

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

1199SEIU Training and Upgrading Fund

WIB Region: Boston

In response to Chapter 224, Lynn Community Health Center and Union Hospital are implementing new team-based care models and consolidating services to reduce duplication. This has led to a need for hundreds of ancillary and frontline staff to interact with disruptive and potentially violent patients. This grant convened a joint labor/management process to plan for the delivery of training to employees, targeting skills in the management of interactions with this complex population. Planning activities included interviews, focus groups and surveys, which provided highly detailed information for the training curriculum based on staff experience. A “train the trainer” delivery method will ensure institutional capacity and sustainability of the program.

Anna Jaques Hospital

WIB Region: Merrimack Valley

Anna Jaques Hospital’s Chief Nursing Officer, in partnership with Human Resources staff, the Massachusetts Nurses Association and Bay State College, developed a plan to encourage more nurses to enroll in a bachelor’s degree program, specifically our on-site RN to BSN program piloted with Bay State College in 2013. The goal is to transition more of the nurse workforce to higher educational preparedness. Our fundamental strategy is to partner with the hospital’s largest workforce and engage them in helping the organization increase efficiencies, reduce nurse-sensitive errors, and improve quality, safety and patient satisfaction scores.

Baystate Medical Center

WIB Region: Hampden

Using a team-centric approach that focused on high-quality, cost-efficient care, Baystate Medical Center planned to increase its capacity to hire and train advanced practitioners in primary and specialty care, and created training plans for an advanced practice residency in hospital service lines. For the primary care practices, the top forty diagnoses were identified and didactic training was developed to give a common baseline through the advanced practice residency. A seminar training entitled “The Changing Role of the Advanced Practitioner” was also developed to educate physicians and staff around the capabilities, differences, and value of Nurse Practitioners and Physician Assistants.

Berkshire Health Systems

WIB Region: Berkshire

Berkshire Health Systems (BHS) used planning grant funds to: 1) Conduct a needs assessment among Certified Nursing Assistants (CNAs), registered nurses and senior management to determine the need and design for career ladder training for nursing assistants; 2) Research other CNA career ladder training models; 3) Develop program curriculum; and 4) Establish an application process. As a result, BHS aims to implement a CNA II training program that will expand the existing career ladder options for employees of Berkshire Medical Center, Fairview Hospital and Berkshire Healthcare’s long-term care facilities.

Beth Israel Deaconess Hospital: Boston

WIB Region: Boston

The BIDMC planning grant allowed our group to identify how we would build teamwork and communication skills within our three inpatient medical-surgical units, all for the purpose of implementing and sustaining process improvements. We were able to analyze key needs and strategies for improvement, develop a training plan and approach, gain buy-in from leaders, and prepare to implement a foundational “Team Training” that will help teams communicate better, resolve conflict and help members identify roles and responsibilities of a functioning team.

Brockton Hospital (Signature Health)

WIB Region: Brockton

Signature Medical Group (SMG) used the Planning Grant funds to assess the training needs of its practice staff in preparation for its transition to a Patient Centered Medical Home (PCMH) model. Through research, site visits, and individual interviews, SMG discovered a significant gap in knowledge of PCMH concepts among clinical and clerical staff in three key areas: organizational development (including strategies for change management and communication), PCMH foundations (including concepts and standards for PCMH recognition), and role-based skills (including clinical skills and care coordination). SMG has developed a training plan to guide its next steps in PCMH transformation.

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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.

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Community Healthlink

WIB Region: Central MA

Community Healthlink, in partnership with SEIU Local 509, engaged in a planning process to identify staff training needs in core competencies for providing integrated primary and behavioral health care, a key workforce challenge directly related to the implementation of MGL Chapter 224. A Planning Team developed, implemented, and analyzed data from a staff survey on core competencies that were identified by state and federal expert groups. The Planning Team used these data and this process to identify priority training needs for a diverse staff providing primary and behavioral health care services over a large geographic area.

Cooley Dickinson Health Care

WIB Region: Franklin/Hampshire

Our goal for the planning grant was to further the development of our new Integrated Care Management Program (iCMP). The purpose of the iCMP is to provide extra support to patients with chronic illness to enhance their quality of life and to assist the local health system in using resources more efficiently. The planning grant allowed us to assess the training needs of staff and develop a training plan; incorporate a range of disciplines into program planning; assess infrastructure needs to support a fully implemented iCMP program; and to begin to prepare for program expansion.

Dorchester Multi-Service House

WIB Region: Boston

The goal of our planning grant was to conduct a general workforce skills assessment and make recommendations on the feasibility of an internal training department at Dorchester House. Through this process we identified skills gaps, staff capacity, and determined we have significant opportunities for improvement in how new workflows and processes are communicated and how managers evaluate staff performance. These findings and recommendations for improvement will guide our workforce activities over the coming year.

Fellowship Health Resources

WIB Region: Greater New Bedford

It is the goal of FHR to provide Massachusetts staff with the education and the tools to provide and guide individuals with support and education through the health care system. Concurrently, staff will become more aware of their own health and wellness issues. Planning grant funds were used to develop curriculum in order to provide staff with several trainings, thus increasing the awareness and importance of Integrated Health Care in both the staff's and the client's lives. In addition, we developed training for our business associates in order to meet the changing needs of payment reform in the Commonwealth of Massachusetts.

Gandara Center

WIB Region: Hampden

The Children's Behavioral Health Workforce Collaborative is a coalition of employers working to reduce mental health disparities and strengthen clinical care in racial, ethnic and underserved communities. Led by Gandara, we conducted a comprehensive Employer Needs and a Skills Gap Analysis survey, developed training plans and materials, and revised an existing Children's Behavioral Health Worker Certificate Program curriculum.

Greater New Bedford Workforce Investment Board

WIB Region: Greater New Bedford

The Greater New Bedford WIB, as part of the Southcoast Healthcare Collaborative, used planning funds to analyze the workforce needs of local healthcare employers. Our education partners, UMass Dartmouth and Bristol Community College, met with interested employers to review existing training programs that could be made available or tailored. Through this planning period, we also identified a low rate of BSN-prepared nurses in our regions, and a strong interest in funding scholarships or tuition assistance programs for Associate degree nurses (ADNs) to advance in their education through the UMass Dartmouth online nursing program.

Greenfield Community College

WIB Region: Franklin/Hampshire

The goal of this planning grant was to create advancement opportunities for direct care health workers through a dual-path training model that meets employer-identified needs for enhanced workforce training, while allowing for latticed entry points between credit-free and academic program coursework. GCC, working with regional acute and long-term care providers in the region, worked to identify employer needs in the direct care workforce that would enable their workers to achieve higher rates of retention in employment while increasing the value and mobility of those workers through increased skills, leading to lower costs of training and improved quality of care.

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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.

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Lahey Clinic

WIB Region: Metro North

Through a multi-level gap analysis including surveys, focus groups, and site visits, the planning grant enabled us to develop a much-needed training curriculum to provide Lahey Hospital & Medical Center Medical Assistants and Clinic Assistants with the skills needed to join the PCMH team model of care. Responding to both Chapter 224 and the goals of the Health Care Workforce Transformation Fund, the project will significantly improve coordination among LH&MC practices, assess the skills of current staff, and develop a plan to provide current and future workers with required skills and competencies in emerging models of healthcare delivery.

Lowell Community Health Center

WIB Region: Greater Lowell

Lowell Community Health Center's Planning Grant goal was to develop a Community Health Worker (CHW)/Medical Assistant (MA) bi-directional Training Program, which incorporates aspects of community health and patient-centered care. We established a partnership with the MA League of Community Health Centers to develop a bi-directional training curricula, obtained feedback from Lowell CHC's CHWs and MAs to inform training curricula, engaged in discussions with Northern Essex Community College on obtaining credits for training, and began seeking input from Lowell CHC's Human Resources department to integrate pieces of a current successful Management Leadership Training Series for supervisors of CHWs and MAs.

MA Coalition for the Prevention of Medical Errors

WIB Region: Metro North

The MA Coalition for the Prevention of Medical Errors, in collaboration with Hallmark Health Medical Associates (HHMA), used Planning funds to set the foundation for quality improvement skills within HHMA, beginning with the training of a coach to work with office practices to improve their care processes. This model is valuable, as an internal coach can train practice staff in strategies to improve quality and efficiency without disrupting daily patient care. Further, the MA Coalition developed a plan to collaborate with physician organizations in implementing performance improvement, including activities to share lessons learned and sustain ongoing improvement.

MA Hospital Association

WIB Region: Metro North

The planning grant was instrumental for our organization, allowing us to outreach to our members to assess their training and educational needs to fill the immediate and longer-term challenges presented by health care reform. The grant enabled us to hire a consultant who interviewed fifteen hospital leaders and helped us implement and interpret a survey. We now have a roadmap with programming identified to help healthcare providers adapt to the new care delivery system. We also published a report, *Changing the Conversation: Accelerating Workforce Transformation in Healthcare*, which is available on our website.

Merrimack Valley Workforce Investment Board

WIB Region: Merrimack Valley

The Merrimack Valley Workforce Investment Board and three Merrimack Valley skilled nursing/long-term care facilities collaborated to address workforce challenges arising from alignment with Chapter 224. Strengthening team-based, person-centered care was identified as key for facilities to contain costs while improving care quality. To do so requires improved communication, teamwork, and cultural competency among direct care staff, especially Certified Nurse Assistants and their Nurse Supervisors. Our team evaluated existing curricula and then planned trainings in palliative/end of life care, English, and cultural competency. We also planned the establishment of a CNA mentoring program, and a coaching approach to CNA supervision.

Metro North Regional Employment Board

WIB Region: Metro North

With a focus on clinic and primary care office settings, we identified key roles of healthcare workers within the Patient Centered Medical Home model, assessed skill gaps, and identified needs for training in the emerging fields of PCMH care delivery. Collecting data from surveys, interviews, and focus groups conducted at two healthcare institutions, an evaluation report was prepared. Those results provide insight to how teamwork and patient engagement can reduce costs for providers and will be used as basis for the training grant proposal, aimed at enhancing current healthcare trainings to develop a pipeline of workers ready to provide quality care aligned with PCMH.

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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.

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Partnerships for a Skilled Workforce

WIB Region: Metro South/West

The Planning Grant had two objectives: (1) to determine the feasibility of adapting Hebrew SeniorLife's senior nursing assistant curriculum to a community college setting; and (2) to determine if skilled nursing facilities and community health centers in our region valued and needed senior nursing and/or medical assistant roles in their organizations. As a result of a positive response, Quinsigamond, MassBay and Middlesex Community Colleges will offer the senior assistant programs to 30 front-line workers from Epoch Senior Healthcare of Sharon, Mary Anne Morse Senior Health Care of Natick and Family Health Center of Worcester.

Quinsigamond Community College

WIB Region: Central MA

Quinsigamond Community College (QCC) focused the planning grant activities on the large, non-English speaking community living and working in central Massachusetts. Research revealed this population cannot take advantage of their access to quality care or their required course of care. QCC conducted a thorough needs assessment of local health care and high school organizations, analyzing their alignment with Chapter 224 goals and current skills gaps. QCC then analyzed results, outcomes and competencies in order to develop curriculum, syllabi, and a training plan for a new Medical Interpreter program in Spanish.

REB of Hampden County

WIB Region: Hampden

The Healthcare Workforce Partnership of Western Massachusetts, an initiative of the Regional Employment Board of Hampden County, conducted the Western Massachusetts Clinical Lab Workforce Analysis to understand workforce supply/demand issues and develop training and education strategies for medical technologists (MTs), medical lab technician (MLTs) and clinical lab assistants (CLAs). Recommended strategies include establishing clinical ladders that clearly differentiate the roles and responsibilities of these occupations, increasing the proportion of MLTs to MTs to address impending MT retirements and reduce labor costs, increasing utilization of and adopting a formalized on-the-job training that includes enhanced preceptor training.

Riverside Community Care

WIB Region: Metro South/West

Riverside's grant focused on refining a workforce training strategy to effectively implement an electronic health record system rollout organization-wide. We identified: 1) technological and operational aspects of interfacing with partners in the broader health care system that we must ensure our IT staff understand and can communicate effectively to our workforce, 2) priority areas of need for training on work process flows, and data use, 3) best methods for staff training, and 4) suggestions from staff for what Riverside should address to remain an organization where staff want to stay and work as they attain skills and the organization transforms.

Royal Health Group

WIB Region: South Shore

Royal Health Group had set forth goals during the planning grant period to review, assess, and standardize our orientation, on-boarding and training programs. As a result of our focus groups, meetings, and assessments, the Royal Odyssey Mentor Program has been established to assist in the retention of our valued employees.

South Shore Hospital

WIB Region: South Shore

During the planning grant period, our focus was on creating an education curriculum framework to train transitional RNs with 2-5 years of nursing experience in new areas of nursing practice, and to ensure understanding and advance knowledge related to providing high quality, cost-effective care while utilizing evidence-based research and best practices.

Southcoast Physicians Group

WIB Region: Greater New Bedford

The Southcoast Health and Bristol Community College's Quality Enhancement Through Employee Development initiative goal was to identify the skills gap among current Southcoast Medical Assistants, to uncover key health, wellness and prevention skills applicable to the Southcoast region, and to develop the training that will ensure the alignment of Southcoast Health with the goals and objectives of Chapter 224. The purpose of the development plan is to incorporate and implement evidence-based methods for employee acquisition of the emerging "health management and prevention" skills and knowledge critical to affordable healthcare in the 21st century.

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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.
