemployed and meet future demand due to job shifts
  • Easy “on and off” ramps to career paths and credentials that offer skills employers want

Not for publication or distribution.
Top line takeaways from UI claimant data

UI CLAIMANT PATTERNS suggest a long term claimant is most likely to be...

- Laid off from entry-level jobs in Food Preparation/Service Jobs (20%), Office and Admin (11.5%)
- Earning more on UI than in their prior job (62% of long term claimants)
- Female (54.3% of long term claimants) not returning to work due to COVID
- People of color (~20% Latinx, ~16% Black)
- Have a high school diploma or less and need additional skill (47.3% of long term claimants and 53% of those people making more on UI)

REEMPLOYMENT STRATEGIES focus on....

- Modernizing MassHire service models to handle volume, recruitment, and virtual environment (MassHire Portal, job fairs etc.)
- Marketing and outreach to UI claimants through MassHire who are permanently separated, with a high school diploma or less, from “high risk” occupations
- Investments in skill training for COVID impacted workers with limited education to gain employment in high demand jobs with career prospects aligned to regional WSC priority industry sectors (CTI, WCTF, Rapid Reemployment Funding through CARES, etc.)
ARP Legislation

$2.8 billion of ($5.3B) from the Commonwealth’s direct federal aid to address key priorities including housing and homeownership, downtown development, job training, addiction treatment, environmental infrastructure and public spaces, water and sewer infrastructure, as well as broadband and internet access.

• This plan is being filed as an amendment to An Act Relative to Transferring Federal Funds to the Federal COVID-19 Response Fund, which was on the Governor’s desk and is being returned to the Legislature.

Workforce Development

• $240 million to fund a suite of job training programs and address skills gaps, in an effort to better position residents who want to be hired into jobs that businesses need filled. Areas of investment include:
  • $150 million for workforce credentials for entry and mid-level wages;
  • $35 million to fund English for Speakers of Other Languages programs and Adult Basic Education;
  • $25 million for work readiness and essential skills programs.

Bill released today!

Not for publication or distribution.
Partnerships for Recovery Portfolio

Increase investments through “Partnerships for Recovery” Portfolio to increase scale (e.g. CTI, WCTF, Rapid Reemployment…) of individuals with barriers to employment retrained through industry-provider partnerships

Model: Retrain unemployed impacted by COVID by Dec 2021
- Requires business partners (HC, IT, Fin., CDL)
- Training length < 1 year

Model: Retrain unemployed for technical jobs in TRADES/Mfct
- Requires business partners (TRADES/MFCT)
- Training length < 1 year

Model: Retrain unemployed and underemployed (Support unemployed with barriers)
- Requires business partners (Regional Blueprint Priorities)
- Wrap around supports
- Training length up to 2 years

Model: Training for incumbent workers for participating employers
- Employer-paid fund
- Training to increase competitiveness of employers
How to Get to Scale?
Lots of existing models that work...blueprint for scale

Scale up community response to reach 10K-30K people a year:
- Leverage MassHire and community-based and faith based orgs to outreach and connect to institutions and pathways
- Build a campaign that resonates with priority populations

Campaign to shift current business practice and culture to:
- Support alternative recruitment strategies and internal culture to support new hires
- Upfront investment in unemployed training pathways (apprenticeship, public-private models etc)
- Long-term investment in company employees
- In-house job design/job structure to promote career ladders

Capacity campaign to scale up provider network to deliver 10K-30K retraining a year:
- Leverage MassHire to recruit, assess, triage and place
- Leverage community based orgs to recruit and provide wrap around support
- Leverage public education institutions (Voc Tech, Community Colleges) and community based orgs to deliver training

Not for publication or distribution.
The Healthcare Collaborative *convenes leadership* from education, industry, and government to build a better healthcare talent pipeline.

Our goal is to strengthen the quality and quantity of individuals employed and retained across high-demand direct care, behavioral health and nursing occupations.

<table>
<thead>
<tr>
<th>Direct Care</th>
<th>Behavioral Health</th>
<th>Nursing</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategies</strong></td>
<td><strong>Strategies</strong></td>
<td><strong>Strategies</strong></td>
</tr>
<tr>
<td>• Partner to maximize efficiency of CNA testing &amp; certification</td>
<td>• Create standardized peer support to mid-level position on the behavioral health career ladder</td>
<td>• Stand up a Council on Nursing Workforce Sustainability</td>
</tr>
<tr>
<td>• Develop direct care worker career ladder</td>
<td>• Build apprenticeship-style work learning model for behavioral health positions</td>
<td>• Strengthen nursing pipeline</td>
</tr>
<tr>
<td><strong>Activities</strong></td>
<td><strong>Activities</strong></td>
<td><strong>Activities (TBD)</strong></td>
</tr>
<tr>
<td>• Articulation agreements for career laddering</td>
<td>• Behavioral Health Workforce Hubs integrated into Healthcare Hubs</td>
<td></td>
</tr>
<tr>
<td>• Identified certification models in other states</td>
<td>• Build MassHire/BH connections</td>
<td></td>
</tr>
<tr>
<td>• Asynchronous CNA training approved</td>
<td>• Map peer support worker certification models</td>
<td></td>
</tr>
<tr>
<td>• Industry, education &amp; workforce SWAT Team identifying and addressing immediate pipeline constraints</td>
<td>• Identify Behavioral Health mid-level positions</td>
<td></td>
</tr>
</tbody>
</table>

*Cross-Occupational Activities: Research, Practice Sharing, Communication*
Follow UP

• Questions on new ARP funding
• Pockets CNA testing backlogs – tell me!
• Rapid Reemployment Funding – CommCorp TA team (Karen is next)
• Anything else on your minds...
Commonwealth Corporation

Boston Healthcare Careers Consortium
Who We Are

Our Vision
A world where meaningful employment can lead to upward mobility for all.

Our Mission
The Commonwealth Corporation is committed to fostering workforce equity in Massachusetts by delivering innovative and collaborative professional development solutions that help diverse communities and employers succeed.
Breaking Down Barriers
As a leader in workforce development, Commonwealth Corporation is committed to having Diversity, Equity, and Inclusion embedded into the programs and services we offer, reflected in the people we impact and our workplace culture.

We strive to:

• Identify and dismantle historical and existing barriers within systems, policies, and practices in order to create long term economic opportunity and access for all.
• Increase our impact and productivity by fostering a workplace that welcomes diverse perspectives and experiences.
• Learn from the mistakes we are aware of, and to foster an environment that encourages our partners, stakeholders, and employees to hold us accountable.

Read More in our Full Statement
Diversity, Equity & Inclusion
Intentionality in Creating Equity and Access for All

Who is the **Target Population?**
- Small Businesses (700,646) with a focus on:
  - Minority Owned Businesses (62,049)
  - Women Owned Businesses (252,232)

Short Term Strategy: **Partnerships**
- Re-evaluating Sponsorship Investments
- DEI Focused Awareness Strategy
- Tiered Partnership Pipeline
  - CommCorp Partners (Mission-Based)
  - Program Partners (Action-Based)

Long Term Strategy: **Institutionalize DEI Focus**
- Evaluate Baseline for Growth using Equity Scorecards across the Org
- Create pathways that overcome barriers
  - Implement Support Structures where needed
- Define / Quantify Opportunities per focus area

Staff  |  Board Members  |  Suppliers  |  Grantees
--- | --- | --- | ---

**Barriers of Entry for MBE’s, Communities of Color**
## 2021 Investments & Impact

<table>
<thead>
<tr>
<th>Program</th>
<th>Details</th>
<th>Impact</th>
</tr>
</thead>
</table>
| **Workforce Training Fund Program ($20MM)**                 | • Provides grants to employers to invest in their incumbent workforce, improve employee skills  
• Maintain the economic strength and viability of the Commonwealth’s businesses.                                                                                                                                                                                                                                                                                                            | 16,000+ Workers |
| **Workforce Competitiveness Trust Fund ($10M)**             | • Unemployed & Underemployed  
• Priority Occupations in Regional Blueprint priorities  
• Grants > 1 year (up to 2 years)  
• Support unemployed with barriers                                                                                                                                                                                                                                                                                                                                     | 1,200+ Workers |
| **YouthWorks ($15.5M)**                                     | • Provide additional supports for younger participants  
• Prepare them for future employment experiences  
• Match participants with opportunities that foster transferable skills                                                                                                                                                                                                                                                                                                | 4,893+ Students |
| **Career Technical Initiative ($4M)**                       | • Unemployed & Underemployed  
• Priority Occupations in Construction/Trades, Mfct  
• Training < 1 year (200 hours)  
• Performance Model                                                                                                                                                                                                                                                                                                                                                  | 700+ Workers |
| **Rapid Reemployment ($4.6M)**                              | • Unemployed impacted by COVID  
• Priority Occupations with HC, IT, Finance, CDL  
• Training < 1 year (200 hours)  
• Performance Model  
• Deadline 12/30/21                                                                                                                                                                                                                                                                                                                                                 | 1,150+ Workers |
| **Safe & Successful Youth Initiatives + Re-Entry**           | • Focuses on a small number of “proven risk, impact players”  
• Served 2000 young men and women in FY20  
• Released within one month, or who were released within the previous 6 months                                                                                                                                                                                                                                                                                      | 500+ Workers |

### Impact:
- 16,000+ Workers
- 1,200+ Workers
- 4,893+ Students
- 700+ Workers
- 1,150+ Workers
- 500+ Workers
Delivery System Reform Incentive Payment (DSRIP) Program

Competency Based Education Program
• Individuals receive grant-funded training slots, coaching from CommCorp and advising from SNHU
• Increases knowledge, skills, and abilities of frontline staff through credentials that support career advancement and improves patience care, satisfaction, and outcomes within team-based care models

Opportunities for Professional Development
• Curriculum for Health workers
  • Built for supervisors of community health workers
  • Available to any training provider
• Core Competency Training
  • Geared towards community health workers
• Certified Peer Specialist Training
  • Geared towards peer specialists
PHCAST is a curriculum to teach skills necessary for workers who help consumers live in their homes and communities.

PHCAST was created as an in-person course in 2011 with a federal grant and was jointly created by Executive Office of Elder Affairs (EOEA) and Executive Office of Health and Human Services (EOHHS).

In February 2021 EOEA launched a free online version to train Homemakers, the first role (job) in PHCAST. Allow people to train online before starting a job and give providers “refresher” modules for staff.

Training is available at https://www.mass.gov/home-care-aide-training-phcast.
Workforce Competitiveness Trust Fund

- Created in 2006 Economic Development bill
- Purpose is twofold: Support programs to enhance worker skills, incomes, productivity & retention and to increase the quality & competitiveness of MA firms through sector partnerships
- Requires partnerships with two or more employers with similar workforce needs
- Allows for incumbent worker & pipeline training
- Provides funding for up to $500,000 and up to 3 years
- 30% match
Awarded grants to more than 100 partnerships since 2016
Many partnerships have sustained/evolved
Trained more than 8,000 individuals
74% placement rate

Workforce Competitiveness Trust Fund
Healthcare Workforce Hub Partnerships

- 7 regional partnerships comprised of healthcare industry, education, workforce and labor expert stakeholders. Completed regional needs assessment. Collectively prioritized use of funds to address critical workforce need.
- Identified the following priority occupations for initial investment:
  - Certified Nursing Assistant (9 training programs)
    - [Certified] Medical Assistant (7)
    - Home Health Aid (3)
    - LPN/RN Incumbent Pathway (2)
    - Personal Care Attendant (1)
    - Medical Interpreter (1)
    - Substance Use/Mental Health Support Roles (1)
- Grantees will receive $2.23M in funding for training programs for priority occupations.
- Programs will begin training June 2021. Operating through June 2023.
- Plan to enroll over 600 participants overall in pipeline and incumbent training.
- Will continue to assess demand trends and identify priority workforce needs for future investment and strategy development.

Supported by the FY'20 Appropriation of the Workforce Competitiveness Trust Fund. Grants made from the WCTF are known as Senator Kenneth J. Donnelly Workforce Success Grants.
Boston HealthCare Hub

Acute Care C.N.A
• Multiple cohorts training 94 participants for employment in acute care settings across the region

Community Health Worker
• Increase knowledge and understanding of the Greater Boston CHW workforce and current and anticipated demand for CHWs across region
Behavioral Health Workforce Hub Partnerships: Goals

- Leverage Healthcare Hub Partnership structure to increase number of behavioral health workers and diversify the BH workforce.
- Behavioral Health Hub Partnerships will focus on 4 primary goals:

1. Pipeline Recruitment
   - Recruiting and training unemployed and underemployed candidates to prepare for entry to mid-level roles.

2. Career Advancement
   - Providing training opportunities for clearly defined outcomes such as wage gains, title changes, or promotions for entry and mid-level staff (i.e., those pursuing Associate’s or Bachelor’s degrees).

3. Clinical Supervision and Mentorship
   - Supporting licensed clinicians to offer appropriate mentorship and supervision of their master’s-prepared staff.

4. Regional Workforce Capacity Building
   - Building partnerships with workforce, education, and community based BH employers to develop regionally focused workforce strategies.

Supported by MA DSRIP (Delivery System Reform Incentive Payment Program – MassHealth federal 1115 waiver) Statewide Investment funds.
Behavioral Health Workforce Hub Partnerships: Target Occupations

- Grants must prioritize diversifying workforce and focus on entry-to-mid-level occupations, including but not limited to the list on the right.
- Grant parameters will offer some flexibility to allow focus on BH/SUD occupations with verified need/demand.

- **High School/HISET/GED**
  - Care Coordination
  - Residential Counselor
  - Substance Use and Behavioral Disorder Counselor
  - Other Peer Roles

- **AA/BA**
  - Care Coordination Residential Rehabilitation Educator (BA Preferred)
  - Respite Mental Health Worker (BA Preferred)
  - Triage Clinician (BA)
  - Other Associates/BA level Candidates

- **Masters**
  - Therapist (MA)
  - Additionally, funds may support Clinical Supervision time and mentorship of Master’s prepared staff in need of clinical supervision for licensure
Building Talent Pipelines

Online Platform and **Access Point** that connects a company to CommCorp staff to find an existing training partnerships or apply for funding to start up training.
City of Boston
• Projects >100,000 feet need a zoning variance and must pay a jobs linkage fee
  • Jobs Contribution Grant
  • Jobs Creation Contribution – developer may request that 75% of funds be used to train workers who will be employed at that project
• Must submit a letter of intent outlining JCC choice and project 60 days before permit pulled
• Our linkage owed: over $350K
• We requested to use about $275K for programs to train:
  • Pharmacy Techs (JVS)
  • Central Processing Techs (BHCC)
  • Associate Degree Nurse Residents (Emmanuel)
• Fund restrictions:
  • Only to support Boston residents below a certain income threshold
  • 50% up front, 50% at placement (pay for performance)
  • 2 linkage payments by us, 2 contracts