

**Health Care Workforce Transformation Trust Fund
 Report to the Administration & Legislature on Fund Activity through December 2015
 Submitted: April 2016**

Contents

Part 1: Introduction and Overview 2

 Fund Priorities..... 2

 Health Care Advisory Board 3

 Commonwealth Corporation’s Role 3

 Staffing and Program Management..... 3

 Data Management and Reporting 4

 Shared Learning and Events..... 4

Part 2: Planning Grants 4

 Planning Grants Procurement..... 5

 Planning Grants Contracting and Grant Administration 5

 Overview of Planning Grant Projects 5

 Planning Grants Summary of Spending 7

 Planning Grant Outcomes 7

Part 3: Training Grants 8

 Training Grant Procurement 8

 Training Grants Contracting and Grant Administration 10

 Overview of Training Grant Projects 11

 Training Grants Summary of Enrollments and Spending 12

Part 4: Fund Allocation to the Massachusetts Technology Collaborative/Massachusetts eHealth Institute (MeHI) 12

 MeHi Procurement and Project Scope 13

 MeHi Deliverables..... 13

Part 5: Fund Allocation to Department of Public Health (DPH)..... 14

 DPH Health Care Workforce Loan Repayment Program 14

 DHP Primary Care Workforce Development and Loan Forgiveness at Community Health Centers 15

 DPH Primary Care Residency Program..... 15

 Workforce Assessment 16

Part 6: Addenda 16

to address the purposes outlined above. The Planning and Training grants are described in further detail in Parts Two and Three of this report.

Health Care Advisory Board

Subsection (b) of Section 38 of the legislation establishes that...

(b) There shall be a Health Care Workforce Trust Fund Advisory Board constituted to make recommendations to the director secretary concerning the administration and allocation of the fund and establishing evaluation criteria. The board shall consist of the following members: the secretary of labor and workforce development who shall serve as chairperson; the executive director of the (health policy) commission or a designee; the commissioner of public health or a designee, and no more than 13 members who shall be appointed by the secretary and who shall reflect a broad distribution of diverse perspectives on the health care system and health care workforce needs, including health care providers, health care payers, health care employers, labor organizations, educational institutions, and consumer representatives.

Then EOLWD Secretary Joanne Goldstein established and chaired the Advisory Board in 2013. The Board is now chaired by Secretary Ronald L. Walker, II with the following members: David Seltz, Health Policy Commission; Dr. Monica Bharel, MA Department of Public Health; Veronica Turner, 1199SEIU United Healthcare Workers; Kelly Aiken, MA Senior Care Association; Brian Rosman, HealthCare for All; Dr. Patricia Maguire Meservey, Salem State University; Dr. Karen DaSilva, Harvard Vanguard Medical Associates/Atrius Health; Lisa Gurgone, MA Home Care Aide Council; James Hunt Jr., MA League of Community Health Centers; Marta Montleon, Diman Regional Vocational Technical High School; Julie Pinkham, MA Nurses Association; Harriet Tolpin, Partners HealthCare; Elizabeth Whittemore, Health Management Consultants; and Karin Jeffers, Clinical and Support Options.

To date, the Board has met six (6) times. The Secretary and Commonwealth Corporation have designed these meetings to provide Board members with the opportunity to review and discuss procurement and project activities related to the Fund and meet with grantees to learn about their projects. Board members are also provided with information from the MA eHealth Institute, the Health Policy Commission and about the Community Hospital Acceleration, Revitalization & Transformation (CHART) grants.

Commonwealth Corporation's Role

Commonwealth Corporation (CommCorp) provides strategy, oversight and overall program management under the leadership of the Executive Office of Labor and Workforce Development. This includes administration of the procurement process, contracting, provision of technical assistance, program and contract management, program and fiscal monitoring, and technical assistance to grantees.

Staffing and Program Management

Two (2) CommCorp staff work on this program; they monitor program and fiscal activity, develop program policy and strategy, and address specific grantee requests and technical assistance needs. Each staff has a caseload of grantees.

Each grantee submits a quarterly narrative report providing an update on grant activities, successes and challenges. In addition, Training grantees submit a report on training activity for each quarter and track measurements of business impact.

resulting from the implementation of Chapter 224 mandates. Fundable activities for the Planning Grants included one or more of the following:

- Assessing the skill/competency level of current employees.
- Assessing the relevance, quantity and quality of existing training or education programs that serve as a source of workforce supply.
- Developing a plan to deliver the required training/education to current employees.
- Developing a plan to fill vacancies created by training current workers for higher level positions.
- Developing a plan to improve or create programs to supply future workers with required skills/competencies.

Planning Grants Procurement

CommCorp issued a Request for Proposals (RFP) for Planning Grants in the summer of 2013. CommCorp held a bidder's conference via webinar on August 8, 2013; 108 individuals participated in the webinar. The RFP invited applicants to submit grant proposals for up to \$50,000 on a rolling schedule.

CommCorp received 56 applications in the three months following the release of the RFP. After conducting a review process, CommCorp staff recommended 51 applications for funding, totaling \$1,883,497 and with an average award of \$37,000. Then EOLWD Secretary Rachel Kaprielian reviewed and approved staff's recommendations.

Please refer to the Addenda section of this report for the complete list of Planning grantees.

Planning Grants Contracting and Grant Administration

CommCorp staff issued a four-month contract to each of the 51 Planning grantees, with start dates in February 2014 and March 2014. All contracts ended by July 2014.

CommCorp staff conducted grantee orientations on an individual basis. CommCorp required grantees to provide written progress reports and submit invoices mid-way and at the end of their contracts.

Overview of Planning Grant Projects

A diverse group of organizations led the 51 Planning Grant projects. These organizations spanned the entire state, but a high concentration of proposals and, therefore, grantees came from organizations in the Boston area (regions are based on the main location of the Lead applicant):



Planning Grants Summary of Spending

CommCorp awarded \$1,883,497 in Planning grant funds to 51 grantees for a period of up to four (4) months. Collectively, the grantees expended \$1,704,850, or 91%, of the total amount awarded. Under the Secretary's direction, CommCorp reallocated the balance to the pool of funding available for Training grants.

Planning Grant Outcomes

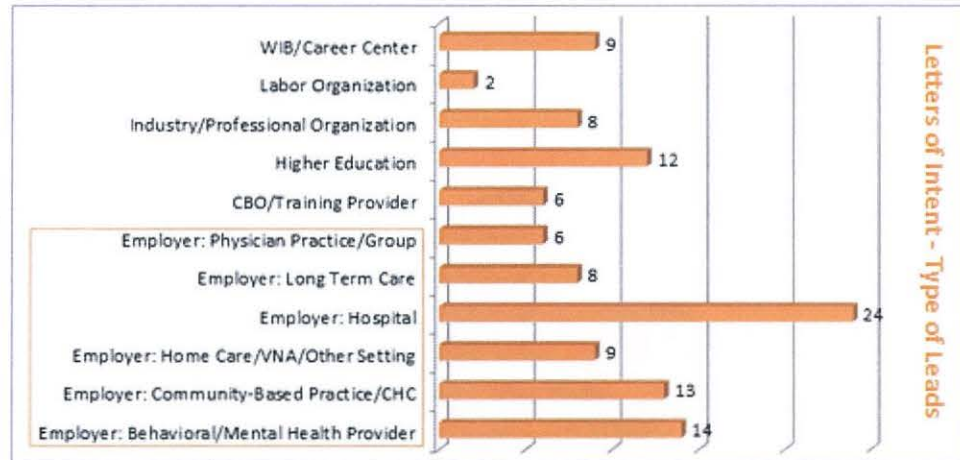
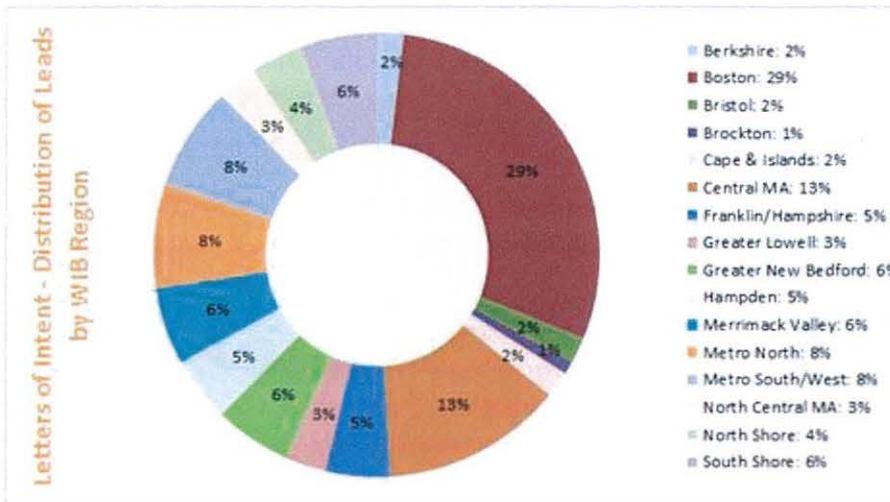
The Executive Office of Labor and Workforce Development's purpose for offering Planning grants was to help healthcare organizations analyze their workforce skill needs and plan for training. Planning grant deliverables consisted of needs analysis reports, curriculum outlines, and training materials. For example:

Massachusetts Hospital Association (MHA): Utilizing funds from this grant, MHA surveyed more than 430 of their members, including interviews with leaders from hospitals around the Commonwealth. Their project and, as a result, their comprehensive report, was designed to gain understanding of the hospitals' workforce training needs now and over the next 3-5 years. It was also intended to help MHA provide support, education, and training to their membership.

Regional Employment Board (REB) of Hampden County: Utilizing funds from this grant, the REB conducted a regional gap analysis of medical lab technologists/scientists and medical lab technicians to aggregate available labor market data; better understand issues related to the lab workforce and operational challenges; conduct skill analyses of current staff; and develop regional solutions. Their project and, as a result, their report summarizes the needs of employers and concludes with identified strategies that could be used to address workforce issues.

Home Care Aide Council (HCAC): HCAC used Planning Grant funding to develop a detailed outline for a new Mental Health Supportive Home Care Aide training curriculum. The basis of the curriculum outline derived from the review of current best practices for mental health trainings, and from interviews with home care aides, agency supervisors, and key industry stakeholders.

Not all Planning grantees applied for Training funds for a variety of reasons. Those that did used the Planning grant findings and products to create the foundation for their proposals.



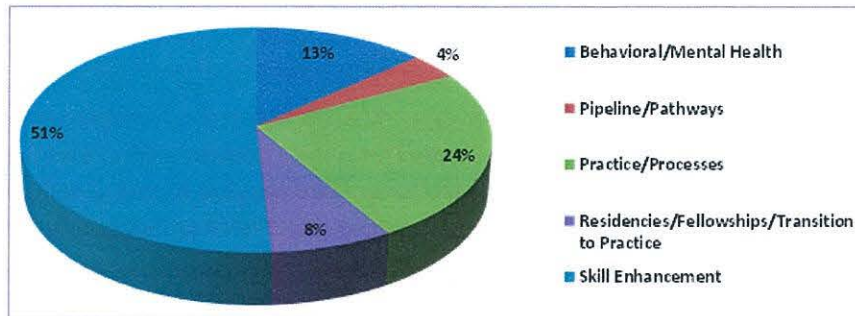
85.6% of organizations that submitted Letters of Intent followed through by submitting full proposals in July, totaling 95 applications for a combined total request of approximately \$21.7 million.

After conducting a review process, CommCorp staff recommended 55 proposals for funding, totaling \$12.7 million in requests and with an average request of \$231,000. Then EOLWD Secretary Rachel Kaprielian reviewed and approved staff's recommendations.

59% of lead applicants were health care employers; 25% of Leads were based in the Boston WIB region, as shown in the charts below:

Overview of Training Grant Projects

Training grant projects address a wide range of workforce issues and operational/cost-containment strategies. Some common trends and training topics are shown in the chart below:



While the majority of programs are focusing on skill enhancement, this category is quite broad and encompasses a variety of sub-groups and themes. Some grantees are enhancing the skills of frontline, non-clinical workers such as Community Health Workers, while others are training licensed, clinical staff such as RNs on different techniques or approaches to care delivery, and others are providing training to MDs and NPs on advanced clinical topics. For example:

East Boston Neighborhood Health Center's (EBNHC) Medical Assistants (MAs) have diverse backgrounds and different levels of experience and expertise. Using grant funds, they will train them on specific, more advanced areas of patient care, so as to be able to provide consistent, continuous care with a focus on overall better patient outcomes and preventative care. One of the metrics they will monitor over the course of the grant is an increase in the number of preventative health screenings that MAs administer to patients.

Within Behavioral/Mental Health, most projects are focusing on the integration of primary care and mental health services, while others are working on the creation of new roles to support enhanced and/or new services to their patients. For example:

Lahey Health Behavioral Services understands the importance of integrating mental and physical health. In order to embrace the changes set forth by legislation, and in order to provide the best care to their patients, Lahey Behavioral's clinicians must work closely with medical health providers to coordinate care, and teach patients how to self-manage their chronic health conditions. Through Training funds, Lahey Behavioral aims to provide their clinicians with the necessary knowledge and skills currently missing in undergraduate and graduate programs. They will monitor and report on improvements in patients' markers such as blood pressure, HbA1c and BMI, as well as improvements in their self-report of functional status, exercise and adherence to health care appointments.

Within the group of grantees focusing on practice change and processes, LEAN and Patient Centered Medical Home (PCMH) readiness are predominant. Other grantees are working on the incorporation of electronic medical records (EMR) systems and getting their workforce ready to use the new technology. For example:

Beth Israel Deaconess in Plymouth plans to use Lean Continuous Improvement training and development as a means to improve the quality and efficiency of care provided to patients in order to align with Chapter 224. They anticipate seeing impact reflected in improved patient

long-term, post-acute and home care communities so as to develop a RFP, design and manage a procurement process, and provide ongoing grant oversight and technical assistance to grantees selected through the process.

MeHi Procurement and Project Scope

MeHI held a roundtable discussion with long-term, post-acute and home health care trade associations in the summer of 2014 to discuss the need for health IT workforce training in these industries. With the help of the associations, MeHI issued a survey to get a better sense of the desired curriculum topics and preferred methods of delivery.

Using this information, MeHI released a solicitation in October 2014 requesting proposals to develop a health IT curriculum module and to deliver the module to long-term, post-acute and home health care employees through a train-the-trainer pilot program. MeHI held an informational webinar and developed and posted a Q&A document addressing questions related to the RFP.

Through this procurement process, MeHI selected Springfield Technical Community College (STCC) and executed a contract in the amount of \$173,353. The contract start date was April 2015.

Under this contract, STCC, in partnership with Cape Cod and Middlesex Community Colleges, will develop, test, and pilot the delivery of a health information technology educational module to increase the health IT skill sets of Massachusetts long-term, post-acute and home care employees. After a pilot test, the refined and final version of the curriculum will be used to train staff from at least six (6) health care employers on how to deliver the curriculum module. This Train-The-Trainer model will support cost-effective training of all staff at each agency.

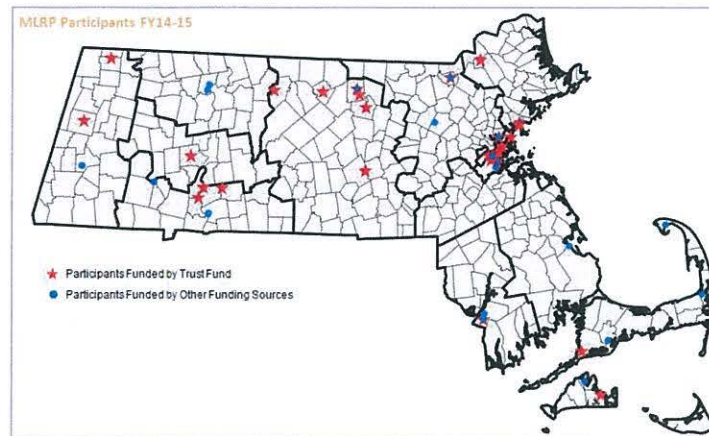
The Massachusetts Community College Executive Office will lead the efforts to analyze the effectiveness of this model and develop recommendations for future implementation to support sustainability of the project.

MeHI is providing CommCorp with quarterly reports on program progress and grantee activity. As of December 31, 2015, MeHI had expended \$46,169 of the total award amount of \$185,431, or 25%.

MeHi Deliverables

The deliverables associated with the grant are:

- a fully developed and comprehensive health IT curriculum module focused on direct care workers and administrative support staff in the long-term, post-acute and home health care industries;
- a module directed at training select staff from long-term, post-acute and home health care agencies, affiliated trade associations, and MeHI in how to deliver the curriculum to long-term, post-acute and home health care staff;
- a plan to recruit and incentivize long-term, post-acute and home health care agencies to participate in a train-the-trainer pilot program;
- conducting the train-the-trainer pilot program for the targeted employees, staff from the affiliated trade associations, and MeHI staff, and providing a report outlining the pilot program experience and lessons learned; and



The MLRP is an investment in the state's primary care infrastructure. Through surveys, the Center is identifying ways to support clinicians, increase their satisfaction, and improve their retention. Highlights of their most recent survey include:

- 83% of respondents indicated that they planned to continue working at the practice site of service.
- The majority of participants decided to work with underserved populations when they were in their health professional training program.
- The top four (4) sources of satisfaction with other aspects of their work site experience were the mission and goals of the work site, relationship with colleagues, the work site's reputation in the local community, and the benefits package.

DHP Primary Care Workforce Development and Loan Forgiveness at Community Health Centers

DPH has contracted with the MA League of Community Health Centers (MLCHC) to transfer \$500,000 annually through this Fund for a four-year period. Funding is primarily used to support a loan repayment program operated by MLCHC that is similar to the MLRP described above.

In FY14 and FY15, the Fund supported loan repayment awards to six (6) physicians and five (5) nurse practitioners for a total of \$450,000 each year. The remainder of the funds supported the MLCHC staff to administer the loan program and share data to support health workforce and residency programs.

DPH Primary Care Residency Program

DPH staff are in discussions with staff at the MA League of Community Health Centers (MLCHC) regarding residency programs for physicians and nurse practitioners, implementation, evaluation, and next steps. In FY15, the MLCHC spent approximately \$21,000 (of their \$500,000) on "Residency Teaching and Leadership Development Resources and Technical Assistance". In addition, the DPH Health Care Workforce Center provided in-kind staff to support discussion and additional research on residency programs. Discussion and analysis results will be provided in a future report.

Addenda

**Health Care Workforce Transformation Trust Planning Grants
Summary of Funded Projects and Final Outcomes
October 2014**

Boston University Center for Aging and Disability Education and Research **WIB Region:** Boston

The Center for Aging and Disability Education and Research (CADER) at Boston University and Commonwealth Care Alliance (CCA) formed a partnership to conduct a training needs assessment of CCA staff in order to strengthen their successful primary care model. Results showed that skill gaps still exist amongst their staff in three competency areas: 1) The Philosophy of Person-Centered Care; 2) Norms and Skills of Team-Based Care; and 3) Engagement and Communication. CADER will develop standardized, consistent training for all CCA staff around patient-centered, interdisciplinary care. These trainings will improve CCA's model, providing care through integrated, patient-centered, interdisciplinary teams to achieve cost containment goals and enhance quality care.

Cape & Islands Workforce Investment Board **WIB Region:** Cape & Islands

Healthcare organizations in our region are focusing their efforts on cost containment and higher quality of care strategies, including placing more emphasis on wellness and prevention. The planning grant allowed us to convene partner organizations, facilitate interviews and focus groups, prepare a research report, and develop a survey instrument. Our goals were to gain a perspective on current functioning among partner organizations, solidify their commitment, identify their workforce challenges, and draft a plan outlining action steps and training opportunities.

Central MA Area Health Education Center **WIB Region:** Central MA

Cost and quality mandates of Chapter 224, Community Health Worker (CHW) certification, and federal reimbursement policy opportunities combined with the need to more effectively achieve health equity, are propelling the increased utilization of CHWs. In this initiative, the CMAHEC, Boston Public Health Commission, MA Association of Community Health Workers and the Edward M. Kennedy Community Health Center partnered to identify the needs of the CHW workforce, employers, and health providers to ensure the effective integration of CHWs in the health care delivery system. Recommendations focused on CHW training and assessment standards and employer/organizational policies.

Central MA Workforce Investment Board **WIB Region:** Central MA

Healthcare providers in our region have been speaking about a dire need to ensure that their licensed staff is trained in the best techniques and approaches to serve patients while, at the same time, contributing to more high-quality and cost-effective care. The Central MA Workforce Investment Board used planning grant funds to conduct a thorough needs analysis process to identify essential skills and knowledge, and then develop a training program that will reflect important competencies needed to improve the service provided to patients.

Clinical and Support Options **WIB Region:** Franklin/Hampshire

Integrated Health Treatment Education & Training is a program for behavioral health practitioners/professionals to develop skills in engaging patients, promoting their activation to improve their own health, connecting them to appropriate services, addressing questions and supporting integrated treatment plans. The planning period enabled the assessment of knowledge gaps in the workforce, surfaced barriers and impediments to supporting clients in managing their health and allowed us to feed these findings into a curriculum, course and training schedule design. It allowed us to reach beyond our original scope/audience to develop a peer certificate and Mental Health First Aid training.

Community Health Programs **WIB Region:** Berkshire

The planning grant allowed CHP to prepare for the upheaval that is changing the health care landscape, especially those changes that will change how primary care is delivered and paid for. CHP was able to develop a broad-based training program that will give staff the tools they need to participate in a culture of excellence: both hard skills (the ability to work effectively in a complex EMR) and interpersonal skills that shape every interaction with a patient. CHP's multi-pronged approach will begin as soon as employees are hired and continue throughout their employment.

**Health Care Workforce Transformation Trust Planning Grants
Summary of Funded Projects and Final Outcomes
October 2014**

Hallmark Health System

WIB Region: Metro North

The goal of the planning grant was to create a pharmacy technician training program to further grow and develop this necessary group of health care workers. During the grant period, the infrastructure for the program was developed with the hiring of a program coordinator, creation of the curriculum, course calendar and syllabus. Supplies and textbooks were also purchased to prepare for the start of the program. This time was also spent marketing and recruiting for the program by creating a brochure, application, math assessment exam and having information sessions for interested candidates.

HealthFirst Family Care Center

WIB Region: Bristol

As a member of the Community Health Worker (CHW) Collaborative, the planning grant allowed us to continue to define and establish a Training Collaborative for our South Coast region, securing commitments from partner organizations to become training/internship sites, and from providers to serve as faculty. In addition, we were able to pursue and successfully establish a Professional CHW Networking Organization. These milestones achieved have taken us a long way towards advancing the role and identity of CHWs in our region.

Holyoke Community College

WIB Region: Hampden

To meet the ever-rising need for Certified Nurse Aides and Home Health Aides, Holyoke Community College (HCC) worked in partnership with Loomis House and the Soldier's Home of Holyoke to assess the relevance of HCC's existing CNA training program, and to develop a program that would meet the training and skill needs of both students and employers. Developed with both non-traditional and traditional students in mind, HCC developed a Direct Care Worker Certificate that gives students pathways into the health care field, allowing them to obtain work immediately upon completion of this certificate or to continue working toward another allied health degree.

Home Care Aide Council

WIB Region: Metro North

The goal of the Home Care Aide Council's project was to determine the training needs of home care aides who provide care to individuals with mental and behavioral health diagnoses. The Council conducted focus groups and interviews with home care aides, home care supervisors, community stakeholders, and key informants to inform the new curriculum. In addition, eighteen curriculums were reviewed to determine best practices for training healthcare workers on mental and behavioral health. A final report was produced, which includes the curriculum review, results from the focus groups and interviews, and the mental health curriculum outline.

Justice Resource Institute

WIB Region: Metro South/West

JRI Health received a planning grant for the purpose of developing a plan to create a trauma-informed system at the agency. We formed a Trauma Leadership Team, developed a curriculum, performed pilot trainings, and collected feedback in the form of evaluations. We then held three initial trainings and one program assessment to build staff knowledge about trauma and resilience. The team developed several tools that will be used to help staff members assess their own capacity to work with clients with trauma histories and maintain their own wellness.

Jewish Vocational Service

WIB Region: Boston

JVS, in partnership with Boston Children's Hospital, Brigham and Women's Hospital, and Hebrew SeniorLife, set out to explore new approaches to reshaping healthcare workforces to achieve improvements in cost containment and quality of care. We identified key front line roles in ambulatory services, patient care, and food service where there is a need for increased customer service, communication, critical thinking, and technology skills in order to successfully meet the demands of the changing healthcare landscape. We developed customized and highly contextualized training programs to support each employer partner in addressing their unique challenges.

**Health Care Workforce Transformation Trust Planning Grants
Summary of Funded Projects and Final Outcomes
October 2014**

Metro South/West Employment & Training Administration

WIB Region: Metro South/West

MSWETA planned to provide healthcare facilities with the ability to deliver higher quality healthcare. By building the skills and careers of healthcare workers, as well as providing an entryway to the healthcare field for jobseekers, we can support a workplace that promotes the development of employees and that strives to provide quality patient care. We have partnered with Cataldo Ambulance to develop a strategy to advance lower wage EMTs through training leading to paramedic credentials, and to fill vacated EMT positions with qualified Career Center applicants.

North Shore Community Action Program

WIB Region: North Shore

North Shore Community Action Programs, in partnership with Salem State University, executed planning activities for North Shore Community Health, Inc. (NSCHI). The goal was to conduct a needs assessment and develop a curriculum scope and sequence addressing workforce development needs necessitated by Chapter 224 reform, with a focus on the communication and teamwork skills of front line employees. The needs assessment included a staff survey, NSCHI Work Group focus groups, and on-site employee interviews. Gathered data informed training recommendations that include Medical Assistant training, advanced inter-professional communication training for key management, and career development for entry-level staff.

North Shore Workforce Investment Board

WIB Region: North Shore

The Patient Center Medical Home (PCMH) model involves the patient and family in their own care, in partnership with the entire team of primary care professionals. Fully focusing on healing, prevention and on-going wellness without emergency room or (re) hospitalization responses, this model can result in cost containment and improved health care outcomes. Primary Care staff, and especially Medical Assistants as the hub of the care team, require extensive training with regard to this new system. This grant focused on surveying employers to understand current skill levels existing in their organizations in relation to PCMH standards, and developing curriculum for Medical Assistants and others that allow for the implementation of PCMH.

Organization of Nurse Leaders

WIB Region: Metro North

This planning grant resulted in the convening of key stakeholders in healthcare across the Commonwealth. Our goal was to discuss and plan innovative and cost effective solutions for recruiting and retaining newly licensed nurses. This effort is important given the current turnover and anticipated nursing shortage we are experiencing in Massachusetts. Addressing the nursing workforce issues in diverse healthcare settings is imperative to the future implementation of Chapter 224.

Partners HealthCare

WIB Region: Boston

Partners HealthCare's Planning Grant goal was to develop the curriculum plan for an online, competency-based, self-paced certificate program to prepare non-clinical staff for revised, expanded and/or new roles in its community health centers and ambulatory practices that are currently engaged in PCMH transformation as a strategy to control costs, expand access and improve outcomes. In collaboration with College for America and with the engagement of practice leaders, managers, clinicians and staff, the planning grant resulted in the identification of the goals, competencies and healthcare contextualization that will inform the design of the certification program.

Partners Home Care

WIB Region: Metro North

Partners Home Care conducted a survey of clinical and non-clinical staff across our Continuing Care network, including two acute inpatient rehabilitation hospitals, two long-term acute care hospitals, two skilled nursing facilities, and a home care agency. The survey was designed to assess self-reported training and competency in palliative care and advanced illness management. Staff members were asked to assess their own skills, their training needs, and the needs they saw in their departments. The survey was designed to inform the design of palliative care and advanced illness management training for the Network.

**Health Care Workforce Transformation Trust Planning Grants
Summary of Funded Projects and Final Outcomes
October 2014**

Spaulding Rehabilitation Hospital

WIB Region: Boston

Spaulding Rehabilitation Hospital led an initiative across Partners Continuing Care Affiliates to assess career ladder services for staff, identify gaps, and create a plan to provide more comprehensive and seamless services. Improved career ladder supports will improve retention of staff and patient care. Planning Grant milestones included interviews with Human Resource staff and leaders, staff focus group and recommendations that will support an initiative to improve staff career ladder and career development supports.

UMASS Memorial Medical Center

WIB Region: Central MA

UMASS Memorial Medical Center used the planning grant as a foundation for an updated, formal approach to skills assessment, education and training. This funding helped us implement an initial skills identification and assessment project that will be a model for future organization-wide efforts. We gained valuable insight into skill gaps (and eventual skills gap training) that will lend itself to a more effective organizational goal accomplishment and better service and care for our patients.

VNA & Hospice at Cooley Dickinson

WIB Region: Franklin/Hampshire

Our goal for the planning grant was to jumpstart the VNAH's residency program in order to provide newly graduated occupational therapists and nurses with a paid, six-month, cross-continuum, multidisciplinary residency experience that prepares them for success in the home health care setting. We formed higher education and continuum care stakeholder partnerships in order to develop a cross-continuum fellowship experience, review higher education curriculum, and develop candidate criteria. We hired a Director of Workforce Training and Residency Programs for ongoing program development and oversight. We anticipate preparing preceptors in 2014 and starting our first residency program in 2015.

VNA Care Network Foundation

WIB Region: Boston

The VNA Care Network Foundation and Simmons College School of Nursing and Health Sciences recognize the critical place of home care in the health care continuum. Physical Therapy is a crucial service for elders receiving care at home, and yet there is a chronic shortage of Physical Therapists entering home care practice. The institutions have partnered and created a Geriatric Home Care Intensive Program that will introduce PT students to home care practice during their academic program, and then provide knowledge, skills and mentorship needed for newly licensed Physical Therapists to successfully start their careers in home care.

Western MA Public Health Training Center/University of MA, Amherst

WIB Region: Hampden

The University of Massachusetts Amherst and Caring Health Center in Springfield, MA, recognized that higher health care costs are linked to shortfalls among healthcare team members in areas of cultural competency and goal-setting. We administered a cultural competency survey and also conducted focus groups and developed a goal-setting survey; surveys were distributed to all Community Health Center staff. Respondents acknowledged the value and need for additional cultural competency skills and training. Beyond the role of clinical professionals in goal-setting, non-professional staff within every job category identified their occupation as having additional contributory roles in setting and reinforcing goals and problem-solving barriers.

YMCA Training Inc.

WIB Region: Boston

The grant goal was to develop a training program to address the staffing needs faced by Managed Care Organizations for skilled Member Services staff in response to CH 224 and the Affordable Care Act. Our activities and completed work include: needs assessment of current and anticipated staffing; development of a training curriculum; development of a simulated Managed Care Organization for training purposes; and development of an internship, referral and employment process.

Health Care Workforce Transformation Grant – Training Grants
Summary of Grant Awards 2014
Grants Funded: 55 | Total Request: \$12,697,000

Grantee: Boston Health Care for the Homeless Program

WIB Region: Boston

Summary of Proposal: Providing care in a way that legitimizes and addresses both substance use disorders (SUDs) and the multiple traumas our patients endure is a most important challenge our organization faces as it readies to meet the demands and opportunities of Chapter 224. We will offer trainings in motivational interviewing and trauma-informed care to clinical staff. This will significantly enhance the ability of our staff to address the needs of a special population – people who experience homelessness.

Grantee: Boston University Center for Aging & Disability Education & Research

WIB Region: Boston

Summary of Proposal: This project will provide blended training to address the operational change Commonwealth Care Alliance (CCA) is undertaking in an effort to strengthen the capacity to provide team based, person-centered care, including patient engagement. We will implement and create competency informed training in key domains identified in the planning grant: 1) Philosophy of Person-Centered Care; 2) Norms and Skills of Team-Based Care; and 3) Engagement and Communication. We will use CADER's online courses and create a new course that is particular to CCA's needs and to the aims of Chapter 224. This training will be followed by in-person trainings at CCA.

Grantee: Brigham and Women's Hospital

WIB Region: Boston

Summary of Proposal: The overall goal of the Patient Care Assistant Technology (PCAT) Project is to train Patient Care Assistants (PCAs) to be competent in the use of emerging technologies so that they can work to the maximum capacity of their training to achieve increased efficiencies and improved quality of care. Aim 1 is to provide technology training to a selected group of PCAs to transition them into a new role as Monitor Technicians. Aim 2 is to provide Basic Computer Skills Training to all PCAs in order to prepare them for future training in electronic medical record documentation, which is being implemented in 2015.

Grantee: Care Dimensions

WIB Region: North Shore

Summary of Proposal: This proposal will fund the initial costs of developing two training initiatives in collaboration with Regis College to address recruitment and retention impacting the cost and quality of hospice/palliative care. I - Care Dimensions proposes to develop a nurse residency program in hospice and palliative care. This upfront investment fills a gap in professional education, allowing nurses to develop the expertise to work to the maximum capacity of their license in a shorter time frame. II - The second component is the development of online learning modules for staff in the residency program and for current nursing staff practicing in the field.

Grantee: Central Massachusetts AHEC

WIB Region: Central MA

Summary of Proposal: This project will address the need to re-train Community Health Workers at the Edward M. Kennedy Community Health Center (EMK), in order to provide them with a more comprehensive skills set. The enhanced skills align with the upskilling and certification efforts at the state level, and will help EMK address operational challenges as they respond to the needs of CH 224.

Grantee: Clinical and Support Options

WIB Region: Franklin/Hampshire

Summary of Proposal: Integrated Health Treatment Education and Training is a program of education and training to develop general skills for Mental Health and Substance Abuse practitioners/professionals in engaging patients, promoting their activation to improve their own health, using general medical knowledge to be able to connect them to appropriate services, to address questions and to support integrated treatment plans. The education and training program will enable staff to target people coping with chronic illnesses that put their health and/or social functioning at risk and to take an integrated approach to addressing their problems.

Grantee: Community Healthlink

WIB Region: Central MA

Summary of Proposal: Community Healthlink proposes to train current and newly hired staff in two essential areas directly related to the implementation of MGL Chapter 224: Core Competencies for Integrated Primary and Behavioral Health Care, and Core Competencies for the Use of a Fully Integrated Electronic Health Record. Community Healthlink will train staff in core competencies for integrated care and in core competencies for the use of the integrated electronic health record using a training strategy including expert trainers and staff trained as trainers by the experts. This model provides Community Healthlink with sustainable capacity to train new staff.

Grantee: Community Health Programs

WIB Region: Berkshire

Summary of Proposal: CHP seeks funding to implement a Performance Excellence training program for its employees that will decrease turnover by 20%, improve patient satisfaction by 10%, and reduce unplanned hospitalizations by 8%.

Health Care Workforce Transformation Grant – Training Grants
Summary of Grant Awards 2014
Grants Funded: 55 | Total Request: \$12,697,000

Grantee: Lahey Health Behavioral Services

WIB Region: North Shore

Summary of Proposal: Lahey Health Behavioral Services understands that health care must integrate mental and physical health, consistent with patient-centered care. The behavioral health (BH) clinic is an opportune setting for clinicians to teach patients self-management of chronic conditions. BH clinicians must also work closely with medical health providers to coordinate care. The BH workforce requires training to educate patients in Chronic Disease Self-Management (CDSM). Current degree programs do not include this training, nor are there post-degree trainings tailored for BH clinicians practicing in ambulatory clinics. This project, “Embracing Integrated Health Care”, will be piloted at the Beverly Clinic and aims to fill this void.

Grantee: Lowell Community Health Center

WIB Region: Greater Lowell

Summary of Proposal: Our goal is to ensure that the Northeast Region of Massachusetts has a skilled workforce that has the talent, abilities, and credentials necessary to deliver high quality and cost effective patient care. This program will focus on Medical Assistants and Community Health Workers (CHW) working at Lowell Community Health Center (Lowell CHC), CHWs currently serving the Northeast region, and supervisors supporting these important front line worker roles.

Grantee: Lowell General Hospital

WIB Region: Greater Lowell

Summary of Proposal: Lowell General Hospital, in partnership with Middlesex Community College and the Greater Boston Manufacturing Partnership, will train leaders to implement Lean practices. Training addresses the operational challenge to improve significantly the quality and efficiency of care. Courses focus on: (1) Introduction to Lean in Healthcare and a Lean in Healthcare Certificate; (2) Leadership skills required to implement Lean; and (3) Processes and tools for consistent application of Lean practices across the organization.

Grantee: L.U.K. Crisis Center

WIB Region: North Central MA

Summary of Proposal: The proposed Electronic Health Records (EHR) Training and Implementation project seeks to provide training to staff in order to effectively and efficiently implement a new EHR system within the BHS Division at LUK, Inc.

Grantee: Massachusetts Coalition for the Prevention of Medical Errors

WIB Region: Metro North

Summary of Proposal: The MA Coalition for the Prevention of Medical Errors will collaborate with Mount Auburn Professional Services (MAPS), a physician organization, to train MAPS coaches and selected office practice clinicians and staff in the use of quality improvement techniques that will enable them to address inefficient or ineffective processes as they implement the provisions of Chapter 224. This collaboration will build a quality improvement infrastructure within MAPS that includes trained, experienced coaches, and a collaborative learning environment for all MAPS practices. This training project is built on the successes and learnings from the PROMISES project and the HCWFT planning grant.

Grantee: Massachusetts League of Community Health Centers

WIB Region: Boston

Summary of Proposal: The MA League of Community Health Centers will partner with community health centers in diverse geographic communities of the state to implement an Advanced Medical Assistant Training curriculum to enhance the knowledge and skills necessary for effective team based roles in delivering Patient Centered Medical Home primary care. The goal is to enhance the professionalism of CHC Medical Assistants and build career opportunities for this workforce. Participant health centers will participate in technical assistance to develop their own sustainable, continuous Medical Assistant workforce training program using the curriculum, facilitators guide and other tools implemented through this project.

Grantee: Massachusetts Hospital Association

WIB Region: Metro North

Summary of Proposal: Through the Workforce Transformation Fund Planning Grant research, the MA Hospital Association identified the skills training needs of local members. The Training Grant will support training in Motivational Interviewing for Enhanced Care Delivery and Interdisciplinary Team-Based Care. Training in these two areas will help healthcare workers improve patient care, increase morale and resilience, and provide staff with the skills to ensure patient-centric, population health management.

Health Care Workforce Transformation Grant – Training Grants
Summary of Grant Awards 2014
Grants Funded: 55 | Total Request: \$12,697,000

Grantee: Notre Dame Health Care Center

WIB Region: Central MA

Summary of Proposal: Notre Dame and Oriol leaders have identified a multi-faceted training strategy to address the following goals relating to CH 224 operational challenges: 1) Educate staff on the multiple aspects of transitions of care, training staff on early identification of patient status changes; 2) Increase leadership commitment and abilities to lead and manage teams in order to improve relationships and communications of care staff; 3) Increase observations skills and train staff on communication tools (SBAR) to increase team communication as it relates to resident care and transitions of care; and 4) Increase staff's ability to provide palliative/end of life care effectively.

Grantee: Partners Healthcare System

WIB Region: Boston

Summary of Proposal: Partners HealthCare, in partnership with College for America (CfA), will pilot a thirty (30) credit online, competency-based health care certificate program with a cohort of non-clinical staff and frontline clinical staff with non-clinical administrative responsibilities from our Community Health and Ambulatory Practices who are at various phases of transitioning to the Patient Centered Medical Home model of care delivery. We will also improve our existing Online College Preparation Program to serve as a better onboarding resource for the new health care certificate program.

Grantee: Partnerships for a Skilled Workforce, Inc.

WIB Region: Metro South/West

Summary of Proposal: A group of experienced CNAs at Epoch Senior Health Care of Sharon and Mary Ann Morse Healthcare Center in Natick and medical assistants at Family Health Center of Worcester will be trained in advanced geriatrics to improve the care of elderly patients and in leadership, critical thinking and conflict resolution so that they strengthen their roles as members of the patient care team. MassBay, Quinsigamond and Middlesex Community College faculty will teach the course Creating Frontline Leaders, developed by Hebrew SeniorLife. Costs will be reduced as both the nurses and the assistants work to the top of their job descriptions.

Grantee: Partners Home Care

WIB Region: Metro North

Summary of Proposal: We will improve delivery of Advanced Illness and Injury Management and Palliative Care through training clinicians and other staff in the post-acute environment. The project will create a replicable model for delivering these services through improving clinical expertise and creating unit-specific teams in each institution. The project will improve patient quality of life and has the potential to reduce cost while enhancing clinicians' skills.

Grantee: Riverside Community Care

WIB Region: Metro South/West

Summary of Proposal: To ensure our workforce and systems are ready for effective collaboration with health care provider and insurer partners, we propose to use grant funds for a Riverside team to lead a cross-organization, site by site, EHR training and implementation strategy over two years. We are committed to communicating regularly with our workforce during this process, and providing information and training materials through web-based mechanisms that will help them understand and appreciate the need for this shift in the work environment, be equipped to work more effectively, and remain invested in working at Riverside when our transformation has concluded

Grantee: Salem State University

WIB Region: North Shore

Summary of Proposal: The project proposes three major trainings designed to implement organizational changes needed for North Shore Community Health to address identified workforce challenges, implement Chapter 224, and lay foundation for future certification as a PCMH. Salem State University will implement and oversee: Medical Assistant Training; Frontline Staff Training on Communication and Documentation for Health Care; and Inter-professional Education for NSCHI Clinical Leadership. Organizational changes include enabling employees to work to maximum capacity of their training, and strengthening employees' capacity to provide patient-centered care. Trainings incorporate content on inter-professional, team-based practice as central to achieving identified organizational changes.

Grantee: Signature Healthcare Medical Group

WIB Region: Brockton

Summary of Proposal: Signature Medical Group (SMG) will implement a Patient Centered Medical Home (PCMH) model of care in 7 of its 11 ambulatory care practices by April 2016. However, a recent assessment revealed a significant gap in skills sets and knowledge of PCMH concepts among the practices' clinical and administrative staff. To address this need and prepare its workforce for a PCMH transition, SMG will implement a customized training for all practice staff in each practice, focusing on three areas: organizational development, PCMH concepts, and role-based skills.

Health Care Workforce Transformation Grant – Training Grants
Summary of Grant Awards 2014
Grants Funded: 55 | Total Request: \$12,697,000

Grantee: UMASS Amherst, Western MA Public Health Training Center

WIB Region: Franklin/Hampshire

Summary of Proposal: Healthcare workers, organized into patient centered medical homes, need new skills to coordinate care and achieve healthcare goals. Using Planning Grant funds, UMass Amherst and Caring Health Center (CHC) in Springfield identified three areas for new training: cultural competency, goal-setting and increased awareness of available resources. With this Grant we will train CHC staff members in these areas in order to engage patients by impacting CHC's no-show rate. In addition, a pilot project focused on one CHC care team will test these new skills in a shared medical appointment to provide multidisciplinary team based care to adults with type 2 diabetes.

Grantee: UMass Memorial Medical Center

WIB Region: Central MA

Summary of Proposal: Using the perspectives gained from our planning grant efforts, the outcome of our training and development activities will be an employee who is capable at his/her role, who everyday creates the positive patient experience that will support UMass Memorial success, and who is capable of guiding his/her own career development. The grant will fortify our efforts to create, deliver, and support programs and models that enhance our employees' present and future success in their current roles and will help prepare them for the future opportunities in other career paths at UMass Memorial Healthcare.

Grantee: VNA and Hospice of Cooley Dickinson

WIB Region: Franklin/Hampshire

Summary of Proposal: The Cross-Continuum Inter-professional Residency Program is designed to provide newly graduated nurses and occupational therapists with guided exposure and experiences that allows each to transition from student to competent clinical professional able to manage complex patient needs safely and effectively in patients' homes. The program supplies graduates with a cross-continuum experience in hospital, extended care, and home settings, providing an experiential understanding of those care settings that patients are likely to be transitioning from, as well exposing residents to the challenges and benefits specific to home health care.

Grantee: VNA Care Network Foundation

WIB Region: Boston

Summary of Proposal: We plan to an innovative Geriatric Home Care First Work Experience for Newly Graduated Physical Therapists as means of addressing increasing demand for and shortage of Physical Therapists in home care. The VNACNF is partnering with Simmons College to increase content in home care practice for Doctor of Physical Therapy students. Additionally, the program will include preceptor development for current home care Physical Therapists, Physical Therapy specific orientation content, and content specific to the home care of elders with common chronic illnesses. The program is designed to decrease Agency vacancy rates, improve efficiency of care, and achieve improved patient outcomes.

Grantee: YMCA Training, Inc.

WIB Region: Boston

Summary of Proposal: The project will provide pipelines for employment for newly trained Member Services Representatives and Claims Processing staff at Managed Care Organizations and Health Insurance Companies. We will train unemployed and underemployed men and women to fill these critical positions within our employer partner organizations. Ch224 will lead to significant changes including: eligibility, benefits, service delivery payment options, payment processes, and reporting. These will lead to a significant increase in calls for enrollment and for information, and therefore will require an increase in the number of Member Services Representatives who are knowledgeable and prepared to fill this role.

have an employer as a partner in the grant. These projects were led by community based organizations/training providers, labor organizations, workforce investment boards or career centers, industry/professional organizations, and higher education institutions. The diverse array of employers and other lead organizations involved in these grants demonstrates the wide attention being given to the effects of health care reform and the goals of Chapter 224 on the skills needed in the health care workforce.

The diverse array of employers and other lead organizations involved in these grants demonstrates the wide attention being given to the effects of health care reform and the goals of Chapter 224 on the skills needed in the health care workforce.

The projects funded by the planning grants covered several major areas of focus. In many cases, grantees worked on multiple focus areas. For instance, many grantees focusing on primary care practice transformation were doing so by looking at new ways to integrate and use advanced practitioners, or by training

front-line primary care staff to work effectively with behavioral health patients. While the training needs of a variety of clinical and non-clinical health positions were considered throughout the planning grants, most examined the skills needed by front-line workers. Within these categories many projects focused on adopting new methods of patient engagement, care coordination, and the development and use of electronic health record systems. The "other" category of focus includes six projects led by workforce investment boards and other industry associa-

tions to better understand the workforce challenges of their region's health care employers, three projects seeking to develop pathways for new health workers, and one project on curriculum development to train health insurance workers in customer service. We detail the main areas of focus here to help inform the workforce community about practices in

addressing workforce training and development in health care across the state, particularly in response to the emphases in Chapter 224 on cost containment and improved patient satisfaction and health outcomes.



Certified Nursing Assistants (CNAs) in Acute Care, Long Term Care and Home Health Care

Leaders of health care delivery systems, including ACOs, are moving to increase provision of care in outpatient and home care settings. Outpatient and home care sites will therefore see an increase in patient volume and complexity as more patients, including those previously served in acute care institutions, will be moved to outpatient care, contributing to an increased demand for CNAs and other home care workers.

Many of the planning grantees in this group sought to develop training for their entry level clinical staff to work at the top of

their license in order to maximize efficiency, contain costs, and improve care. These grantees also reported that CNAs need additional training to be prepared to handle more medically and behaviorally complex patients. Most of the grantees in this group also indicated that they believe that investing in training and career ladder development for this group of workers will improve retention. These grantees said that improving retention of CNAs and other front-line clinical workers will reduce costs. They also said that it will support continuity of care which is considered key to improving patient outcomes.

Conclusion

Through these planning grants we have observed that there are several workforce skills challenges associated with the implementation of Chapter 224, and health care reform more broadly, that Massachusetts providers, workforce development organizations, and education and training institutions are tackling. Primary care practice transformation, community health workers, residencies and fellowships for clinicians/advanced practitioners, behavioral/mental health integration, and certified nursing assistants are emerging as major areas of focus. Massachusetts' workforce development community is deeply

engaged in adapting to the changing health care industry and preparing workers to provide high quality, cost effective care in a dynamic environment.

You can find more information about these planning grants, health care payment reform in Massachusetts and the Health Care Workforce Transformation Fund on our website here (<http://www.commcorp.org/healthcareworkforcefund>). You can also find data on the status and recent history of the health care workforce in the Massachusetts Healthcare Chartbook (http://www.commcorp.org/resources/documents/Health-care_6-4.pdf).