Partnership: Healthcare Talent Network (Stepping Up)

Synopsis:

- Build out and solidify high functioning community pipelines into healthcare careers
- Develop post-employment/post-licensure Apprenticeship models to guide workers up the career ladder and meet advanced demand
- Continued support and professional development for incumbent workforce
UNAP RIH Education Trust Fund
(Stepping Up)

Comprehensive Plan
The R.I health care system faces growing challenges— the R.I population is aging at a rapid rate; health care reform is expected to bring thousands more patients into the system; and there are anticipated shortages in numbers of trained health care professionals to care for these patients. Therefore, the need to start now to develop more effective and efficient workforce planning models for Stepping Up is critical.

The key components of our comprehensive plan will include: 1) Data: An analysis of the current health care workforce and the needs of the future, 2) Strategy: An overarching workforce planning approach, 3) Planning: An approach to create pipelines to fill future workforce needs, and 4) Evaluation: The ability to monitor the effectiveness of training programs.
The UNAP/RIH Education Trust Fund (Stepping Up) will set the standard for innovative and effective education, training and workforce development initiatives for healthcare employers and their employees. We will attract and retain highly engaged, diverse employees by fostering an organizational culture that advances job satisfaction, continuous learning and professional development in all areas of healthcare.

Mission

To develop high quality education and training initiatives that support healthcare employees and foster excellence in patient care through a labor management partnership.

Vision

Support Rhode Islanders to enter the healthcare field. Support Rhode Island Employers to obtain and retain their workforce.

Values
Our History

The UNAP/RI Hospital Education Trust Fund (D.B.A. Stepping Up) is a non-profit, labor / management partnership founded in 2004 by the RI Hospital UNAP and RI Hospital to sponsor and provide continuing education and job training programs for health care workers.

2004
In 2004, the states largest hospital (Rhode Island Hospital and largest nursing union (UNAP) formalized a trust to support workforce development.

2010
Stepping Up represents healthcare
Stepping Up is selected as the Healthcare Industry Partner for the Governors Workforce Board

2015
Stepping Up creates the Healthcare Talent Network and along with CCRI trains unemployed RI’s to become CNA’s in the healthcare industry.

2016
Stepping Up creates Pre-Apprenticeship Program
In Partnership with Building Futures, Apprenticeship RI, CVS, and United Way, a Pharmacy Tech program was established.

Partnership Formalized
Stepping Up selected as Real Jobs Partners
Our Services

**Workforce Development**
Stepping Up works with community partners to assist unemployed and underemployed individuals with entering the health care field.

**Training**
Pre-Apprenticeship Pharmacy Technician, CNA, and the Health Care Community Pipeline Training are some of the trainings that Stepping Up provides along with strategic partners.

**Employer Support**
Stepping Up has partnered with Rhode Island College’s Institute for Healthcare Education to support local employers in their workforce needs.
Since 2004 Stepping Up has provided trainings in the following occupations; Pharmacy Technician, CNA, Housekeeping, Transport, Patient Services, Medical Assistant, CEU’s for Nurses, Educational Workshops & Pre-Employment Services.

Incumbent Workers Supported
Throughout the years Stepping Up has worked with Rhode Island employers to skill up their current workforce.

Community Participants Served
Stepping Up has provided services to community participants in areas such as: Work Readiness, Job Coaching, Case Management, Job Placement.

Internships
In partnership with health care facilities, Stepping Up was able to provide participants with meaningful internships in the health care field.

Job Placements
Job placements occurred throughout the state, in various facilities such as Acute Care, Long-Term Care, Skilled Nursing facilities & Rehab Centers.
Core Competencies

Pharmacy Tech Training
In partnership with CVS, Stepping Up is training 25 Pre-Apprenticeship Pharmacy Technician Trainees that will then enter the apprenticeship program at CVS.

CNA Training
Stepping Up has developed a comprehensive training that supports CNA training and development.

Workforce Solutions
Stepping Up with Rhode Island College’s Institute for Health Care Education works with employers on developing a solutions plan for workforce challenges within their facilities.

Thought Leader
As a thought leader in the community Stepping Up assists community programs in developing healthcare pathways for Rhode Islanders.

Convener
Employers look to Stepping Up and Rhode Island College’s Institute for health Care in bringing quality information that will provide resources for any workforce challenges.

Health Care Workforce Intelligence
Stepping Up works to aggregate and analyze labor market information for the healthcare industry.
Partnership with Rhode Island College’s Institute for Health Care Education

Role of: Stepping Up

- Provide support and capacity to RIC in developing assessments, reports from employers.
- Occupy the Work Readiness and Pre-Employment arena regarding health care training.
- Co-Lead convening meetings with employers regarding best practices in health care occupation and education.
- Facilitate the planning of apprenticeship programs for health care.
- Facilitate the planning of pre-apprenticeship programs as a pipeline for existing health care apprenticeships.
- Work with employers to; Develop and implement apprenticeship recruitment strategies, determine OJT Structure, Facilitate the identification of Skill/Competency Requirements.

Role of: Rhode Island College

- Design and deliver degree programs
- Design and deliver certificate programs
- Embed occupational best practices into degree and certificate programs
- Contract with education partners to develop and implement customized workforce training for healthcare employers.
- Conduct needs assessment of employer current and future workforce needs
- Facilitate collaborative efforts to streamline and unify community pipelines into health care careers.

In Partnership with Rhode Island College Institute for Health Care Education, Stepping Up will create and implement a joint employer engagement plan that results in ongoing identification and refinement of key workforce and skills shortages and identification of employer partners.
One of the most critical factors in our success is understanding the external environmental factors in workforce development. As we operate in a concentrated industry with a few major competitors, we conducted a competitive analysis to understand our factors. We looked at two major initiatives; Industry Environment and Competitive Environment with six variables that contribute to the external environment: Economic - the changing economic climate for businesses, Sociocultural - Is our workforce profile (e.g., age, gender, ethnicity) changing how employees relate to each other and to customers?, Demographic – Population and workforce demographics. Client / citizen demographics, expectations, and perceptions, Workforce Changes - changes to major job categories, union membership, age / race / gender, CBO’s – Community based organizations that develop their own trainings, Decreased Funding – Either limited structured funding or braided funding that causes a decrease in the ability to operate non-profit programs.
The graph to the left represents the total available health care market for Stepping Up. The main focuses are; Acute Care, Community Care, Long Term Care, Rehab, Primary Care, and Behavioral. The total of serviced patients represented by the graph is approximately 1,743,091 people. Each market is sliced according to the serviced patients served each year, and within each sector Lifespan represents a portion of each of these sections (as seen in the pie chart). The largest sector that Lifespan has stake in is Acute Care, which is where the start of the RJRI PITCH Pilot will begin in order to show success.
The Healthcare Industry is one of Rhode Island’s largest and fastest growing industries. Jobs in the healthcare sector offer unemployed Rhode Islanders a surplus of entry level positions and the opportunity to succeed and attain higher living wages over time. As behavioral health has become integrated into the entire healthcare system, even more positions are available in the way of health counseling and personal counseling that can provide a promising career pathway.
Objectives

1. Facilitate the development and implementation of cohesive community pipelines into healthcare.

2. Development Post-Licensure Apprenticeship as a workforce strategy for employers.

3. Support Lifespan nurses and allied health professionals to provide excellence.
Strategy and Plans

Long Term Goals

Focus Areas

Major Initiatives

Project Development

Foundational

STRATEGIC

TACTICAL

Duplicate model in other system hospitals and healthcare facilities.

Expand apprenticeship & other workforce solutions to existing Lifespan, UNAP and Teamster Sites.

Develop Lifespan Apprenticeship Programs

Work on developing Pre-Apprenticeship Programs for Healthcare

Continue to work with the community on providing access to healthcare careers
Lifespan Strategy

Lifespan Demand

Develop a Working Model
Lifespan Apprenticeship Program

Execute The Strategy
Partner with RJRI to implement program structure

Review
ROI In 5 years allows for employers to pay for the program

CNA’s
Acute Care Bootcamp
RN’s

Iterate and Refine
2017-2020 Stepping Up Strategic Plan

2017
Pilot Lifespan Program & Continue Community Pipeline Programs
Starting July, we will pilot the CNA program to RIH. Increased cohorts for Pharmacy Tech Program

2018
Pilot Program Extends
Apprenticeship program extends to RN’s & LCDP occupations. SU will work with community partners to expand health care pipelines.

2019
Program Broadens.
Program extends to Lifespan hospitals, Teamster & UNAP Sites.

2020
Model Extends to CBO’s
Based on positive performance – model is duplicated for CBO’s.

2021
ROI
Program has a Return On Investment based on performance measures – (The data gathered at each step will provide insight into the hidden costs of skills gaps and the benefit of implementing a strategy that will result in a pool of qualified candidates.)

2022
Programs continue ROI
Programs in all areas have ROI and reinvestment back into Workforce Development. (Our hope is that Lifespan will report that hiring better qualified individuals will lead to improved retention and promotion and a corresponding reduction in turnover.)
Participant Capacity Goals

2017 - 2018

Healthcare Career Pathways Program (Housekeeping, Transport, Nutritional Aid – 40 Trained
Pre-Apprenticeship Pharmacy Technicians – 70 Trained & 55 placed in Jobs
Pre-Apprenticeship CNA – 60 Trained and 40 entering CNA Training
CNA Training – 70 Completing CNA Training
CNA Apprenticeship - 60
RN BSN – 6 Entering RN BSN Program

2019 - 2020

Healthcare Career Pathways Program (Housekeeping, Transport, Nutritional Aid – 50 Trained
Pre-Apprenticeship Pharmacy Technicians – 50 Trained & 40 placed in Jobs
Pre-Apprenticeship CNA – 60 Trained and 40 entering CNA Training
CNA Training – 70 Completing CNA Training
CNA Apprenticeship - 60
RN BSN – 10 Entering RN BSN Program
Current Partnerships

Rhode Island Hospital
Lifespan. Delivering health with care™

United Nurses & Allied Professionals

Thundermist Health Center

Community College of Rhode Island

Newport Hospital
Lifespan. Delivering health with care™

PACE Rhode Island
with Adult Day Center of Westerly

Visiting Nurse Home Care

Rhode Island College
1854

South County Hospital
For expert care, look no further.™

Gateway Healthcare
Lifespan. Delivering health with care™

Apprenticeship Rhode Island

Care Link

International Brotherhood of Teamsters

Bradley Hospital
A Lifespan Partner

Health Concepts, Ltd.
Nursing, Subacute, Rehabilitation, Alzheimer’s

The Miriam Hospital
Lifespan. Delivering health with care™
Critical Success Factors

Positive Performance Measures
Critique, Analyze and Develop program outcomes to secure ROI.

Government Support
Working with government agencies (GWB, DLT, local WIB Boards) to ensure a successful program.

Public Support
Working with the employed, unemployed and underemployed Rhode Islander’s to skill up the workforce in the healthcare industry.

Successful Partnerships
ARI, Rhode Island College, CBO’s (Genesis Center, Dorcas), Employer Partners, Building Futures.

Leverage Funding
Leveraging from Private (United Way), Public (RJRI) and Employer (Lifespan) funding.

Employer Demand
Focusing on employer driven occupations.

Intermediary Role
Stepping Up will work with partners to fulfill intermediary role.
Conclusion

Stepping Up is committed to providing workforce solutions to health care employers by utilizing strategic resources and partnerships that will provide quality and effective training solutions.
THANK YOU

2016 UNAP RIH Education Trust Fund