Health Care Workforce Transformation Fund
Advisory Board
May 16, 2016
10:00 a.m. to 11:30 a.m.

Commonwealth Corporation
2 Oliver Street, Fifth Floor
Boston, MA 02109

1. Welcome and Introductions
   Nancy Snyder

2. Grantee Presentation: Beth Israel Deaconess Milton Hospital
   Deborah Donahue, Beth Israel Milton Hospital and David Tapper, Lead
   Instructor Blue Hills Vocational Technical High School

3. Health Care Workforce Transformation Fund Training Grant
   Program Management and Business Metric Tools
   Karen Shack, Rebekah Lashman, Commonwealth Corporation

4. Announcements
Health Care Workforce

Transformation Training Grant

Partners

Beth Israel Deaconess Hospital
Milton

Blue Hills Regional
Technical School

“Improving Health Care for Elders”

Project Manager Deborah Donahue MHA, MSN, RN
GERIATRICS WORKFORCE SHORTAGE
A Looming Crisis

- By 2030 nearly 3.5 million additional health care professionals and direct-care workers will be needed.
- A majority of towns in State of MA will see a 50-100% increase in over 65
- The IOM landmark report, states that “unless action is taken immediately, the health care workforce will lack the capacity (in both size and ability) to meet the needs of older patients in the future.”

www.eldercareworkforce.org
Health Occupations with Greatest Need for New Workers

• Between 2010 and 2020, more than 1.2 million new RNs will be needed nationwide, including:
  → 500,000 replacement RN’s.
  → 840,000 home health aides;
  → 675,000 personal care aides
  → 500,000 nursing aides, orderlies, and attendants

Why a Geriatric Training Initiative?

- The communities served by BID Milton have a larger portion of >65 than the state of MA: Braintree-16.6%; Milton-14.0% and Randolph-13.8%, State-13.7%

- A workforce challenge for healthcare organizations to develop employees with the specialized skills necessary to serve the geriatric population

- Strengthen regional capacity for geriatric focused care, including management of chronic diseases to contain healthcare cost
Beth Israel Deaconess Training Initiatives will...

- Improve capacity to support the geriatric population in our region.
- Improve patient satisfaction
- Develop an enhanced culture of best practices
- Lower costs and enhance efficiencies
- Improve retention of front line staff
Business Metrics

- 10% improvement in patient satisfaction scores
- Strengthen the capacity to manage a vulnerable population & improve efficiency
- Reduce 30 day Readmissions in the over 65 population by 10% (cost savings of $64,800)
Business Metrics

- Develop enhanced skills of Nursing Assistants, thus allowing Licensed Staff to practice at the top of their license and enhance efficiencies
- Stabilize incumbent workforce
- Develop a nursing assistant career ladder
- Grow the next healthcare employee through pipeline training
The Curriculum Objectives

- Expand knowledge beyond the basic nursing assistant training
- Focused on the unique needs of the geriatric population
- Aimed at teaching observation skills to recognize the subtle signs and symptoms of illness
- Develop a specialized front-line team capable of providing early intervention
The Curriculum

- Training of nursing assistants, phlebotomists, radiology and rehab staff
- Incorporating visual and tactile learning to advance knowledge skills and optimize outcomes.
- A High Fidelity Simulation curriculum enhances retention for a multi-lingual/visual learner
- Sixteen lectures with video enhancements
- Sixteen Simulated clinical scenarios
- Bedside rounding session putting content into practice
Challenges

- Lack of a comprehensive curriculum to address the wealth of geriatric healthcare concerns
- Committing time for each Nursing Assistant to attend 40 hrs. of training
- Availability of staff trainers
- Coordinating training with Blue Hills vocation school based on academic calendar

Deborah Donahue MHA, MSN, RN
Success Year One

- Development of a comprehensive program to effectively raise practice levels
- Aggressive training plan: 85 front-line employees completed the geriatric curriculum
- 34 nursing assistants promoted to “Geriatric Patient Care Associate”
- All BH Seniors in the health professions program trained in geriatrics.
- Reduced LOS for a dementia patient: Saving $25,900 (1:1 (4,000), pressure ulcer(10,700), 30 d readmit (11,200))

Financial references: Agency for Healthcare Research and Quality. CMS.

Deborah Donahue MHA, MSN, RN
Has this program had an impact on clinical practice or quality improvement? Please Describe:

- This program & the manikin opened my eyes to real life problematic situations that can happen. It was a great experience that also hit close to home.
- We see a large volume of geriatric patients and this class was very valuable in learning how to communicate better. Enjoyed this opportunity. Thank you!
- Great examples that correlate to clinical practice. Loved the sensory deprivation box.
Comments from Internal Participants

- Allowed me to see things from a patients perspective and taught me ways to improve patient care & satisfaction
- Made me more aware of patients’ body language and my own body language. Loved learning about various cultural behaviors.
- After attending this class it makes me stop, listen and think about behavior and subtle signs of illness.
- Interdisciplinary case studies made me think the role each department has in patient care
- This program was amazing. I feel fortunate to have been given this opportunity

Deborah Donahue MHA, MSN, RN
Pipeline Evaluation N=18

1. I have developed confidence in providing geriatric care
2. The scenarios gave me an opportunity to see and understand the various changes in a patient’s condition
3. The training program encouraged critical thinking and emphasized the importance of team work when providing patient care
4. I feel prepared to enter the healthcare workforce with the new knowledge and skills I have learned
5. The manikin helped to link the lecture to the real life experience
6. We were able to see and listen to a patient while watching the body for problems, making the information easier to understand
7. It gave me confidence
Thank You

Blue Hills Regional Vocational School
<table>
<thead>
<tr>
<th>Proposed Metric</th>
<th>Baseline</th>
<th>Proposed Target</th>
<th>Actual Results</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decreased % of no-show for scheduled appointments.</td>
<td>Current rate of no-show is 10% of scheduled appointments.</td>
<td>5% of scheduled appointments will be no-shows.</td>
<td></td>
<td>As a result of cultural competency training we expect to see patients increase their engagement in clinical services. We hope this leads to better health outcomes.</td>
</tr>
<tr>
<td>Increased referrals to health and wellness services.</td>
<td>10% of patients are formally referred to health and wellness services as tracked in the EHR.</td>
<td>25% of patients will be referred to health and wellness services as tracked in EHR.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change in completeness and accuracy of EHR operation as demonstrated by a decrease in claims denied.</td>
<td>Claim denials per month are 25%.</td>
<td>Claims denied are no more than 10%.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reduce hospital re-admission rate.</td>
<td>10% of Medicare patients return to hospital within 30 days.</td>
<td>Decrease in re-admissions by 2.5%.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reduce average wait time on day of discharge.</td>
<td>54% of patients have an average 6-hour wait time to discharge.</td>
<td>Decrease average of 3 hours in 75% of cases.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reduce turnover of targeted position.</td>
<td>35% negative turnover rate.</td>
<td>15% negative turnover rate.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reduced wait time for new counseling session.</td>
<td>Average 8 days to new appointment.</td>
<td>Average 3 days for new appointment.</td>
<td></td>
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</tr>
<tr>
<td>Decrease % of grievance complaints from patients related to care transition.</td>
<td>Average 10 complaints per month.</td>
<td>Decrease by 5% per month for year following training.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase in care team formation at physician practice sites.</td>
<td>0 care teams exist.</td>
<td>50% of sites that complete training will form active care teams by end of grant.</td>
<td></td>
<td>Transition to PCMH required formation of care teams.</td>
</tr>
</tbody>
</table>
Instructions: Please complete this template to reflect your proposed business impact measures, as stated in your approved grant application and as discussed with Commonwealth Corporation’s Program Manager. This form will become part of your contract with Commonwealth Corporation. You will monitor these measurements throughout the project. You will be required to update this report at the end of your grant and submit it along with your final report. In the first section, write the anticipated impact of training on the organization. In the second part, list the metrics you will use to measure success in those areas. Please fill in Proposed Metrics, Baseline (if provided), Proposed Target, and Comments. Actual Results and any additional Comments will be completed at the end of your contract. Please contact your Commonwealth Corporation’s Program Manager with any questions on this form.

Impact of training on the organization(s):

1. Improvement in quality of patient care provided by Medical Assistants

Measurements of Impact:

<table>
<thead>
<tr>
<th>Impact</th>
<th>Proposed Metric</th>
<th>Baseline</th>
<th>Proposed Target</th>
<th>Actual Results</th>
<th>Comments/Explanation/Findings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased patient satisfaction</td>
<td>Concern the Medical Assistant showed for your problem, as measured by Press Ganey survey results of patient satisfaction</td>
<td>68.7% (average 1/1/14 through 3/31/15)</td>
<td>73%</td>
<td>XXXXXXXXXX</td>
<td>This question represents the patients’ perceptions of communication behaviors by the MAs and their genuine concern for the patients’ well-being. The training grant will provide education and support to the MAs, increasing staff engagement in care, which will result in enhanced patient satisfaction.</td>
</tr>
<tr>
<td>Improved quality of Care</td>
<td>Increase completion of patient depression screen by MAs</td>
<td>10% of patients have PHQ-9 completed and entered into EHR</td>
<td>50% of patients have PHQ-9 completed and entered into EHR</td>
<td>XXXXXXXXXX</td>
<td>The PHQ-9 depression screen is a tool designed to assist providers in capturing patients with depression for early diagnosis and treatment. Most often completed by providers; training will allow MAs to take on this task.</td>
</tr>
</tbody>
</table>
**Health Care Workforce Transformation Fund Training Grant Dashboard**

Quarter Ending 12/31/15

All training will be completed by 3/31/2017

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### Incumbent Worker Training Programs Enrollments by Area of Focus

#### Behavioral/Mental Health: Integration of Services

- The Carson Center for Human Services (Goal: 182)
- Lahey Health Behavioral Services (Goal: 51)
- Home Care Aide Council (Goal: 159)
- Community Healthlink (Goal: 2,443)
- Clinical and Support Options (Goal: 1,413)

#### Practice/Processes: Electronic Medical Record/Billing/Insurance Readiness

- Riverside Community Care (Goal: 1,134)
- L.U.K. Crisis Center (Goal: 62)
- Gosnold on Cape Cod (Goal: 1,878)
- Community Health Programs (Goal: 417)

#### Practice/Processes: Patient Centered Medical Home (PCMH) Readiness

- Signature Healthcare Medical Group (Goal: 573)
- *Metro North Regional Employment Board (Goal: 100)
- Lahey Clinic (Goal: 3,631)
- BU Ctr. for Aging & Disability Ed. & Res. (Goal: 1,415)

#### Pipeline/Pathways

- Brigham and Women's Hospital (Goal: 156)

#### Practice/Processes: Lean Readiness

- Springfield Technical Community College (Goal: 237)
- Nashoba Valley Medical Center (Goal: 783)
- Lowell General Hospital (Goal: 1,223)

#### Practice/Processes: Other

- Partners Home Care (Goal: 515)
- MA Coalition for the Prev. of Med. Errors (Goal: 154)
- B.I. Deaconess Medical Center: Boston (Goal: 444)

#### Residencies/Fellowships/Transition to Practice

- *VNA Care Network Foundation (Goal: 60)
- VNA & Hospice of Cooley Dickinson (Goal: 48)
- Care Dimensions (Goal: 124)
- Baystate Medical Center (Goal: 870)

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*Partial pipeline program*
All training will be completed by 3/31/2017

**Incumbent Worker Training Programs Enrollments by Area of Focus**

**Skill Enhancement: All Frontline Staff**
- Partners Healthcare System (Goal: 80) - 36% of Goal
- Lowell Community Health Center (Goal: 167) - 39% of Goal

**Skill Enhancement: Clinicians**
- Southcoast Health System VNA (Goal: 480) - 51% of Goal
- Simmons College (Goal: 462) - 5% of Goal
- New England Quality Care Alliance (Goal: 266) - 5% of Goal
- Massachusetts Senior Care Association (Goal: 69) - 88% of Goal
- Massachusetts Nurses Association (Goal: 36) - 100% of Goal
- Boston Health Care for the Homeless Program (Goal: 345) - 36% of Goal

**Skill Enhancement: Frontline Non-Clinical Workers**
- UMASS Memorial Medical Center (Goal: 85) - 39% of Goal
- UMASS Amherst, WMass Pub. Health Training Ctr. (Goal: 357) - 69% of Goal
- Jewish Vocational Service (Goal: 60) - 39% of Goal
- Central Massachusetts AHEC (Goal: 45) - 89% of Goal

**Skill Enhancement: New Credentials**
- Anna Jaques Hospital (Goal: 35) - 86% of Goal

**Skill Enhancement: All Staff**
- Salem State University (Goal: 70) - 29% of Goal
- Notre Dame Health Care Center (Goal: 252) - 65% of Goal
- Massachusetts Hospital Association (Goal: 380) - 56% of Goal
- Fellowship Health Resources (Goal: 300) - 57% of Goal
- Boston Center for Independent Living (Goal: 9,400) - 40% of Goal
- 1199SEIU Training and Upgrading Fund (Goal: 696) - 0% of Goal

**Skill Enhancement: Frontline Clinical Workers**
- *The Home for Little Wanderers (Goal: 303) - 112% of Goal
- Southcoast Health Physicians Group (Goal: 240) - 53% of Goal
- Partnerships for a Skilled Workforce (Goal: 28) - 64% of Goal
- North Shore Workforce Investment Board (Goal: 50) - 44% of Goal
- Merrimack Valley Workforce Investment Board (Goal: 254) - 60% of Goal
- MA League of Community Health Centers (Goal: 82) - 15% of Goal
- *Gandara Center (Goal: 221) - 43% of Goal
- East Boston Neighborhood Health Center (Goal: 181) - 54% of Goal
- *Beth Israel Deaconess Hospital: Milton (Goal: 168) - 58% of Goal
- Berkshire Health Systems (Goal: 78) - 54% of Goal

*Partial pipeline program
### Health Care Workforce Transformation Fund Training Grant Dashboard

**Quarter Ending 12/31/15**

*All training will be completed by 3/31/2017*

#### Pipeline Program Indicators

<table>
<thead>
<tr>
<th>Grantee</th>
<th>Enrollments</th>
<th></th>
<th></th>
<th>Placements</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Goal</td>
<td>Actual</td>
<td>Goal</td>
<td>Actual</td>
</tr>
<tr>
<td>Beth Israel Deaconess Hospital: Milton</td>
<td>60</td>
<td>0</td>
<td>35</td>
<td>0</td>
</tr>
<tr>
<td>Gandara Center</td>
<td>30</td>
<td>12</td>
<td>24</td>
<td>0</td>
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<tr>
<td>Metro North Regional Employment Board*</td>
<td>136</td>
<td>45</td>
<td>136</td>
<td>19</td>
</tr>
<tr>
<td>The Home for Little Wanderers</td>
<td>30</td>
<td>0</td>
<td>25</td>
<td>0</td>
</tr>
<tr>
<td>VNA Care Network Foundation*</td>
<td>32</td>
<td>36</td>
<td>32</td>
<td>0</td>
</tr>
<tr>
<td>YMCA Training, Inc.</td>
<td>40</td>
<td>27</td>
<td>38</td>
<td>20</td>
</tr>
</tbody>
</table>

*These programs do not have employment placement goals.*
Grantee Spending by Area of Focus

**Behavioral/Mental Health: Integration of Services**
- The Carson Center for Human Services: 37%
- Lahey Health Behavioral Services: 30%
- Home Care Aide Council: 59%
- Community Healthlink: 9%
- Clinical and Support Options: 49%

**Pipline/Pathways**
- *YMCA Training, Inc.*
- Brigham and Women’s Hospital: 40%

**Practice/Processes: Lean Readiness**
- Springfield Technical Community College
- Nashoba Valley Medical Center
- Lowell General Hospital
- Beth Israel Deaconess Hospital: Plymouth

**Practice/Processes: Other**
- MA Coalition for the Prevention of Medical Errors
- Beth Israel Deaconess Medical Center: Boston

**Practice/Processes: Patient Centered Medical Home (PCMH) Readiness**
- Signature Healthcare Medical Group
- *Metro North Regional Employment Board
- Lahey Clinic
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**Residencies/Fellowships/Transition to Practice**
- *VNA Care Network Foundation
- VNA & Hospice of Cooley Dickinson
- Care Dimensions
- Baystate Medical Center
Health Care Workforce Transformation Fund Training Grant Dashboard
Quarter Ending 12/31/15

All training will be completed by 3/31/2017

Grantee Spending by Area of Focus

Skill Enhancement: All Frontline Staff

- Partners Healthcare System
- Lowell Community Health Center

Actual: $0 - $50 - $100 - $150 - $200 - $250
Goal: $0 - $50 - $100 - $150 - $200 - $250
Percent of Goal: 48% - 43%

Skill Enhancement: Clinicians

- Southcoast Health System VNA
- New England Quality Care Alliance
- Massachusetts Senior Care Association
- Massachusetts Nurses Association
- Boston Health Care for the Homeless Program

Actual: $0 - $50 - $100 - $150 - $200 - $250
Goal: $0 - $50 - $100 - $150 - $200 - $250
Percent of Goal: 17% - 54% - 22% - 51% - 82% - 4%

Skill Enhancement: Frontline Non-Clinical Workers

- UMASS Memorial Medical Center
- UMASS Amherst, Western MA Public Health Training Center
- Jewish Vocational Service
- Central Massachusetts AHEC

Actual: $0 - $50 - $100 - $150 - $200 - $250
Goal: $0 - $50 - $100 - $150 - $200 - $250
Percent of Goal: 24% - 42% - 47% - 40%

Skill Enhancement: All Staff

- Salem State University
- Notre State University
- Fordham University
- Fellowship Health Resources
- Boston Center for Independent Living
- 1199SEIU Training and Upgrading Fund

Actual: $0 - $50 - $100 - $150 - $200 - $250
Goal: $0 - $50 - $100 - $150 - $200 - $250
Percent of Goal: 48% - 49% - 12% - 60% - 57% - 45%

Skill Enhancement: Frontline Clinical Workers

- *The Home for Little Wanderers
- Southcoast Health Physicians Group
- Partnerships for a Skilled Workforce
- North Shore Workforce Investment Board
- Merrimack Valley Workforce Investment Board
- Massachusetts League of Community Health Centers
- *Gandara Center
- East Boston Neighborhood Health Center
- *Beth Israel Deaconess Hospital: Milton
- Berkshire Health Systems

Actual: $0 - $50 - $100 - $150 - $200 - $250
Goal: $0 - $50 - $100 - $150 - $200 - $250
Percent of Goal: 28% - 22% - 36% - 35% - 27% - 24% - 33% - 66% - 53%

Skill Enhancement: New Credentials

- Anna Jaques Hospital

Actual: $0 - $50 - $100 - $150 - $200 - $250
Goal: $0 - $50 - $100 - $150 - $200 - $250
Percent of Goal: 83%

*Partial pipeline program
Please update this report every quarter with the most recent data. Please submit it even if there is no new activity to report. This report is meant to be a cumulative log of training activity numbers, and serves as a supplement to the quarterly narrative report. Please report on progress, test results, competency evaluations, learning gains, improvements, and any other related training/learning outcomes in the narrative report.

* When dates change, please update. Also report on that change in the Narrative Report.  ** Enrolled means started and attended at least one session.

<table>
<thead>
<tr>
<th>Training Program/Class/Session</th>
<th>Provider</th>
<th>Length of Training (Hr)</th>
<th>Date Start/End*</th>
<th>Learning Outcome(s)</th>
<th>Employer</th>
<th>Target Employees/Occupations</th>
<th># Staff to be Trained</th>
<th>Enrolled**</th>
<th>Completed</th>
<th># New Role/Job/Promoted</th>
<th># Pay Increased</th>
<th>Other</th>
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<tbody>
<tr>
<td>Basic Computer Skills</td>
<td>TRNG PROVIDER</td>
<td>300 hr</td>
<td>1/2015-5/2015</td>
<td>New Skills</td>
<td>EMPLOYER</td>
<td>Frontline Clinical (e.g. CNA, MA, Phlebotomists, PCA, PharmTech)</td>
<td>120</td>
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<td>n/a</td>
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<td>Cohort 1</td>
<td>TRNG PROVIDER</td>
<td>40 hr</td>
<td>Mar-2015</td>
<td>Promotion to</td>
<td>EMPLOYER</td>
<td>Frontline Clinical (e.g. CNA, MA, Phlebotomists, PCA, PharmTech)</td>
<td>4</td>
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<td>TRNG PROVIDER</td>
<td>40 hr</td>
<td>May-2015</td>
<td>Promotion to</td>
<td>EMPLOYER</td>
<td>Frontline Clinical (e.g. CNA, MA, Phlebotomists, PCA, PharmTech)</td>
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<td>Cohort 3</td>
<td>TRNG PROVIDER</td>
<td>40 hr</td>
<td>Aug-2015</td>
<td>Promotion to</td>
<td>EMPLOYER</td>
<td>Frontline Clinical (e.g. CNA, MA, Phlebotomists, PCA, PharmTech)</td>
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<td>Cohort 4</td>
<td>TRNG PROVIDER</td>
<td>40 hr</td>
<td>Sep-2015</td>
<td>Promotion to</td>
<td>EMPLOYER</td>
<td>Frontline Clinical (e.g. CNA, MA, Phlebotomists, PCA, PharmTech)</td>
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<td>10</td>
<td>10</td>
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<td>0</td>
<td>n/a</td>
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<td>Cohort 5</td>
<td>TRNG PROVIDER</td>
<td>40 hr</td>
<td>Dec-2015</td>
<td>Promotion to</td>
<td>EMPLOYER</td>
<td>Frontline Clinical (e.g. CNA, MA, Phlebotomists, PCA, PharmTech)</td>
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</table>

<table>
<thead>
<tr>
<th>Proposed Training</th>
<th>Proposed Trainees</th>
<th>Actual Enrollment Status</th>
<th>Additional Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td># Enrolled**</td>
<td>Completed</td>
</tr>
<tr>
<td></td>
<td></td>
<td>156</td>
<td>169</td>
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