

Health Care Workforce Transformation Grant – Training Grants Summary of Funded Projects and Final Outcomes

Grantee: 1199SEIU Training and Upgrading Fund

WIB Region: Boston

The labor-management partnership at the Union Hospital/North Shore Medical Center and Lynn Community Health Center, developed and delivered a de-escalation skills training program-- Response to Escalated Situations Training (R.E.S.T.) –using a Train the Trainer model. This training was designed to address employees’ need to better manage patients with challenging or difficult behaviors. Worker-trainers led 50 day-long R.E.S.T. sessions, providing over 600 workers with strategies to effectively manage and de-escalate patients and visitors presenting with difficult or dangerous behaviors. R.E.S.T. includes topics such as, understanding the cycle of anger, signs of escalation, and verbal and non-verbal tools to diffuse situations.

Grantee: Anna Jaques Hospital

WIB Region: Merrimack Valley

Anna Jaques’ nursing workforce in 2013 was around 40% BSN prepared. Statistics show that Bachelor’s prepared nurses (vs. RNs with Associates degree) have a positive impact on quality of care. With an increasingly complex, high tech healthcare environment and new payment models, the hospital was at risk of being penalized if it could not meet stringent quality and safety standards. To address these issues, the hospital challenged itself to increase its % of RNs with BSNs. With the help of grant funding, the hospital partnered with Bay State College to provide an on-site BSN course for experienced RNs. Over the grant period, the number of nurses holding a BSN increased from 123 to 173. Grant funds also supported the training of 25 new RN preceptors to support an improved orientation of new graduate nurses into practice. In addition, the project used funds to develop and deliver a series of simulation scenarios to train a range of staff in clinical assessment and clinical care skills. The scenarios will continue to be utilized post grant, for in house clinical skills training.

Grantee: Baystate Medical Center

WIB Region: Hampden

With an aging population, the shifting focus on population based care, and the shortage of primary care MD providers, hiring qualified experienced practitioners is a challenge. Grant funds helped to design and deliver a comprehensive residency program that allowed Bay State Medical Center to hire, train and retain new graduate advanced practice staff. Curricula focused on diagnosis and treatment of the top 20 primary care diagnoses. As a result of this grant activity, the employer reported a decrease in their cost per hire, and improvement in advanced practitioner turnover rate. In addition, the employer noted a significant increase in access to primary care (measure is based on the number of days a patient must wait to confirm an appointment with a provider) without a decrease in patient experience scores. The training program will be sustained without grant funds for the foreseeable future.

Grantee: Berkshire Medical Center

WIB Region: Berkshire

Berkshire Health System expanded its nursing career ladder by implementing a Certified Nursing Assistant (CNA) II program at Berkshire Medical Center and Fairview Hospital, and a mentoring program for long-term care facility Hillcrest Commons. The program was designed to improve communication, teamwork and critical thinking skills, decrease wait time for procedures, and enable the hospitals to do more with staffing constraints. The program resulted in improved technical, communication and problem solving skills of CNAs, enabling nurses to delegate more tasks to their CNA IIs. This resulted in improved productivity for all and faster, on-time patient discharges.

Grantee: Beth Israel Deaconess Hospital: Milton

WIB Region: South Shore

The current and future growth in the aging population presents a crisis in the healthcare delivery system and the entry level hospital workforce lacks the capacity to manage the complex and costly needs of the elderly. Through this grant, Beth Israel Deaconess-Milton developed and implemented training curricula of multiple topics utilizing classroom and simulation training to help staff address the needs of geriatric patients in acute care settings. The training resulted in skill development for 85 multi-cultural, multi-lingual Certified Nurse Assistants. All who completed the training were promoted into a newly created Geriatric Associate role and received a salary increase. The employer reported a decreased 30 day readmission rate during the grant period which they attribute in part to the training and skill gain achieved through the grant. In addition, a pipeline partnership with Blue Hills Regional Vocational School was established. School faculty were trained to deliver the new curricula and have incorporated it into their health professions program. Thirty six students received training. After the completion of the training, six of the graduates got jobs as C.N.As and nine are currently pursuing health care education at the college level.

Grantee: Beth Israel Deaconess Hospital: Plymouth

WIB Region: South Shore

BID Plymouth Hospital used lean continuous improvement training to improve the quality and efficiency of care. Senior leaders completed a 16 hour training and 65 managers, supervisors, and medical staff completed a 64 hour lean in

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healthcare certificate course. As a result of the training, several projects were completed including decreased Emergency Department length of stay for admitted patients by 19%; and improved patient experience to the 74.8th percentile rank for overall hospital rating (based on HCAHPS scores for AHA region 1).

Grantee: Beth Israel Deaconess Medical Center: Boston

WIB Region: Boston

In an acute care hospital, care team members such as MDs and RNs do not report to the same department and have varying priorities and schedules. Professionals on a care team are trained for their role independent of other professions on the team and often are not instructed in teamwork principles. BIDMC used training to improve the functioning of the care team on three inpatient floors, helping team members understand their distinct and overlapping roles and training them in specific teamwork communication skills. These skills were then applied by implementing a new standard “huddle” among providers on the floors when it was determined (using standardized criteria) that a patient’s condition was potentially deteriorating. This “huddle” is now the expected practice on all three med/surg floors and an additional floor has also adopted the practice. In addition, the 3-hour teamwork training has been integrated into the annual onboarding session for new med/surg interns.

Grantee: Boston Center for Independent Living

WIB Region: Boston

Boston Center for Independent Living (BCIL) and Boston Medical Center (BMC) created a video training series to improve communication between the hospital based care team and patients with disabilities. The final product, has the goals of enhancing staff and clinician’s knowledge of issues/barriers facing people with disabilities and strives to impact the quality of care provided by improving communication with patients and caregivers. BCIL continues to work with BMC to leverage the video series in order to continue to improve the care provided to patients.

Grantee: Boston Health Care for the Homeless Program

WIB Region: Boston

Boston Health Care for the Homeless Program (BHCHP) trained clinical and non-clinical staff in motivational interviewing and trauma-informed care. As a result, both staff and patients reported that BHCHP operates in a trauma-informed care manner. Moreover, quantitative data showed improvement in patients’ use of medication-assisted treatment for substance use disorders, and in patients’ engagement in services.

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

WIB Region: Boston

In partnership with Commonwealth Care Alliance (CCA), Boston University CADER delivered face to face and on line training aimed at strengthening the capacity of CCA staff to provide team-based, person-centered care. After training almost 200 CCA staff, BU and CCA created a standardized approach to conducting team meetings which ensured that the care coordination aspects for CCA’s members were addressed by the entire team, from complex medical needs to personal and psychosocial needs. In addition, they were able to design and implement an inter-professional member case study round practice at team meetings to discuss more challenging and/or complex cases with the full team.

Grantee: Brigham and Women's Hospital

WIB Region: Boston

The Patient Care Assistants (PCAs) project trained assisted staff in the use of emerging technologies, specifically computer skills and new software/hardware. As a result of the training, employees strengthened their readiness for the adoption of electronic health records. BWH also reduced the use of one-to-one patient observers by 15% using continuous virtual monitoring, saving \$957,791; and prevented attrition (related to lack of basic computer skills) by an estimated \$2,995,200 at the time of EMR implementation.

Grantee: Care Dimensions

WIB Region: North Shore

Nurse recruitment and retention impacts the ability to provide high quality hospice and palliative care to patients. Since many nurses hired have little to no exposure to end-of-life care, Care Dimensions used grant funds to provide cost and time efficient clinical skills training and mentorship to RNs hired into hospice care. They developed a Hospice Nurse Residency for both new graduate nurses and experienced nurses new to the field of hospice and palliative care. Through this Residency, they trained 12 nurse case managers. There has been a significant reduction in nurse turnover which enabled the organization to serve greater numbers of patients with life-limiting illness. The grant funds also supported development of 20 education videos presenting clinical skills frequently encountered by hospice nurses. Videos are accessible via iPhones, thereby providing point of care education for staff who primarily work remotely.

Grantee: Center for Community Health Education Research & Service

WIB Region: Boston

There is growing demand for home health aides yet many interested candidates for training do not have access to

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funding or the necessary supports to successfully complete a skills training course. The HEART Consortium (Health Education Action Research and Technology) is a group of community residents, community based organizations, educational institutions, and employers working together to develop and deliver home health aide training for unemployed and under-employed residents of public and publicly supported housing. Funds from this grant helped to support additional employer engagement and planning activities to strengthen relationships and ensure that the project staff had current workforce demand information to inform the continued development of their training, job placement and retention strategies.

Grantee: Central Massachusetts AHEC (Center for Health Impact)

WIB Region: Central MA

Community Health Workers (CHW) are increasingly being added to clinical teams and charged with addressing complex challenges to patient and community health, including health disparities, difficulties accessing care, and social determinants of health. Through this grant, Central MA AHEC and the Edward M. Kennedy (EMK) Community Health Center were able to provide EMK's CHW workforce with core competency training that improved their professional knowledge, skills, and attitudes, and to create, pilot, and implement a standardized CHW Orientation Toolkit that is relevant to the community health center environment and helps promote high quality and consistent CHW services across clinical sites.

Grantee: Centrus Premier Home Care

WIB Region: South Shore

Centrus utilized grant funding to create a simulation lab that enabled them to train new and incumbent nurses in critical pediatric highly specialized/high demand skills. With the use of high-fidelity simulation technology, Centrus was able to train more nurses, more effectively and confidently, allowing them to place them in the field at a faster pace and with less one-on-one support. As a result of having more trained nurses on staff, they were able to reduce the number of missed opportunities for service, reduce the percent of patient 30-day re-hospitalizations, and decrease the number of emergency room visits.

Grantee: Clinical and Support Options

WIB Region: Franklin/Hampshire

People with serious mental illness and substance use disorders often suffer poor physical health, and behavioral health treatment can be rendered virtually ineffective in the face of serious medical problems. However, behavioral health specialists are not trained nor equipped to address these issues. Clinical and Support Options (CSO) developed an Integrated Health Treatment and Education series to address these needs. Training aimed to develop general skills for behavioral health specialists in engaging patients and promoting activation to improve their own health. This training program has enabled staff to target people coping with chronic illness that put their health at risk and take an integrated approach to addressing their needs.

Grantee: Community Healthlink

WIB Region: Central MA

Within Community Healthlink (CHL), primary care and behavioral health providers have historically functioned within their own area of specialization, consistent with their training. As part of an organizational effort to integrate primary and behavioral health, providers and staff at all levels of the organization received training in key skills and competencies related to universal screening for common health conditions, chronic disease management, and the importance of integrated care. As a result of the training, integrated care goals are now included in patient treatment plans and integrated care training has been added to orientation for all new employees.

Grantee: Community Health Programs

WIB Region: Berkshire

Community Health Programs (CHP) implemented orientation and training programs that helped employees master electronic medical records (EMR), onboard successfully, have access to on-site support, and be able to respond adeptly to changing software and health care delivery models. As a result of the grant's support for staff time dedicated to the development and implementation of orientation and training programs, the grantee met or exceeded their goals for the number of staff trained. The improved and enhanced training and orientation programs led to positive changes within the health centers, as employees became more competent, capable, and confident in their skills.

Grantee: D'Youville Life & Wellness Community

WIB Region: Greater Lowell

D'Youville Life and Wellness Community used funding to provide advanced wound care training to their nurses and staff. Through a certification program and in-house training and wound care rounds, D'Youville's staff saw improvements in their skill level and understanding of wound care. D'Youville also incorporated wound care training into their orientation process, improved interdisciplinary collaboration, and saw savings related to wound care supplies.

Grantee: East Boston Neighborhood Health Center

WIB Region: Boston

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The grant supported the community health center’s efforts to train their Medical Assistants with advanced clinical skills and to support their development as part of a clinical team. Those Medical Assistants trained through the grant activity are now better skilled on: spirometry, vaccine administrations, sterile techniques etc.

Grantee: Family Continuity

WIB Region: North Central MA

Twelve clinicians from the grantee organization completed the Certificate in Primary Care Behavioral Health through the UMASS Center for Integrated Care. As a result clinical staff were embedded in partner clinical medical health care sites in order to increase access for patients to behavioral health care. As a result, the grantee reported an increased number of referrals from medical staff to behavioral health staff for services and a reduction in the wait time for access to behavioral health appointments.

Grantee: Fellowship Health Resources, Inc.

WIB Region: Bristol

Fellowship Health Resources (FHR) developed and delivered a training program to current employees and clients in order to improve quality and efficiency of care. The organization used a “train the trainer” model and distance learning techniques. The training focused on strategies to impact patients’ behavior in monitoring their chronic health conditions and in providing tools to support making healthier life decisions. Key health care issues included: smoking, obesity, abuse of illicit substances, and frequent hospitalizations. Significant progress was reported by most individuals served.

Grantee: Gandara Center, Inc.

WIB Region: Hampden

The Children’s Behavioral Health Workforce Collaborative goal was to help strengthen the community’s capacity to provide patient-centered children’s behavioral health care for linguistically and racially diverse families. Grant activity included services to:

- 1) expand and strengthen the pipeline of linguistically and racially diverse workers into entry level positions by recruiting and training community residents for full time jobs in children’s behavioral health.
- 2) provide skill enhancement and professional development to incumbent children’s behavioral health workers.
- 3) provide professional training and supervision/coaching to children’s behavioral health staff in clinical roles.

552 participants received trained. As a result of the grant funded training, 21 individuals received job placements. Current and new Children’s Behavioral Health Workers earned 6 college credits and a certificate while increasing their knowledge of clinical concepts, terminology and documentation skills. The project showed statistically significant improvement in documentation skills. Clinical Supervisors strengthened their supervisory practices. Supervisors earned a years’ worth of CEUs, an estimated value of \$48,000.

Grantee: Gosnold on Cape Cod

WIB Region: Cape & Islands

Grant funds allowed Gosnold to address identified barriers through a technological and service training program. The training initiative improved organizational competence in clinical and service domains (Recovery Management, ICD-10, DSM V, and Integrated Settings), clinical documentation (myEvolv EMR), and communication systems (WebEx, SharePoint, Jabber, and others), and as result enhanced the patient experience, reduced re-hospitalization, and promoted continuity of care in our community-based setting.

Grantee: Home Care Aide Council

WIB Region: Metro North

Individuals with mental health diagnoses can present challenges for Home Health Aides (HHAs) without proper training on managing difficult behaviors. This grant supported the development of a new 12-hour Mental Health Supportive Home Care Aide curricula and a complementary 3 hour Supervisor training curricula. Over 100 home care workers and more than 60 supervisors were trained. Overall, the trainings were successful in meeting grantee’s goal of better preparing HHAs to care for individuals with mental health diagnoses. Employers reported a decline in customer complaints, lower turnover compared to other HHAs, and an increase in the use of these specially-trained HHAs with clients who could benefit from their skills.

Grantee: Jewish Vocational Service

WIB Region: Boston

JVS and Boston Children’s Hospital designed and implemented an Essential Skills Training Program to develop communication, critical thinking, teamwork, and cultural competency in frontline employees. The goal was to increase efficiency in clinic operations by decreasing disruption of services and costs associated with high turnover and longer onboarding in Patient Experience Representative (APER) positions. Over two years, 75 participants were trained during their 90-day probationary period in the APER Float Pool and 59 of them moved to permanent positions by the end of

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the grant. Training resulted in 93% retention of graduates; improved overall performance and full proficiency in their new roles 30 days sooner than external hires; and 26% less support from supervisors and coworkers at start-up.

Grantee: Lahey Hospital and Medical Center

WIB Region: Metro North

Lahey Hospital and Medical Center is implemented a strategy to redesign its delivery of primary care. The grant funded training focused on essential patient-centered core competencies that support Medical Assistants (MAs) to function in an expanded team-based role. The Grantee collaborated with Middlesex Community College to develop a 4 module training curriculum; 256 classes were delivered to over 100 employees. Outcomes achieved included attainment of new clinical, administrative and team work skills for all of the participants; and an improvement in *Press Ganey* satisfaction scores related to the level of patients' satisfaction with the MA concern/engagement during their visit.

Grantee: Lahey Health Behavioral Services

WIB Region: North Shore

Lahey Health Behavioral Services developed a customized curriculum to train behavioral health (BH) clinicians in undertaking a philosophical and practical shift in care provision from a "silo" mentality to an integrated approach. Clinicians and clinical leaders within the BH and substance clinics/programs received an 8-unit training in providing patient-centered care that addressed traditional BH or substance issues, and also expanded clinicians' comfort and intervention expertise in addressing their patients' physical symptoms, preventive health practices, chronic disease self-management, adherence, and engagement with doctors and the broader health care team.

Grantee: Lowell Community Health Center

WIB Region: Greater Lowell

Lowell CHC provided professional growth and development opportunities for Community Health Workers (CHW), Medical Assistants (MA), and their supervisors. Through interdisciplinary training strategies and efforts, staff received advanced skills training, a path was established for professional mobility for CHWs and MAs, and curricula was developed for the Comprehensive Outreach Education Certificate (COEC) program to align with CHW certification efforts. As a result, staff have the skills and confidence required to deliver adequate care without increasing costs. MAs and CHWs are now better integrated into care teams, and high-performing MAs achieved national MA certification. Another outcome of the grant is the incorporation of MAs in pre-visit planning, contributing to savings of \$145,153 in the 2016 calendar year.

Grantee: Lowell General Hospital

WIB Region: Greater Lowell

Training provided concepts and tools required for engaging staff in Lean processes and provided staff with the skills required to implement these processes and create the foundational support for the transformation to a culture that focuses on engaging all employees for continuous improvement and growth. Grantee also created their own on-line employee education (Introduction to Lean: Focus on Waste Walk and 5S; Introduction to Kanban), Lean Toolkits for leaders to support department integration (Introduction to Lean: Focus on Waste Walk and 5S; Introduction to Kanban) as well as making it required education for all employees. To support sustainability, they have developed Lean modules for inclusion in a new employee orientation.

Grantee: LUK, Inc.

WIB Region: North Central MA

LUK, Inc. utilized grant funds to assist staff transition from a paper documentation system to an electronic health record (EHR) system. Grantee's primary outcome was to improve the quality of client services by improving the quality and efficiency of client documentation thereby decreasing staff time spent on documentation and increasing staff's direct service to clients. Training funds partially supported a Lead Trainer and a Director of Information who worked collaboratively with staff to initially orient and train in the agency's new EHR system; to provide "refresher" trainings; and to create and support an infrastructure that will sustain staff work with the EHR system. Multiple training strategies were utilized including live trainings, hands on practice, individual coaching, visual instructions, and video trainings. Grantee developed EHR training videos.

Grantee: Massachusetts Coalition for the Prevention of Medical Errors

WIB Region: Metro North

The MA Coalition for the Prevention of Medical Errors collaborated with Mount Auburn Professional Services (MAPS) to develop a patient safety and quality improvement program to help overburdened office practices address the demands of health care reform, improve safety, quality, and efficiency. Staff were trained to be coaches and now guide Practice Managers to use improvement techniques to identify problems, study solutions, and measure results to select effective process changes. Practice Managers are able to lead improvement teams comprised of front-line practice staff and clinicians, benefiting patients as well as clinicians and staff.

Grantee: Massachusetts League of Community Health Centers

WIB Region: Boston

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The funds received through the grant helped to enhance existing skills training modules to make them more relevant to the current tasks Medical Assistants (MAs) are being asked to perform. Training was delivered to 75 staff at 4 different health centers in Massachusetts. Topics included clinical skills, team work and communication skills, providing MAs with a deeper understanding of Patient Centered Medical Home concepts and specifically how they fit into the team-based care model. The overall effect was to build competencies and increase MAs participation in multi-disciplinary team care.

Grantee: Massachusetts Hospital Association

WIB Region: Metro North

The grant enabled MA Hospital Association (MHA) to provide two types of training that helped caregivers adapt to shifts in care delivery: TeamSTEPS training and Motivational Interviewing for Enhanced Care Delivery. Nearly 400 caregivers from 30 hospitals participated in trainings. Workers gained population health management and teamwork skills that will enable them to provide more effective, patient-centric, and team-based care.

Grantee: Massachusetts Nurses Association

WIB Region: Metro South/West

Perioperative nursing is a highly skilled area of practice which typically requires experience and a 6-12 month orientation period. The grant allowed the Massachusetts Nurses Association (MNA) to train incumbent nurses from different hospitals to meet staffing needs that were anticipated due to the upcoming retirement of many in the Operating Room (OR) workforce. The selected nurses trained with advanced simulation and content experts in varied areas of OR practice. Over the two-year period, 16 new OR nurses were trained and initiated a 6-9 months orientation within their own hospital, and 13 remain in the OR setting. The vacancies created by RNs transferring into the new setting have been filled by newly graduated RNs who previously were unable to secure employment in acute care.

Grantee: Massachusetts Senior Care Association

WIB Region: Metro South/West

The Care Transitions Education Protect (CTEP) was designed to increase the capacity of frontline nurses from across the continuum to lead and improve patient-centered care transitions and contribute to each organization's efforts to reduce unavoidable hospital readmission rates and improve quality of care. Nurse educators from the nine regionally based employer partners received training to deliver the evidence based CTEP curriculum to 81 nurses and other staff. Demonstrated improvements in cross continuum communication and collaboration have positively contributed to patient-centered care.

Grantee: Merrimack Valley Workforce Investment Board

WIB Region: Merrimack Valley

Long-term care employers are experiencing stagnant income alongside regulations that oblige them to do more with less. Merrimack Valley WIB's Healthcare Workforce Transformation Program was created to help long-term care employers address this situation through trainings to incumbent staff, especially Certified Nurse Assistants (CNAs). Training was aimed at increasing CNA staff retention and supervisor sensitivity to cultural variances. In addition, trainings helped create a Peer Mentoring Program that increased the retention of newer CNAs and job satisfaction amongst both CNAs and nursing staff.

Grantee: Metro North Regional Employment Board

WIB Region: Metro North

Metro North REB convened a team to develop, pilot, and refine a *social determinants of health* curriculum for the allied health workforce and developed modules to augment Medical Assistance training to educate community college students on the Patient-Centered Medical Home model. This grant supported "early adopter" employers whose leadership and front-line workers know that this is a critical new frontier in healthcare. Training was delivered to over 150 front line staff at three area acute care hospitals.

Grantee: Nashoba Valley Medical Center

WIB Region: North Central MA

Nashoba Valley Medical Center had the opportunity to learn and implement the principles of LEAN. Grant funded training helped employees learn the skills to create standard work processes and document these processes so that they could be regularly reviewed for modification as necessary, sustaining continued improvement. The Grantee's 5S projects enabled them to efficiently organize several areas of the hospital, and to repurpose or dispose of outdated equipment and supplies. Staff learned cross-functional processes that could be streamlined, eliminating waste, reducing redundancies and thus improving customer service. Learnings are sustained through a new Lean Steering Committee and the training of eight staff who became Lean Trainers for new employees.

Grantee: New England Quality Care Alliance

WIB Region: South Shore

New England Quality Care Alliance (NEQCA)'s provided staff with training in Motivational Interviewing, Integrated Care Management and Communications skills. With those strengthened skills, staff were better able to facilitate behavior

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change in patients. As a result, with staff support, patients dealing with chronic diseases, increased their engagement in care management by 21%. In addition, with stronger physician and practice engagement, direct referrals for services from providers increased from 0.3% to 6.4%. Care Managers reported increased job satisfaction and showed an improvement in staff retention from 43% in 2015 to 100% in 2016.

Grantee: North Shore Workforce Investment Board

WIB Region: North Shore

The Grantee partnered with North Shore Community College (NSCC) to develop a rigorous training course that provided Medical Assistants (MAs) at two local employer sites with a better understanding of the PCMH model and its tenets. While this training was originally targeted to help physician practices meet PCMH certification, training goals were expanded to focus on practice re-design, improvements in workflows, and an expanded role of MAs as key members of the care teams.

Grantee: Notre Dame Health Care Center

WIB Region: Central MA

Notre Dame Health Care (NDHC) and its partner, Oriol Health Care worked to ensure quality transitions for residents and patients that will reduce re-admission rates. The grant supported training for over 250 staff at all levels of the organization in the following topics: Cross Functional Team Work, Leadership Skills, Lateral Violence, SBAR Technique (Situation, Background, Assessment and Recommendation), Transitions and Continuum of Care, and Improving End of Life Outcomes.

Grantee: Partners HealthCare System

WIB Region: Boston

Patient-centered medical home transformation provides new and expanded roles for employees in community health centers and ambulatory practice settings. To prepare front-line non-clinical staff, Partners HealthCare partnered with College for America to create and pilot a competency-based Health Care Fundamentals Certificate program whose content was informed by primary care practice leaders and managers. Seventy-eight employees from Brigham and Women's Hospital's ambulatory practices and Mass General Hospital's health centers participated in the pilot. Fourteen employees completed the certificate program by the end of the grant with an additional twenty-two employees in process. Feedback from employees and managers was positive and enthusiastic. The certificate program is now included in College for America's portfolio of program offerings.

Grantee: Partnerships for a Skilled Workforce, Inc.

WIB Region: Metro South/West

Fifty-four experienced Certified Nursing Assistants (CNAs) from ten nursing homes and five Medical Assistants from a community health center were trained in leadership, communication, observation and reporting, critical thinking, and conflict resolution so that they could strengthen their roles as members of the patient care team, assume additional duties and responsibilities, and improve the overall quality of care. Mass Bay, Quinsigamond and Middlesex Community College faculty taught this course, *Frontline Leaders*, developed by Hebrew Senior Life. Annual aggregate cost savings of \$94,000 was realized as both the nurses and the assistants worked to the top of their job descriptions.

Grantee: Partners Home Care

WIB Region: Metro North

Partners Continuing Care (PCC) is comprised of a group of post-acute and home care organizations whose primary focus is the treatment and care of patients who have sustained either serious illness and/or injury. Grantee's goal was to create an educational platform focused on palliative care and acute illness and injury management to help staff across PCC better meet the needs of their patients and families. Grant funds supported the development of five interactive on-line learning modules for clinical staff; topics include: What Is Palliative Care, Anorexia & Cachexia, Delirium for Clinicians, Managing Non-Pain Symptoms, and Managing Pain: Sticky Questions & Current Guidelines. These training modules were viewed by incumbent staff across the system and are now integrated into orientation for all new hires at Partners Health Care at Home.

Grantee: Riverside Community Care

WIB Region: Metro South/West

Riverside's is in the process of converting to electronic health records (E.H.R). Through a customized training approach, including a train the trainer strategy, staff in Outpatient Services and Emergency Services were trained in using the newly purchased electronic health system. Riverside saw an increase in the use of the EHR across the organization, and significantly reduced the amount of denied claims.

Grantee: Salem State University

WIB Region: North Shore

As a patient-centered community-based healthcare organization, North Shore Community Health identified effective communication and collaboration as primary workforce needs for Medical Assistants (MAs). As the lead grantee, Salem

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State University provided training to focus on staff communication skills, teamwork, and the role of MAs as valuable members of community-based healthcare centers.

Grantee: Signature Healthcare Medical Group

WIB Region: Brockton

Grantee delivered Patient Centered Medical Home (PCMH), Population Health, and Patient Navigation trainings to their internal and family medicine practices. The trainings helped the organization work toward the larger goals of implementing team-based modes of delivering health care services to increase efficiency and effectiveness, strengthening staff capacity to provide patient-centered care, including improved patient engagement, management of chronic disease, and care coordination. A Patient Navigator training was delivered to a cohort of Medical Assistants across a number of sites. As a result, Medical Assistants who completed this training were given additional responsibilities as team members and received a wage gain. Patient Centered Medical Home (PCMH Level 1) recognition from National Committee for Quality Assurance (NCQA) was achieved for 5 practices.

Grantee: Simmons College

WIB Region: Boston

Using the End-of-Life Nursing Education Consortium (ELNEC) curriculum and a train-the-trainer approach, 595 nurses, social workers, nursing students, chaplains, case managers, educators, and nurse managers were trained in palliative care content. In addition, almost 300 physicians, nurse practitioners, physician assistants attended palliative care continuing medical education events. This resulted in an increase in South Shore Hospital's confidence to provide palliative care services; a two fold increase in the number of palliative care referrals; and a 22.4% increase in the number of hospice days provided to patients. Simmons College of Nursing instituted a complete revision of academic curriculum to embed Palliative Care and End of Life throughout the undergraduate and graduate curriculums so all students leave the college competent in palliative care and end of life concepts.

Grantee: Southcoast Health Physician Group

WIB Region: Greater New Bedford

Southcoast Health Physician Group (SHS) partnered with Bristol Community College to deliver clinical skills and supervisory training to Medical Assistants (MAs) and their Practice Managers. Training was focused on preparing Medical Assistants to pass a national credentialing exam. Over 301 SHS employees were trained, 98% of the MAs who completed training obtained their national credential. 100% of Southcoast MAs attended the hands on clinical skills day, 70 MAs completed sufficient CEUs to extend their national credential an additional two years.

Grantee: Southcoast Visiting Nurse Association, Inc.

WIB Region: Greater New Bedford

Southcoast VNA's goal was to transition its clinical staff from providing general episodic care to consistent provision of patient-centered, evidenced-based care. Over the course of this 2 year grant, the Integrated Care Management and Transition of Care education was provided to 266 employees via webinar and on site learning. The staff education focused on disease management of Diabetes, Chronic Obstructive Pulmonary Disease, Heart Failure and Depression along with other medical conditions that could increase the risk for hospital readmissions. Education focused on strategies to reduce the hospital readmission rates and improve patient satisfaction. The use of onsite and webinar learning and patient education materials has served to improve performance metrics, improve the quality of patient care by Southcoast VNA and improve employee engagement.

Grantee: Springfield Technical Community College

WIB Region: Hampden

355 staff across four long term care institutions were trained in Lean process. The training helped to raise staff awareness about work processes, and provided a model to follow for further problem solving. Lean principles served to strengthen teamwork among CNAs and nurses. One institution, Loomis House reported reduced CNA turnover, by 4%, going from 32% turnover to 28% and CNA Nurse/Nurse overtime was reduced from 10.29% to 3.29% during the grant period. In addition, a cohort of CNAs who needed refresher instruction on taking patient vital signs received training through a simulation lab approach. Staff reported they are more confident about their clinical skills ability.

Grantee: The Carson Center for Human Services/Behavioral Health Network

WIB Region: Hampden

Primary Care has become a key access point in our health care system for behavioral health and substance use problems; however, clinicians trained in traditional behavioral health care practice are ill-prepared for work in the primary care setting. The grant enabled Behavioral Health Network (BHN) staff to develop a comprehensive model, process, and training program that prepares clinicians for integrated behavioral health work, and promotes ongoing dialogue and innovation within this growing field. Through a rigorous curriculum and implementation plan, BHN set up the infrastructure to support the process after the grant period ends.

Grantee: The Home for Little Wanderers

WIB Region: Boston

Health Care Workforce Transformation Grant – Training Grants Summary of Funded Projects and Final Outcomes

The Children’s Behavioral Health Workforce Collaborative goal was to help strengthen the community’s capacity to provide patient-centered children’s behavioral health care for linguistically and racially diverse families. Grant activity included services to:

- 1) expand and strengthen the pipeline of linguistically and racially diverse workers into entry level positions by recruiting and training community residents for full time jobs in children’s behavioral health.
- 2) provide skill enhancement and professional development to incumbent children’s behavioral health workers.
- 3) provide professional training and supervision/coaching to children’s behavioral health staff in clinical roles.
 - 552 participants received training.
 - Incumbent and pipeline workers earned 9 college credits and a college certificate while increasing their knowledge of clinical concepts, terminology and documentation skills. The project showed statistically significant improvement in written case note documentation skills.
 - Twelve new students were hired into the field.
 - The college level Certificate Program modified through this grant is being replicated at community colleges around the state.
 - Clinical Supervisors strengthened their supervisory practices. Supervisors earned a years’ worth of professional development CEUs, an estimated value of \$48,600.

Grantee: UMASS Amherst, Western MA Public Health Training Center

WIB Region: Franklin/Hampshire

UMass Amherst and Caring Health Center (CHC) collaborated to address challenges facing “front-line” health care workers (e.g., Medical Assistants) providing care to an urban, diverse population with high rates of chronic diseases. Trainings focused on: (1) expanding awareness of relevant patient resources; (2) teaching goal setting skills to front line staff for use with patients; and 3) Increasing the recognition and respect for the impact of culture on chronic disease. Staff reported that the training strengthened their patient engagement skills and helped increase identification and documentation of patient wellness goals- a Patient Centered Medical Home benchmark. Grantee also developed and piloted a shared medical appointment model (SMA) focused on diabetes. The Pilot Diabetes SMA was cost neutral and insights gained on improving future SMAs were considered highly valuable by CHC leadership.

Grantee: UMASS Memorial Medical Center

WIB Region: Central MA

UMASS Memorial Medical Center delivered training that enhanced the Ambulatory Service Representatives (ASR) present and future success in their roles, and helped prepare them for their future at the hospital. Course work focused on customer service, communication, problem solving, team work and Lean skills to strengthen the workers’ ability to provide high quality and efficient patient-centered care.

Grantee: VNA and Hospice of Cooley Dickinson

WIB Region: Franklin/Hampshire

VNA and Hospice of Cooley Dickinson developed and delivered residency training to a small cohort of new graduate and inexperienced RNs to prepare them for work in home care settings. (Project did not complete full grant period)

Grantee: VNA Care Network Foundation

WIB Region: Boston

VNA Care Network Foundation (VNACNF) created and implemented *The First Work Experience in Geriatric Home Care for Newly Licensed Physical Therapists*, a 2-year program providing a 6-month orientation and onboarding experience for newly-licensed PTs. This is an innovative program to address the increasing demand for Physical Therapists (PT) in home care. In addition, VNACNF worked with Simmons College to provide content and clinical experiences in home care for their PT students. The program demonstrated a cost-effective model of developing newly licensed PTs into competent and effective home care clinicians within a 12-month period, and increased the knowledge about and interest in home care practice among PT students.

Grantee: YMCA Training, Inc.

WIB Region: Boston

Training prepared unemployed participants for jobs as Member Service Representative positions. Graduates were better able to define and explain health insurance, the Affordable Care Act, eligibility guidelines, HMOs, PPOs, medical specialties, claims, benefits, as well as having proficiency in keyboarding, data entry. A total of 43 participants completed the program and 34 were placed, 16 of whom gained employment in the health insurance industry, while 13 gained employment in the medical office administrative industry where they will utilize the health insurance training they received on the job.
