

**Health Care Workforce Transformation Trust Fund
Report to the Administration & Legislature on Fund
Activity through September 2016
Submitted: February 2017**

Addenda



Meeting Agendas

**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**



THE COMMONWEALTH OF MASSACHUSETTS
EXECUTIVE OFFICE OF LABOR AND WORKFORCE DEVELOPMENT



Health Care Workforce Transformation Training Grant

Partners



Beth Israel Deaconess Hospital
Milton

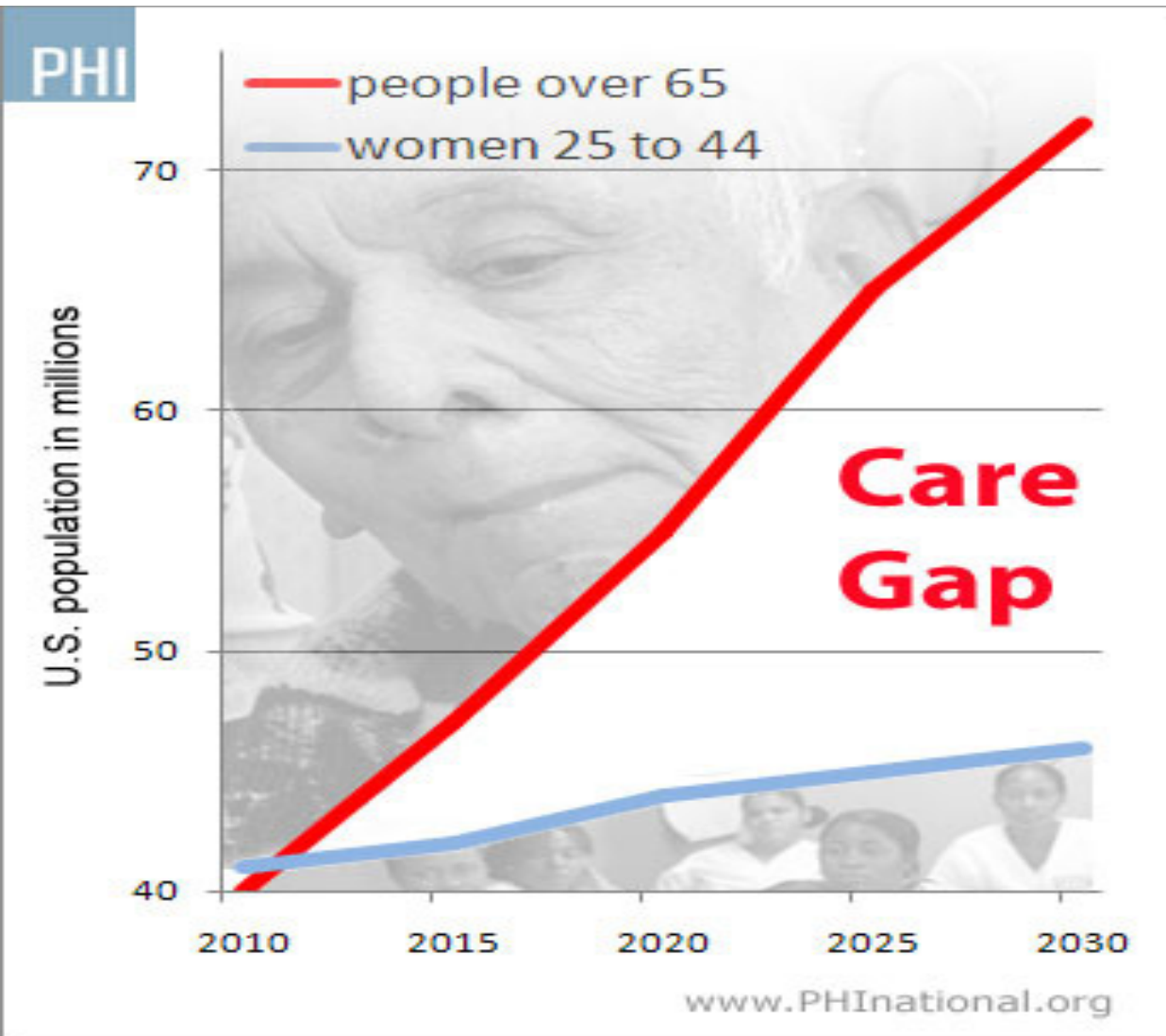


"Improving Health Care for Elders"

Project Manager Deborah Donahue MHA, MSN, RN

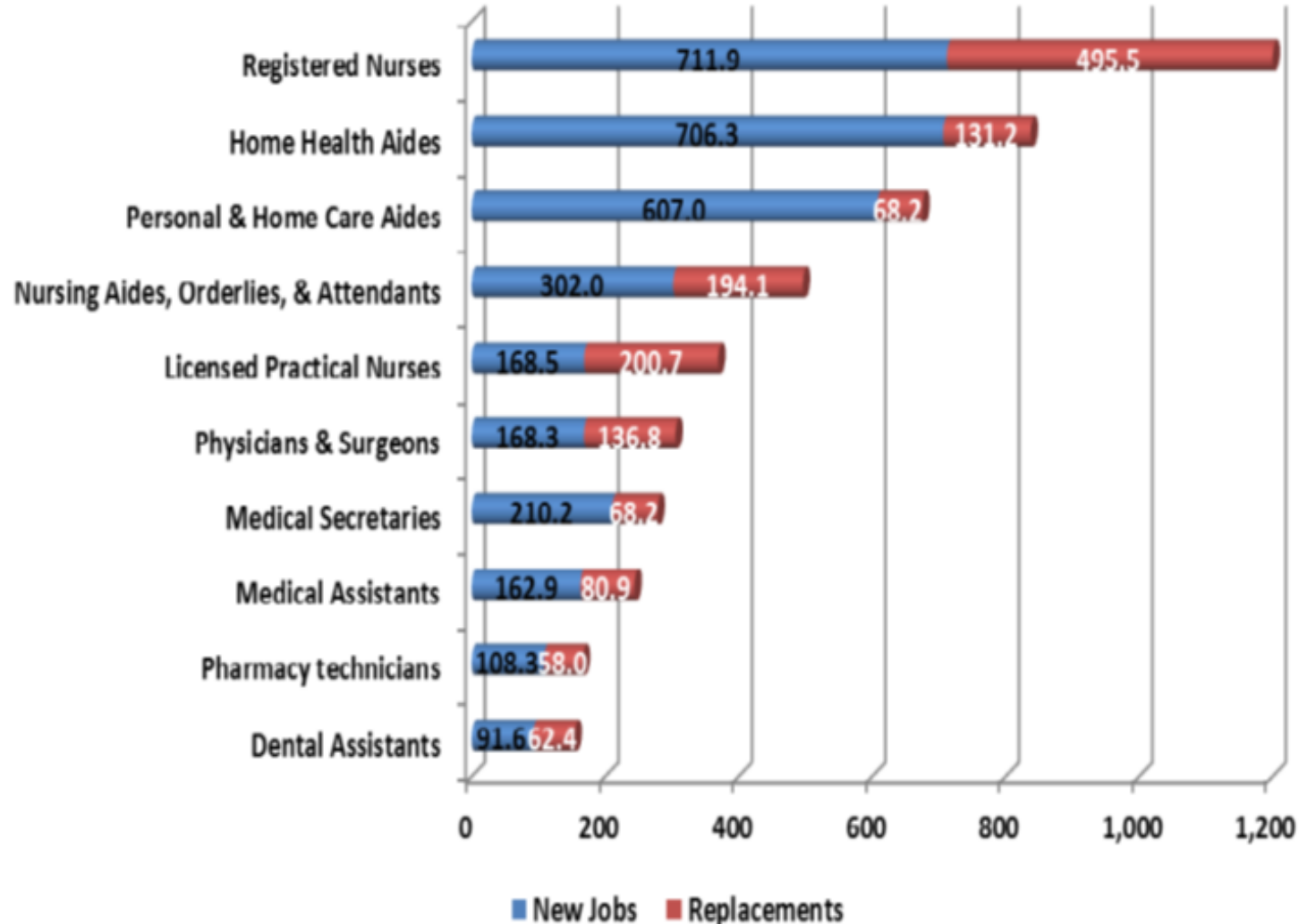
GERIATRICS WORKFORCE SHORTAGE

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.”

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

Sources: U.S. Department of Labor, Bureau of Labor Statistics, National Employment Matrix, employment by industry, occupation, and percent distribution, 2010 and projected 2020.



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



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))



Comments from Internal Participants

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

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

Health Care Workforce Transformation Fund
Advisory Board Meeting – May 16, 2016

Proposed Metric	Baseline	Proposed Target	Actual Results	Comments
Decreased % of no-show for scheduled appointments.	Current rate of no-show is 10% of scheduled appointments.	5% of scheduled appointments will be no-shows.		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.
Increased referrals to health and wellness services.	10% of patients are formally referred to health and wellness services as tracked in the EHR.	25% of patients will be referred to health and wellness services as tracked in EHR.		
Change in completeness and accuracy of EHR operation as demonstrated by a decrease in claims denied.	Claim denials per month are 25%.	Claims denied are no more than 10%.		
Reduce hospital re-admission rate.	10% of Medicare patients return to hospital within 30 days.	Decrease in re-admissions by 2.5%.		
Reduce average wait time on day of discharge.	54% of patients have an average 6-hour wait time to discharge.	Decrease average of 3 hours in 75% of cases.		
Reduce turnover of targeted position.	35% negative turnover rate.	15% negative turnover rate.		
Reduced wait time for new counseling session.	Average 8 days to new appointment.	Average 3 days for new appointment.		
Decrease % of grievance complaints from patients related to care transition.	Average 10 complaints per month.	Decrease by 5% per month for year following training.		
Increase in care team formation at physician practice sites.	0 care teams exist.	50% of sites that complete training will form active care teams by end of grant.		Transition to PCMH required formation of care teams.

Lead Organization/Grantee: **ABC Primary Care Practice**

Contract #: 5555

Person Completing Report, Title: **Jane Smith, Director of Clinical Operations**

Role: **Program Manager**

Contract Dates: **Jan 1, 2015 - Dec 31, 2017**

Date Submitted: **December 15, 2014**

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:

Impact	Proposed Metric	Baseline	Proposed Target	Actual Results	Comments/Explanation/Findings
Increased patient satisfaction	Concern the Medical Assistant showed for your problem, as measured by Press Ganey survey results of patient satisfaction	68.7% (average 1/1/14 through 3/31/15)	73%	XXXXXXXXXX XXXXXXXXXX XXXXXXXXXX	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.
Improved quality of Care	Increase completion of patient depression screen by MAs	10% of patients have PHQ-9 completed and entered into EHR	50% of patients have PHQ-9 completed and entered into EHR	XXXXXXXXXX XXXXXXXXXX XXXXXXXXXX	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.

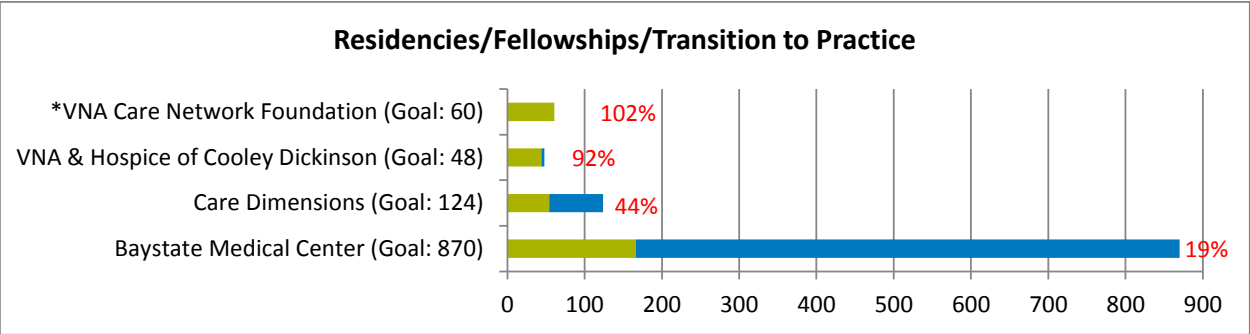
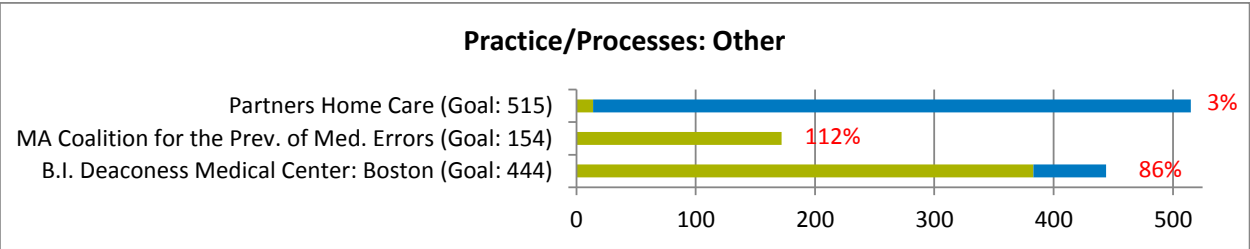
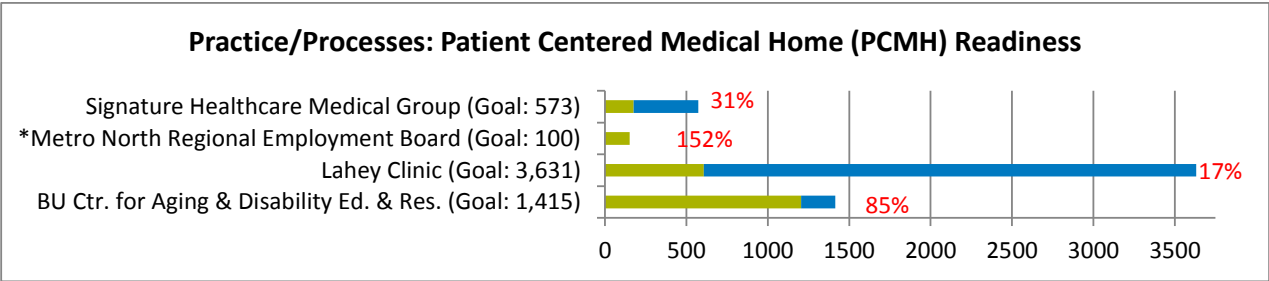
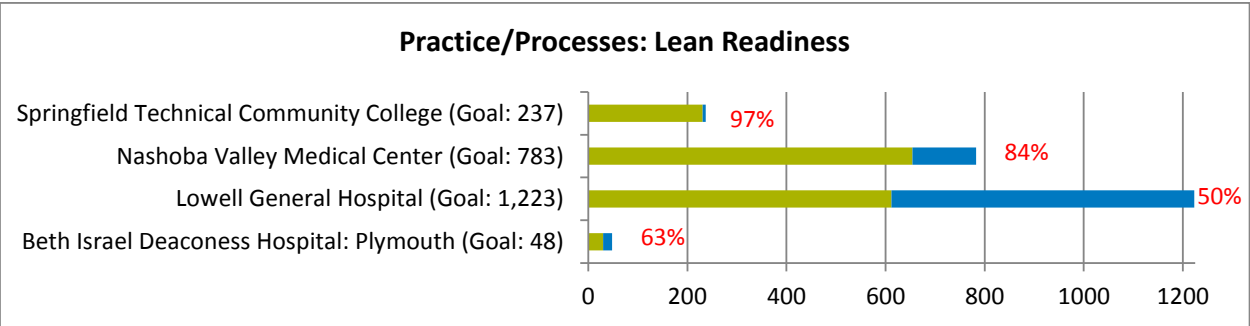
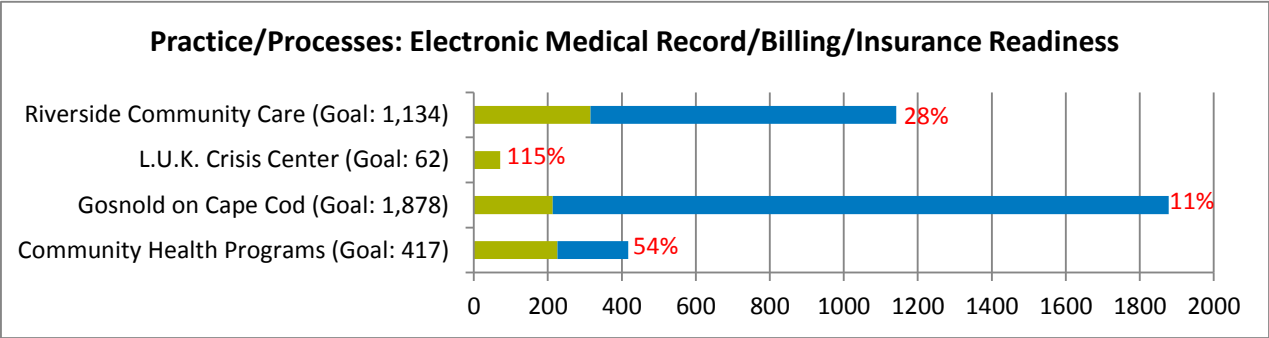
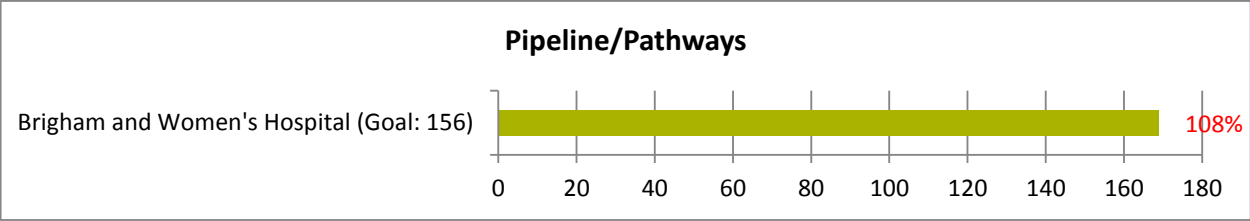
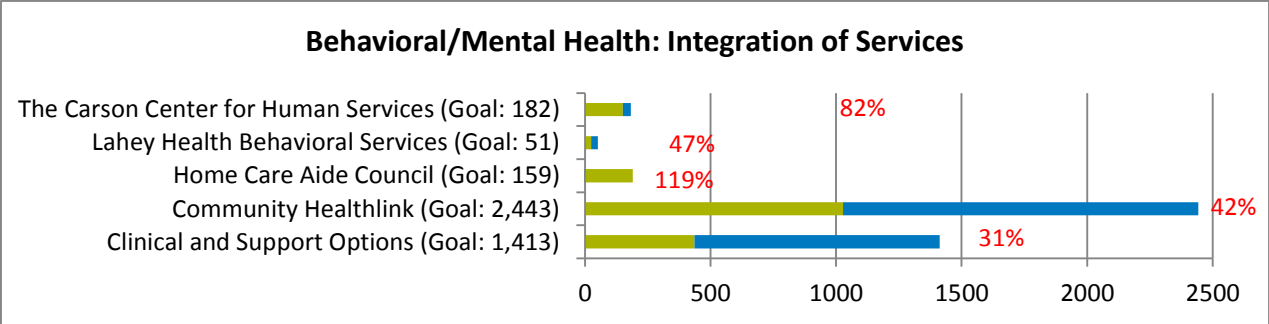
Health Care Workforce Transformation Fund Training Grant Dashboard

Quarter Ending 12/31/15



All training will be completed by 3/31/2017

Incumbent Worker Training Programs Enrollments by Area of Focus



Actual Goal Percent of Goal *Partial pipeline program

Health Care Workforce Transformation Fund Training Grant Dashboard

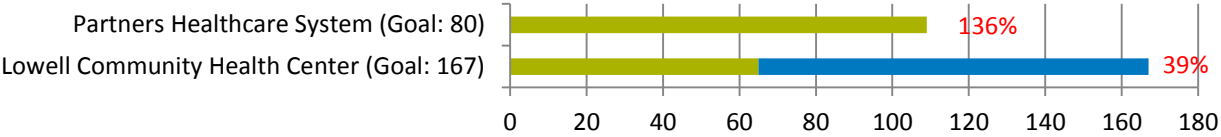
Quarter Ending 12/31/15



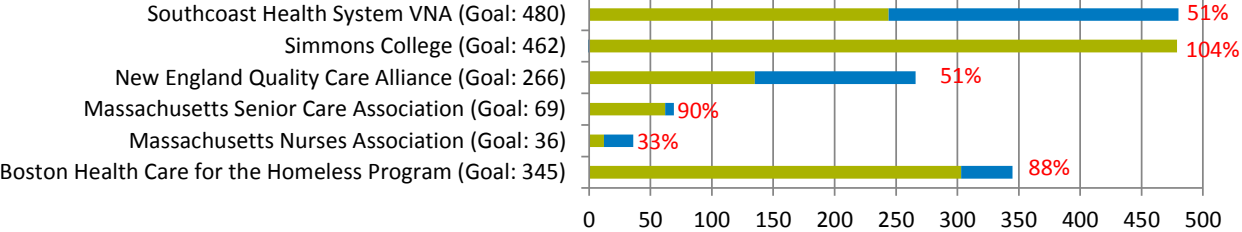
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Incumbent Worker Training Programs Enrollments by Area of Focus

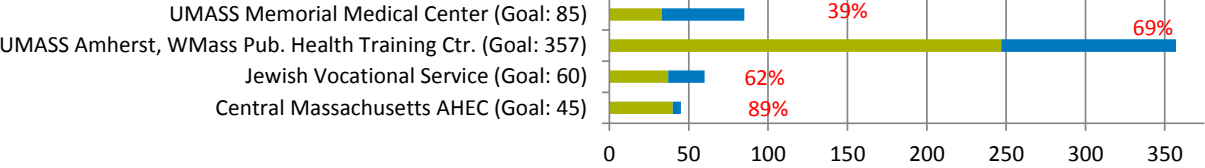
Skill Enhancement: All Frontline Staff



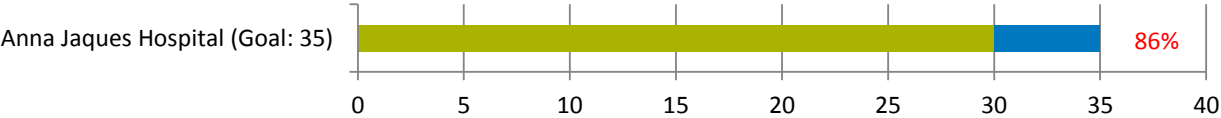
Skill Enhancement: Clinicians



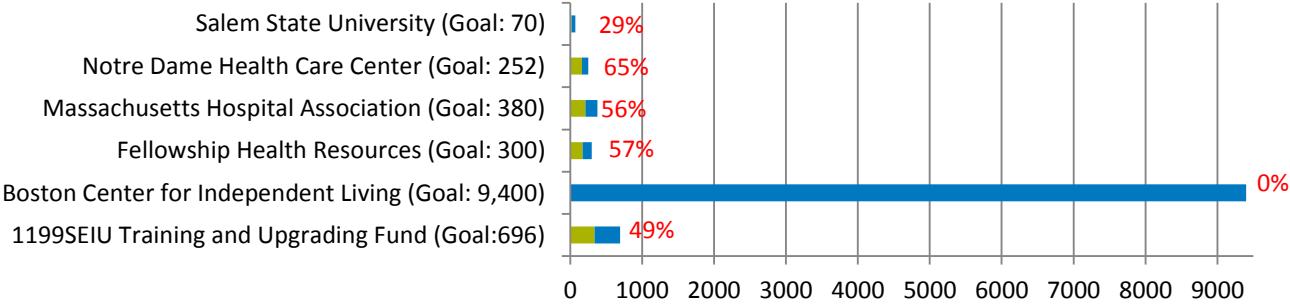
Skill Enhancement: Frontline Non-Clinical Workers



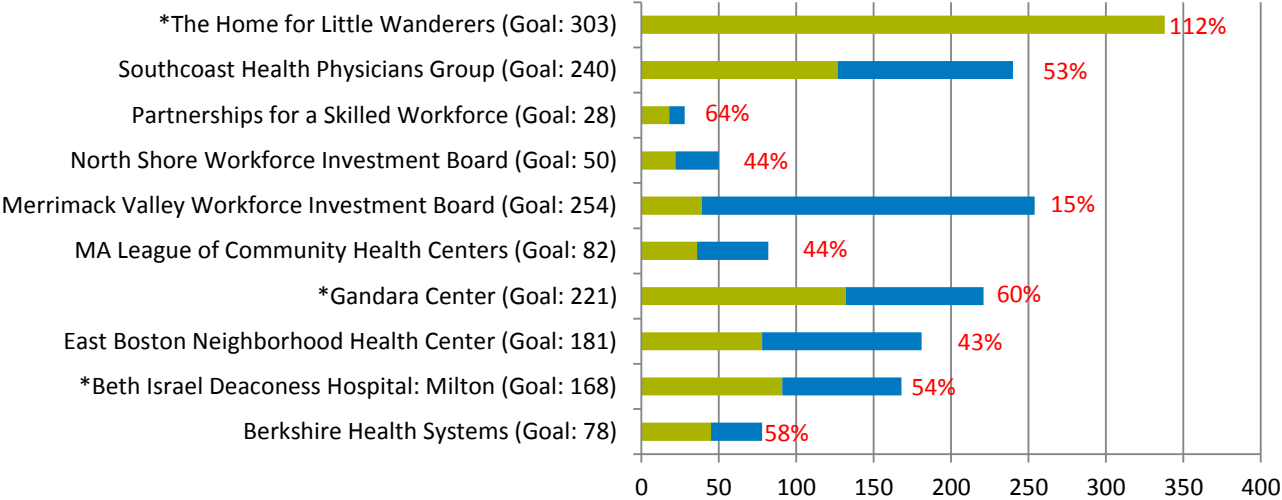
Skill Enhancement: New Credentials



Skill Enhancement: All Staff



Skill Enhancement: Frontline Clinical Workers





COMMONWEALTH CORPORATION
Building skills for a strong economy.

Grantee	Enrollments		Completions		Placements	
	Goal	Actual	Goal	Actual	Goal	Actual
Beth Israel Deaconess Hospital: Milton	60	0	35	0	40	0
Gandara Center	30	12	24	0	21	0
Metro North Regional Employment Board*	136	45	136	19	0	0
The Home for Little Wanderers	30	0	25	0	21	0
VNA Care Network Foundation*	32	36	32	36	0	0
YMCA Training, Inc.	40	27	38	20	32	11

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Health Care Workforce Transformation Fund Training Grant Dashboard

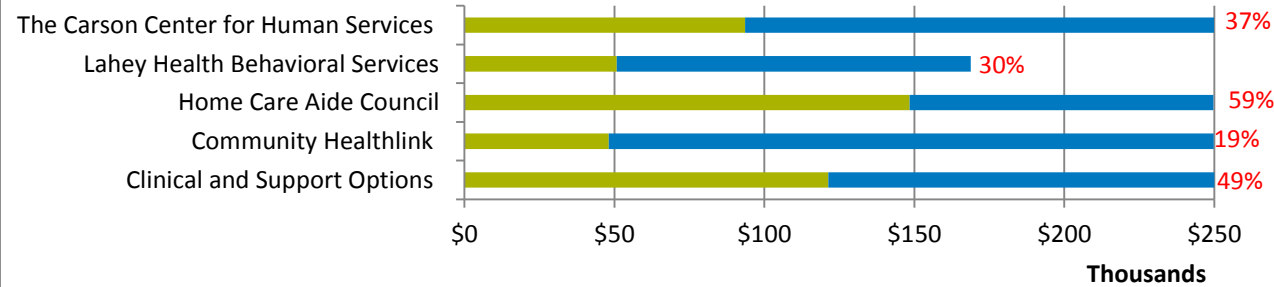
Quarter Ending 12/31/15

All training will be completed by 3/31/2017

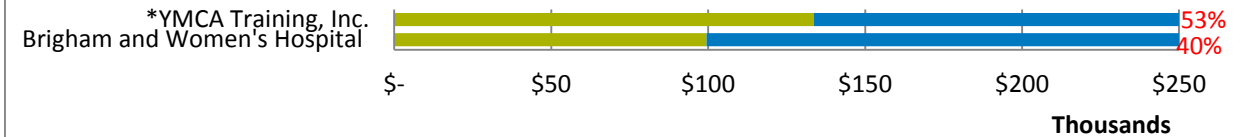


Grantee Spending by Area of Focus

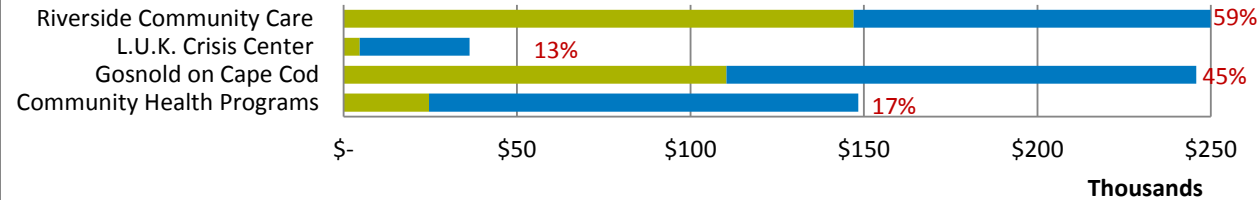
Behavioral/Mental Health: Integration of Services



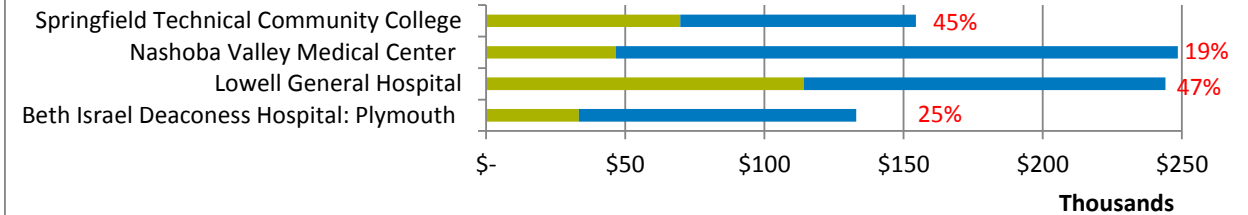
Pipeline/Pathways



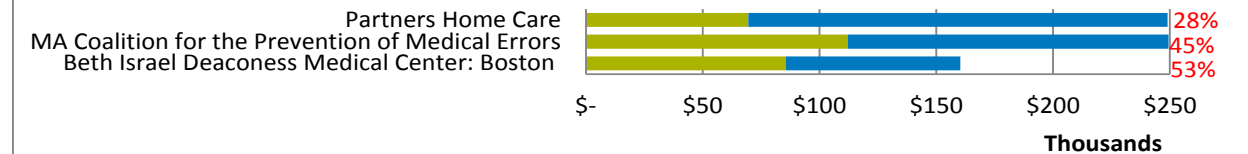
Practice/Processes: Electronic Medical Record/Billing/Insurance Readiness



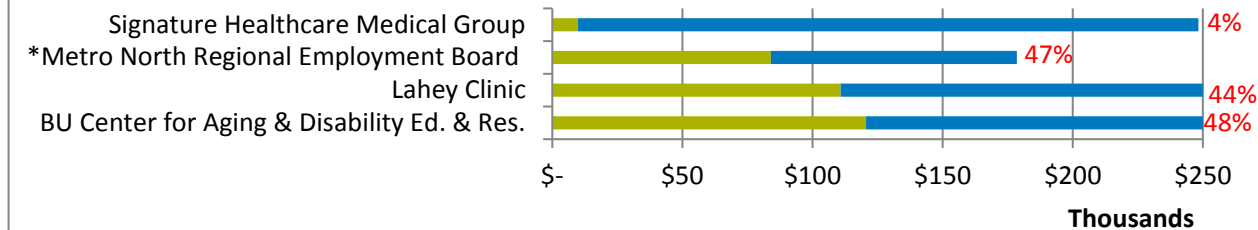
Practice/Processes: Lean Readiness



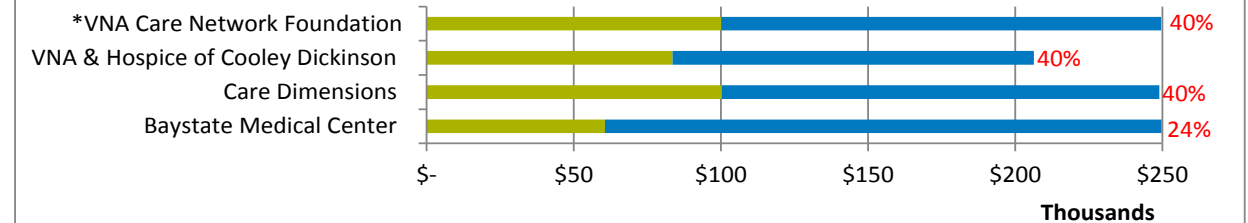
Practice/Processes: Other



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



Residencies/Fellowships/Transition to Practice



Actual Goal Percent of Goal *Partial pipeline program

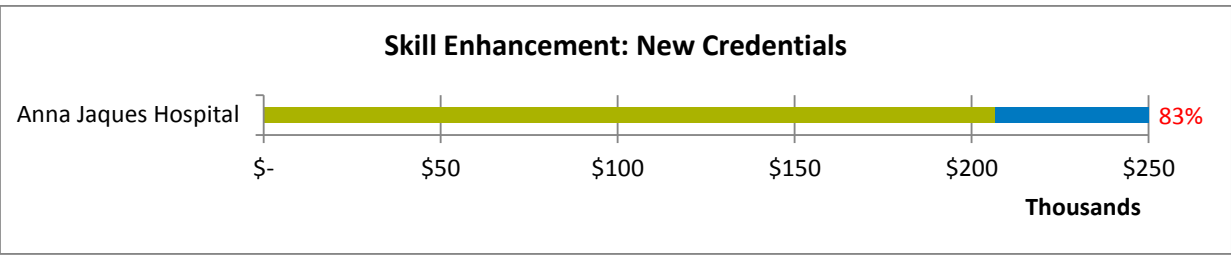
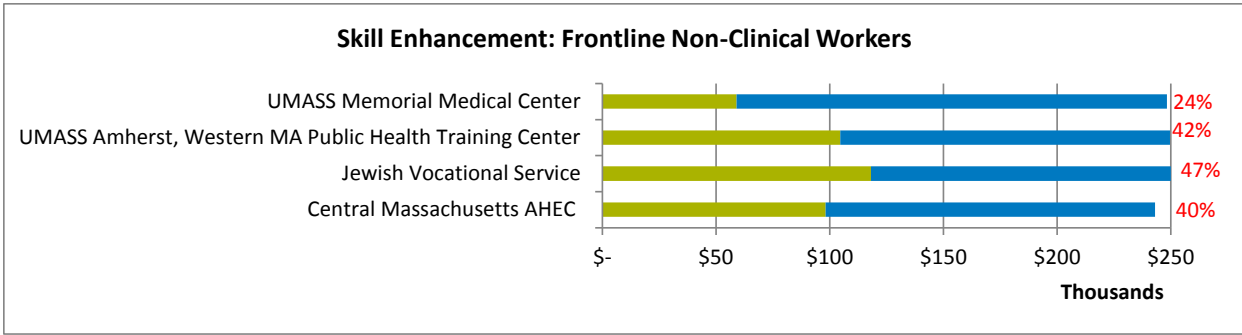
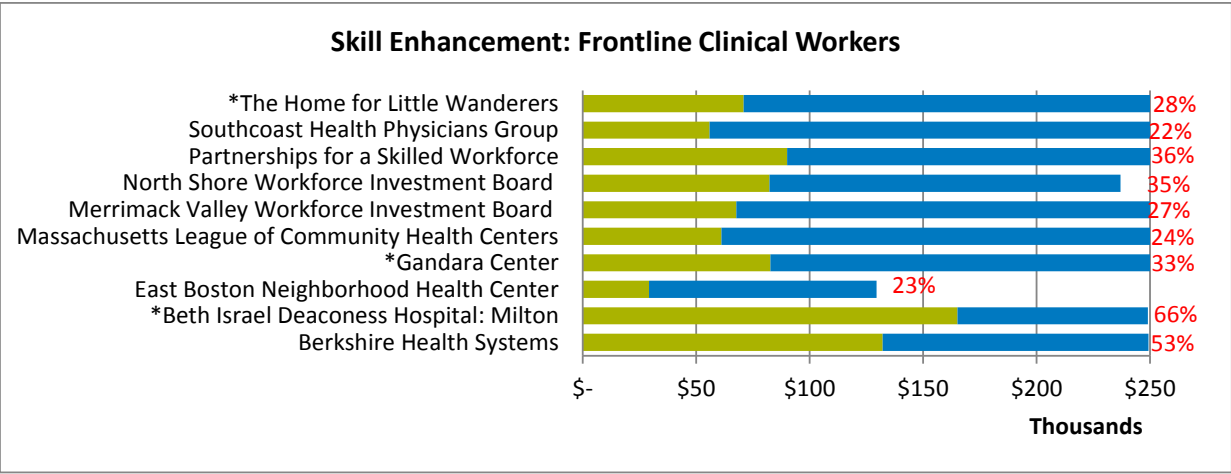
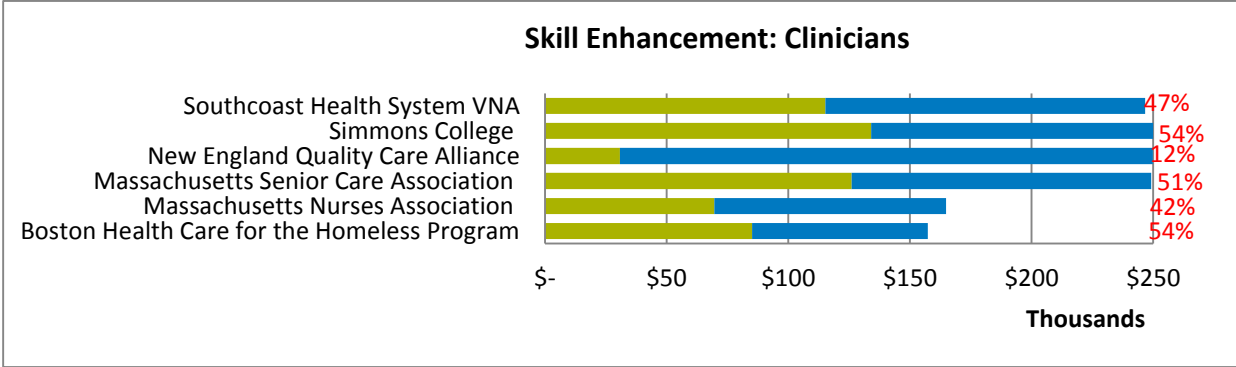
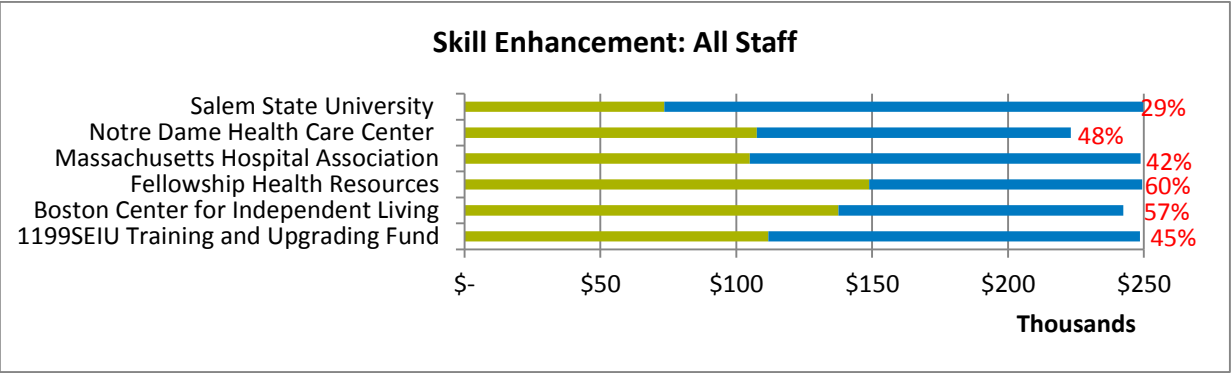
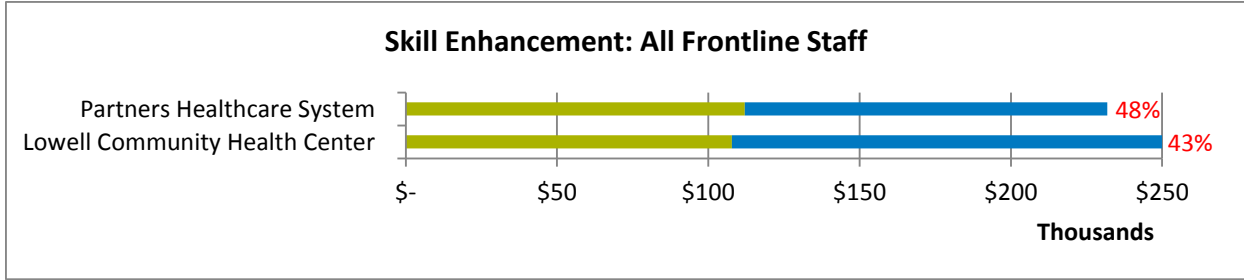
Health Care Workforce Transformation Fund Training Grant Dashboard

Quarter Ending 12/31/15

All training will be completed by 3/31/2017



Grantee Spending by Area of Focus



Date Submitted: 1/15/16

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

Proposed Training					Proposed Trainees			Actual Enrollment Status		Additional Outcomes		
Training Program/Class/Session	Provider	Length of Training (Hr)	Date Start/End*	Learning Outcome(s)	Employer	Target Employees/Occupations	# Staff to be Trained	Enrolled**	Completed	# New Role/Job/ Promoted	# Pay Increased	Other
Basic Computer Skills	TRNG PROVIDER	300 hr	1/2015-5/2015	New Skills	EMPLOYER	Frontline Clinical (e.g. CNA, MA, Phlebotomists, PCA, PharmTech)	120	126	126	n/a	n/a	n/a
Cohort 1	TRNG PROVIDER	40 hr	Mar-2015	Promotion to	EMPLOYER	Frontline Clinical (e.g. CNA, MA, Phlebotomists, PCA, PharmTech)	4	0	0	0	0	0
Cohort 2	TRNG PROVIDER	40 hr	May-2015	Promotion to	EMPLOYER	Frontline Clinical (e.g. CNA, MA, Phlebotomists, PCA, PharmTech)	4	11	11	11	0	n/a
Cohort 3	TRNG PROVIDER	40 hr	Aug-2015	Promotion to	EMPLOYER	Frontline Clinical (e.g. CNA, MA, Phlebotomists, PCA, PharmTech)	4	12	12	12	0	n/a
Cohort 4	TRNG PROVIDER	40 hr	Sep-2015	Promotion to	EMPLOYER	Frontline Clinical (e.g. CNA, MA, Phlebotomists, PCA, PharmTech)	4	10	10	10	0	n/a
Cohort 5	TRNG PROVIDER	40 hr	Dec-2016	Promotion to	EMPLOYER	Frontline Clinical (e.g. CNA, MA, Phlebotomists, PCA, PharmTech)	4	10			0	n/a
							4					
							4					
							4					
							4					
							156	169	159	33	0	

AGENDA

**Health Care Workforce Transformation Trust Fund
Advisory Board Meeting
November 29, 2016
9 a.m. to 10:30 a.m.**

*Commonwealth Corporation
2 Oliver Street, Fifth Floor
Boston*

Call-in Information: Dial 617-717-6965

Enter Bridge #: 1

Enter Access #: 6901

1. Welcome & Introductions – Jennifer James, Executive Office of Labor and Workforce Development
2. Presentation on Motivational Interviewing
Panelists:
Astrea Greig; Boston Health Care for the Homeless
Patricia Seidel; New England Quality Care Alliance
3. Announcements and Closing – Jennifer James

Core Interviewing Skills of MI (OARS)

Open ended questions

Encourage clients to talk what's on their minds by avoiding yes/no questions

Example: *"tell me about your plan to quit smoking."*

Affirmations

Affirm and support to promote self-confidence and sense of self-efficacy

Example: *"you've already reduced smoking to 5 cigarettes a day, and that's great!"*

Reflections

To convey empathy and understanding

Example: client: *"I know I can quit smoking when I want it, but not now."*

Provider *"You feel like right now it's not a good time for you to quit smoking."*

Summaries

a collection of reflective statements drawn from what a person said, focusing on the person's motivation for change

Example: Provider *"you're now down to 5 cigarettes a day and feel good about it. You also feel like you need time to be ready to let go all your smoking habit because you have lots of stress in your life right now, and you feel like you can reduce to 4 cigarettes when your son does better at school."*

Change Talk

Speech that favors movement toward a particular change goal

Eliciting Change Talk with

DARNCAT

Desire – *I want to, I would like to, I wish, I hope*

Ability – *I can, I could, I am able to, I used to*

Reasons – *It would help me, I'd be better off if*

Need – *I need to, I have to, something has to change*

Commitment – *I will, I promise, I give you my word*

Activation – *I'm willing to, I am ready to, I am prepared to*

Taking steps – *I bought e-cigarette, I went to AA meeting*

A-C-E

Autonomy

V

Authority

E

Collaboration

R

Coercion

S

Evocation

U

Education

S



List of Training Grantees

Health Care Workforce Transformation Grant – Training Grants
Summary of Grant Awards
Grants Funded: 59 | Total Committed: \$12,795,243

Grantee: 1199SEIU Training and Upgrading Fund

WIB Region: Boston

Summary of Proposal: The proposed Project will incorporate a Train- the Trainer model to train 600 employees of LCHC and Union Hospital in the management and de-escalation of patients and visitors that present difficult behavioral issues in their interactions with staff and other patients. Managers will receive additional coaching training to support their staff in implementing the safety training and skills.

Grantee: Anna Jaques Hospital

WIB Region: Merrimack Valley

Summary of Proposal: Anna Jaques Hospital seeks to develop a robust RN to BSN program to build nursing skills, help strengthen the culture of nurse critical thinking and, as a direct result, decrease nurse sensitive errors.

Grantee: Baystate Medical Center

WIB Region: Hampden

Summary of Proposal: Using a team centric approach, Baystate Medical Center will deliver an Advanced Practice residency and prepare newly graduated physician assistants and nurse practitioners to practice to the fullest extent of their license. BMC will also train ambulatory practice staff, incumbent advanced practitioners, and attending physicians on best practice utilization and integration of APs into the care model maximizing quality and minimizing costs. Measurable objectives will include advanced practitioner turnover, patient access rates, and patient experience scores. BMC will educate AP residents on care transitions and link them with an integrated health delivery system.

Grantee: Berkshire Medical Center

WIB Region: Berkshire

Summary of Proposal: Berkshire Medical Center will offer career ladder training for nursing assistants enabling them to advance to CNA IIs or into a mentoring role for other CNAs. Nursing assistants will be selected to participate based on their interest in advancing within the CNA and/or nursing field, past performance and supervisor recommendations.

Grantee: Beth Israel Deaconess Hospital: Milton

WIB Region: South Shore

Summary of Proposal: The BID-Milton workforce transformation fund initiative will focus on training CNAs and Phlebotomists in advanced geriatric care. The curriculum will be designed as a result of developing a NICHE hospital-based culture. NICHE (Nurses Improving Care for Health system Elders) is a nationally-recognized program designed to stimulate a change in the culture of healthcare facilities to improve the care of older adults by enhancing hospital practices and sensitivity to the needs of this patient population. Simulation training will be a critical component of the proposed training.

Grantee: Beth Israel Deaconess Hospital: Plymouth

WIB Region: South Shore

Summary of Proposal: BID-Plymouth staff plan to use Lean Continuous Improvement training and development as a means to improve the quality and efficiency of care provided to patients in order to align with Chapter 224. The training will be centered on developing our hospital leaders to be lean practitioners. Training will be provided by expert Lean practitioners from Greater Boston Manufacturing Partnership. Emphasis will be placed on hands-on simulations and workplace practice to enable these practitioners will to address the waste and challenges that interfere with the provision of efficient and quality care, both now and well beyond the grant period.

Grantee: Beth Israel Deaconess Medical Center: Boston

WIB Region: Boston

Summary of Proposal: Toward the goal of providing more efficient and effective care for hospitalized patients, BIDMC seeks to implement innovative team-based modes of delivering health care services. We will provide three phases of comprehensive team training to all staff members on three medical-surgical inpatient units. Our goal is to develop high-functioning teams that can then improve standard processes, ultimately resulting in a decreased acuity-adjusted length of stay for patients.

Grantee: Boston Center for Independent Living

WIB Region: Boston

Summary of Proposal: This training project is a joint effort of BCIL, GBLS and BMC to address historical barriers to quality care for patients with disabilities that have negatively affected health outcomes. Since 2010, the three organizations have worked to identify areas of improvement in the care of patients with disabilities. This training will

help workers improve cross-cultural communication and listening skills to create a more patient focused approach that allows patients to more effectively participate in their care.

Grantee: Boston Health Care for the Homeless Program

WIB Region: Boston

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

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

WIB Region: Boston

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

Grantee: Brigham and Women's Hospital

WIB Region: Boston

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

Grantee: Care Dimensions

WIB Region: North Shore

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

Grantee: Center for Community Health Education Research & Service

WIB Region: Boston

Summary of Proposal: CCHERS will work to develop a pipeline of home care workers. Working within the HEART Consortium's geographic area, CCHERS will identify the training and hiring needs of home care providers in the area, and monitor and respond to changes in those needs. Funds will be used to carry out all the related planning and development activities, and to develop and implement a tool for monitoring job openings and vacancy rates in the HEART area.

Grantee: Central Massachusetts AHEC

WIB Region: Central MA

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

Grantee: Centrus Premier Home Care

WIB Region: South Shore

Summary of Proposal: Nurses with pediatric experience in caring for medically fragile, technology dependent patients are a precious resource. The ability to safely care for these patients at home is critically dependent upon Centrus having the resources to recruit, train and retain a dynamic team of readily available highly skilled nurses. Centrus proposes to purchase simulator training equipment and establish a centrally-located state of the art simulation lab. The simulation lab will enable them to provide current, future and potential employees with a high tech efficient training center where they will learn new skills which will qualify them to care for our technology-dependent pediatric and adult patients in the comfort of their homes.

Grantee: Clinical and Support Options

WIB Region: Franklin/Hampshire

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

Grantee: Community Healthlink

WIB Region: Central MA

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

Grantee: Community Health Programs

WIB Region: Berkshire

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

Grantee: D'Youville Life & Wellness Community

WIB Region: Greater Lowell

Summary of Proposal: D'Youville will implement a high quality pressure ulcer management program. Through comprehensive staff education programming, D'Youville will develop and institute a wound prevention system based on accepted clinical guidelines for "at risk" residents and the use of Quality Measures. Their goal is to improve the quality and efficiency of patient-centered care by decreasing the amount of avoidable wound incidents through instruction, education, and experience.

Grantee: East Boston Neighborhood Health Center

WIB Region: Boston

Summary of Proposal: East Boston Neighborhood Health Center's (EBNHC) Education and Training Institute (ETI) will coordinate two in-house training series. One will target all EBNHC Medical Assistants to attend a mandatory eight hours of hands-on classes focused on specific areas of patient care. For the other one, ETI will coordinate with a training partner, CHEC (Community Health Education Center), to custom tailor their Comprehensive Outreach Education Certification Program (COEC) for second-year HealthCorps Members from EBNHC and Boston Health Care for the Homeless Program. These COEC training modules will also be offered to targeted EBNHC front line staff as it relates to their various department patient populations.

Grantee: Family Continuity

WIB Region: North Central MA

Summary of Proposal: Family Continuity will focus on training staff in Integrated Primary Care, and implementing new models of care delivery in partner medical practices. Newly trained Family Continuity staff will provide training and consultation services to the health care providers in medical settings to develop and nurture Integrated Behavioral Health Programming. Funds will be utilized for training clinical staff specifically in Primary Care and Behavioral Health.

Grantee: Fellowship Health Resources, Inc.

WIB Region: Bristol

Summary of Proposal: FHR has developed a program utilizing the planning grant funds received to provide training and education to current and new employees on the operational changes which will be made in order to ensure alignment with Chapter 224. The curriculum which has been designed will address some of the key Primary Care issues we have found in our Transitional Age Youth Population, which include smoking cessation, weight issues, and abuse of illicit substances. In addition, our finance department, specifically the billing division, will receive training on the ICD10 Codes and how to effectively bill for the additional services FHR provides to the TAY in Massachusetts.

Grantee: Gandara Center, Inc.

WIB Region: Hampden

Summary of Proposal: The project's goal is to reduce health disparities by increasing patient-centered care and improving the quality and efficiency of care for the most vulnerable, low-income, multicultural youth and families in Western & South East MA. Project includes the delivery of a Children's Behavioral Health Worker Certificate Program in Springfield & Taunton for workers from 4 employer sites. This training will improve home-based clinical care for

culturally-diverse families struggling with multigenerational trauma. Grantee will also launch a demonstration pilot with a Community Health Center to integrate Behavioral Health Intensive Care Coordination services with pediatric care.

Grantee: Gosnold on Cape Cod

WIB Region: Cape & Islands

Summary of Proposal: Gosnold is seeking training that will focus on improving our staff's ability to manage and communicate patient data, work in a community-based setting, and maintain compliance in electronic health record (EHR) and coding mandates. Major training activities include communication skills; recovery and intervention coaching; primary care integration for clinicians; computer skills training ranging from basic skills to EHR modules; ICD-10 and DSM-5; and training for program enrollment facilitators.

Grantee: Home Care Aide Council

WIB Region: Metro North

Summary of Proposal: Through this grant, the Council will develop two new curricula: a Supportive Home Care Aide Mental and Behavioral Health training and a "Partners in Care" Supervisor Training. These curricula will be piloted in two-phases. To begin dissemination, a Train-the-Trainer structure will be developed and a pilot session will be held. Additionally, five regional workshops will be hosted to inform the aging network about the new curricula.

Grantee: Jewish Vocational Service

WIB Region: Boston

Summary of Proposal: JVS and Boston Children's Hospital propose an Essential Skills Training Program to develop communication, time management, critical thinking, teamwork, change management, and technology skills in entry level and frontline employees. The goal of this program is to increase efficiency in clinic operations by decreasing disruption of services and costs associated with a high level of turnover in Ambulatory Service Representative positions, and improving the quality of care delivered to patients.

Grantee: Lahey Clinic

WIB Region: Metro North

Summary of Proposal: Lahey Hospital & Medical Center (LHMC) seeks to develop and deliver a comprehensive and sustainable in-house training curriculum ensuring the successful, networked Patient-Centered Medical Home transformation of all LHMC primary care practices. The proposed training will target two PCMH roles, Medical Assistants and Clinic Assistants. The training program supports LHMC's efforts to enable MAs and CAs to work to the maximum capacity of their license, and to increase hospital efficiency and effectiveness through team-based models of delivering healthcare.

Grantee: Lahey Health Behavioral Services

WIB Region: North Shore

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

Grantee: Lowell Community Health Center

WIB Region: Greater Lowell

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

Grantee: Lowell General Hospital

WIB Region: Greater Lowell

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

Grantee: L.U.K. Crisis Center

WIB Region: North Central MA

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

Grantee: Massachusetts Coalition for the Prevention of Medical Errors

WIB Region: Metro North

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

Grantee: Massachusetts League of Community Health Centers

WIB Region: Boston

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

Grantee: Massachusetts Hospital Association

WIB Region: Metro North

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

Grantee: Massachusetts Nurses Association

WIB Region: Metro South/West

Summary of Proposal: This project will provide for training of specialized nursing personnel to meet future staffing requirements that are anticipated due to the upcoming retirement or early separation of many in our current nursing work force. Participating hospitals anticipate attrition of perioperative nurses at each facility within the next couple of years with potential implications for appropriate staffing if replacement nurses are not trained. The area of perioperative nursing requires a 6-12 month orientation period. Perioperative nursing practice is highly skilled and is no longer included in basic nursing curriculum.

Grantee: Massachusetts Senior Care Association

WIB Region: Metro South/West

Summary of Proposal: Care Transitions Education Project Phase 2 Demonstration Sites will increase the capacity of frontline nurses from across the continuum of care to lead and improve patient-centered care transitions. MA Senior Care Association will work with 9 regionally diverse employers, 1 union and Central MA AHEC to deliver an evidence-based training to nurses caring for patients in Lowell, Berkshire County and South Shore. Nurse educators from each employer will be trained to deliver the curriculum, facilitate patient tracer experiences, and implement a quality improvement initiative focused on reducing avoidable hospital readmissions and improving patient satisfaction.

Grantee: Merrimack Valley Workforce Investment Board

WIB Region: Merrimack Valley

Summary of Proposal: Chapter 224 compels skilled nursing/long-term care facilities to contain costs while improving care quality. To do so requires operational changes, but workforce challenges make it difficult to implement them. MVWIB and three employer partners address these challenges by proposing a workforce training strategy to strengthen team-based, person-centered care. Direct care staff, with a focus on Certified Nurse Assistants, will receive training to improve English skills and cultural competency, and build ability in palliative/end of life care. A CNA mentoring program, and a coaching approach to supervising CNAs, will be instituted to reduce CNA turnover and build staff morale.

Grantee: Metro North Regional Employment Board

WIB Region: Metro North

Summary of Proposal: Through the grant we will train two groups in team-based care and prevention and wellness. The first group is incumbent clinical staff in the health clinic setting, and the second group is college students enrolled in programs for patient care technicians and medical assistants. The training will include information about the PCMH model, team-based modes for delivering healthcare services, the roles of different team members, and the practices they use to coordinate and communicate about care. This training will provide detailed information on the social determinants of health.

Grantee: Nashoba Valley Medical Center

WIB Region: North Central MA

Summary of Proposal: The training program will consist of Lean Transformation for Healthcare, including Green Belt Training, Kaizen events, and 5S, as well as a White Belt Employee Overview for all 448 members of the hospital staff, and an Executive Overview for an executive advisory board. The training will impact all areas of the hospital but will focus primarily on the improving the Patient Discharge Process, improving the patient experience by reducing wait time, and saving the hospital thousands of dollars in staff productivity. We also expect to impact (decrease) readmissions; enhance patient flow within the acute care experience and within the continuum of care; and impact length of stay, decreasing costs through increased productivity both within the acute care setting and in the community.

Grantee: New England Quality Care Alliance

WIB Region: South Shore

Summary of Proposal: New England Quality Care Alliance, in partnership with Tufts Health Care Institute, is seeking funding to develop and deliver a comprehensive training program for our care managers. The proposed training will strengthen the knowledge and skills of our care managers and improve the outcomes of their interventions with patients and practices. The new curriculum includes motivational interviewing, documentation standards and requirements, behavioral health training, workflows, warm-handoffs during introductions between providers and patients, and transitions of care. The implementation of the training will strengthen the care managers' capacity to provide patient-centered care and integrate behavioral health care with medical services.

Grantee: North Shore Workforce Investment Board

WIB Region: North Shore

Summary of Proposal: Building upon the results of our HCTTF Planning grant, this project will provide training to Medical Assistants employed at the NEPHO and NEHS in skills that will lead to the certification of physician practices as Patient Centered Medical Homes. This certification will lead to enhanced patient care and satisfaction, along with cost growth containment.

Grantee: Notre Dame Health Care Center

WIB Region: Central MA

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

Grantee: Partners Healthcare System

WIB Region: Boston

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

Grantee: Partnerships for a Skilled Workforce, Inc.

WIB Region: Metro South/West

Summary of Proposal: A group of experienced CNAs at Epoch Senior Health Care of Sharon and Mary Ann Morse Healthcare Center in Natick and medical assistants at Family Health Center of Worcester will be trained in advanced geriatrics to improve the care of elderly patients and in leadership, critical thinking and conflict resolution so that they strengthen their roles as members of the patient care team. MassBay, Quinsigamond and Middlesex Community College

faculty will teach the course Creating Frontline Leaders, developed by Hebrew SeniorLife. Costs will be reduced as both the nurses and the assistants work to the top of their job descriptions.

Grantee: Partners Home Care

WIB Region: Metro North

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

Grantee: Riverside Community Care

WIB Region: Metro South/West

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

Grantee: Salem State University

WIB Region: North Shore

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

Grantee: Signature Healthcare Medical Group

WIB Region: Brockton

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

Grantee: Simmons College

WIB Region: Boston

Summary of Proposal: Simmons College will take the lead in coordinating primary and secondary palliative care education to South Shore Hospital, South Shore Visiting Nurses Association, Hospice of the South Shore, Home & Health Resources and affiliated physician group practices through a combination of ELNEC train the trainer registrations, registration to national palliative care conferences, an intensive 6 month fellowship through the Harvard Medical School Center for Palliative Care as well as a series of professional development offerings on site by well-regarded palliative care specialists in the Boston area. Additionally institutional membership to the Center to Advance Palliative Care (CAPC) will offer access to free continuing medical education to all institutional staff to expand the reach of our palliative care education initiative.

Grantee: Southcoast Health Physician Group

WIB Region: Greater New Bedford

Summary of Proposal: The Southcoast Health *Quality Enhancement through Employee Development (QED) for Health Project* will transform Office Practice operations by establishing consistency in approach and treatment for all patients. This will be accomplished through competency-based education for 200 incumbent Medical Assistants (MAs) and 40 Office Practice Managers (OPMs). Education will standardize approaches as well as teach MAs to apply health management and disease prevention strategies. Additionally, MAs will achieve certifications allowing them to work up to the full scope of their profession. OPMs will be fully integrated in employee development as trained Skills Mentors. QED provides a career path to industry certifications, higher education, and wage advancement for MAs.

Grantee: Southcoast Visiting Nurse Association, Inc.

WIB Region: Greater New Bedford

Summary of Proposal: Southcoast VNA, in partnership with SEIU 1199 and the Sutter Center for Integrated Care, will conduct a training and development program using an Integrated Care Management Model (ICM). Southcoast VNA's

clinical staff will receive advanced training on ICM, to provide person-centered evidenced based care in line with CH224. Southcoast VNA aims to deliver better care at lower costs to patients being treated at home for chronic medical and behavioral health diseases including many receiving palliative and end-of-life care.

Grantee: Springfield Technical Community College

WIB Region: Hampden

Summary of Proposal: Four long-term care employer facilities will assemble a team of management and CNA employees to train in lean practices and problem-solving techniques. Teams will identify operational obstacles preventing improvement to delivery of patient services and/or resulting in waste. Teams apply value stream mapping techniques to identify waste, process improvement opportunities and recommend cost saving solutions. Teams will learn in a train-the-trainer structure to promote post-grant scalability. STCC will design and deliver on-site patient simulation for assessment and remediation of CNA skill deficiencies identified during the analysis phase obstacles to solution implementation.

Grantee: The Carson Center for Human Services

WIB Region: Hampden

Summary of Proposal: The Carson Center proposes to use training funds to help launch local child and adult healthcare practices in two western MA regions that can skillfully integrate behavioral health and medical services at multiple access points: onsite in primary care practices, in the communities with the help of specialized training in chronic illnesses and integrated care management for its behavioral health care coordination and outreach workforce, and, finally, in its mental health clinics where newly trained and employed medical assistants will routinely measure and track vitals of psychiatric patients in an efficient and cost-effective way.

Grantee: The Home for Little Wanderers

WIB Region: Boston

Summary of Proposal: The project will address workforce challenges attributable to operational changes needed to implement and align with CH 224, and will have a direct impact on reducing health care disparities, strengthening capacity to provide patient-centered care, improving the quality and efficiency of patient care, and integrating behavioral health and medical care. We will deliver three tracks of education and training, each targeting a different workforce component. These include: (1) a children's behavioral health worker certificate program, (2) training on treating family trauma in multicultural communities to improve long-term health outcomes, and (3) training on integrating children's behavioral health and pediatric care.

Grantee: UMASS Amherst, Western MA Public Health Training Center

WIB Region: Franklin/Hampshire

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

Grantee: UMASS Memorial Medical Center

WIB Region: Central MA

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

Grantee: VNA and Hospice of Cooley Dickinson

WIB Region: Franklin/Hampshire

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

Grantee: VNA Care Network Foundation

WIB Region: Boston

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

Grantee: YMCA Training, Inc.

WIB Region: Boston

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



Case Study: Centrus Premier

The Health Care Workforce Transformation Fund supports training programs that address workforce skill needs identified by health care providers as they work to improve patient care and reduce costs. Commonwealth Corporation administers this fund on behalf of the Executive Office of Labor and Workforce Development.

Centrus Premier Home Care provides a full range of nursing services including wound care, IV therapy, diabetic care, catheter care, cardiac and respiratory assessment, medication management, and pain management, for pediatric and adult patients throughout Massachusetts.



Workforce Challenge:

Centrus' ability to care for medically fragile, technology-dependent patients at home is critically dependent upon their ability to recruit, train and retain a dynamic team of highly skilled nurses. Nurses who have the required advanced training and expertise, especially those with pediatric experience, are a scarce resource. Many individuals receiving home care depend on complex medical equipment and services due to co-morbid conditions such as severe lung disease, congestive heart failure, multiple sclerosis, and diabetes. With a shortage of nurses with required expertise and an increasing number of patients waiting for services, Centrus experiences approximately 587 missed shift hours for current pediatric patients per week. In addition, this shortage translates into 700 missed referral hours per week for prospective ventilator patients, and a need for an additional 200 nurses trained in advanced ventilator and pediatric care.

“The grant has given Centrus the ability to train and provide jobs for 19 RN and LPN graduates with patients that require tracheostomy and ventilator care. In addition, we advanced the skills of 92 of our RN's and LPN's currently on staff. The trainings led to an increase in job satisfaction, patient safety and patient satisfaction.”

- Jean Marie Coughlin, AVP Clinical Operations

Training Strategy and Expected Outcomes:

Centrus seeks to increase their nursing pool to reduce the number of missed shifts and improve capacity to accept new patient referrals, resulting in lowered hospitalization rates and increased quality of care. Through a rigorous curriculum, simulated lab environment, classroom and online classes, and mentorship, Centrus is providing novice nurses with specialized home care/critical care skills training and both novice nurses and more experienced nurses with advanced pediatric and ventilator training. Through this initiative, Centrus aims to:

- » Decrease the cost of training an adult-to-pediatric and a ventilator nurse by approximately \$144/nurse
- » Decrease one-on-one training time in the patient's home from 60-80 hours to 44-64, allowing a nurse to take on a full caseload faster
- » Increase the number of pediatric and ventilator nurses on staff, enabling them to provide an additional 5,000 hours of service to pediatric patients and 5,000 additional hours of service to ventilator-dependent patients
- » Provide an additional 40 hours of skilled critical care per patient per week
- » Decrease patient hospitalizations from 6% to 4%



Enrollment & Spending Data

Health Care Workforce Transformation Fund Training Grant Dashboard

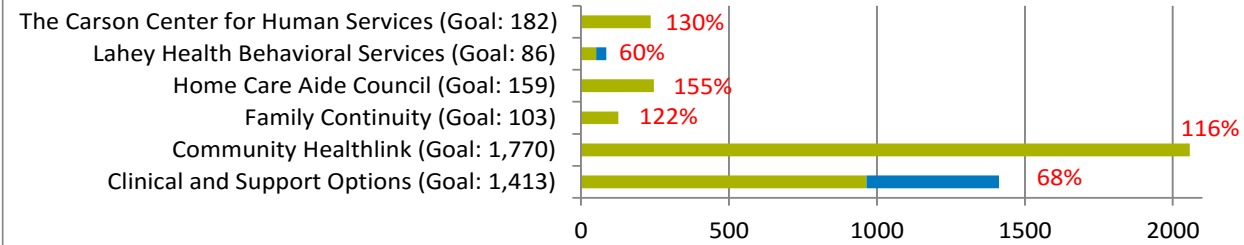
Quarter Ending 9/30/16

All training will be completed by 3/31/2017

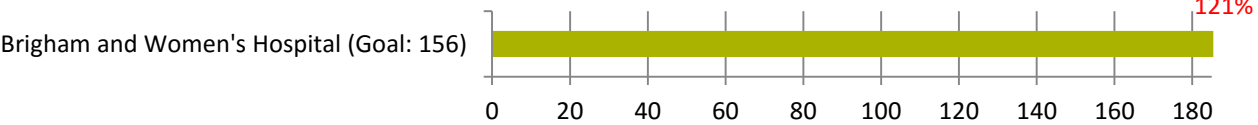


Incumbent Worker Training Programs Enrollments by Area of Focus

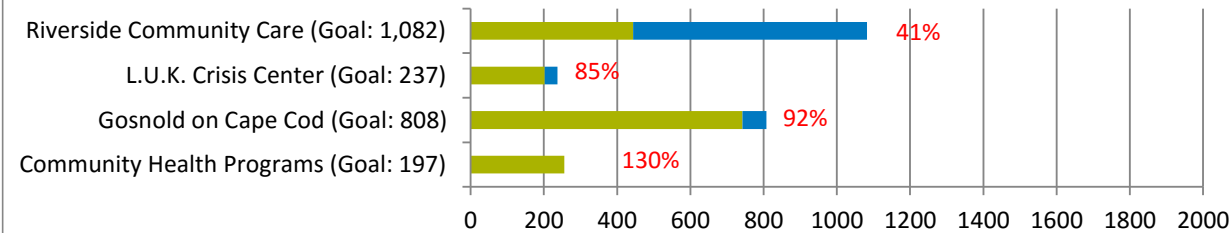
Behavioral/Mental Health: Integration of Services



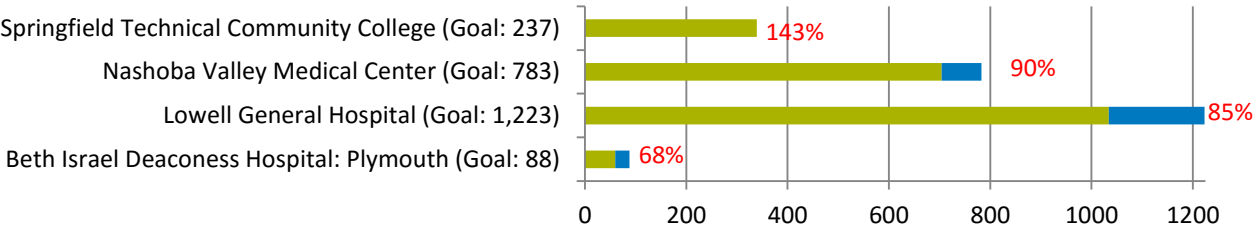
Pipeline/Pathways



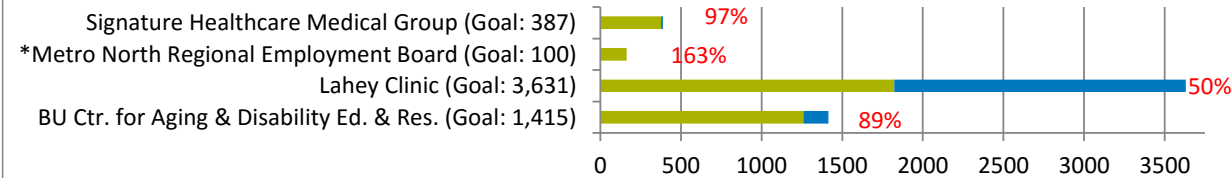
Practice/Processes: Electronic Medical Record/Billing/Insurance Readiness



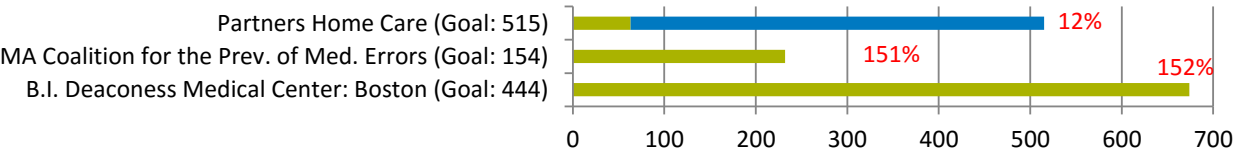
Practice/Processes: Lean Readiness



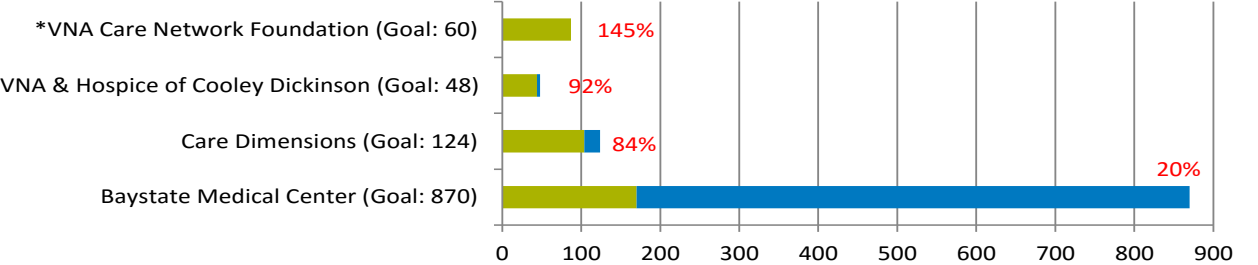
Practice/Processes: Patient Centered Medical Home (PCMH) Readiness



Practice/Processes: Other



Residencies/Fellowships/Transition to Practice



Actual Goal Percent of Goal *Partial pipeline program

Health Care Workforce Transformation Fund Training Grant Dashboard

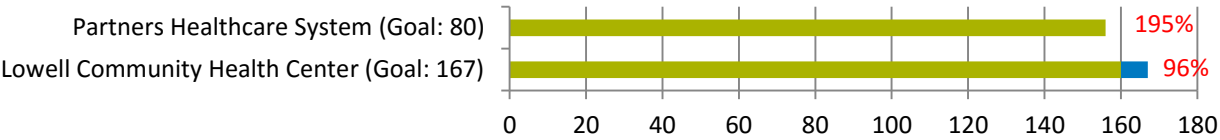
Quarter Ending 9/30/16

All training will be completed by 3/31/2017

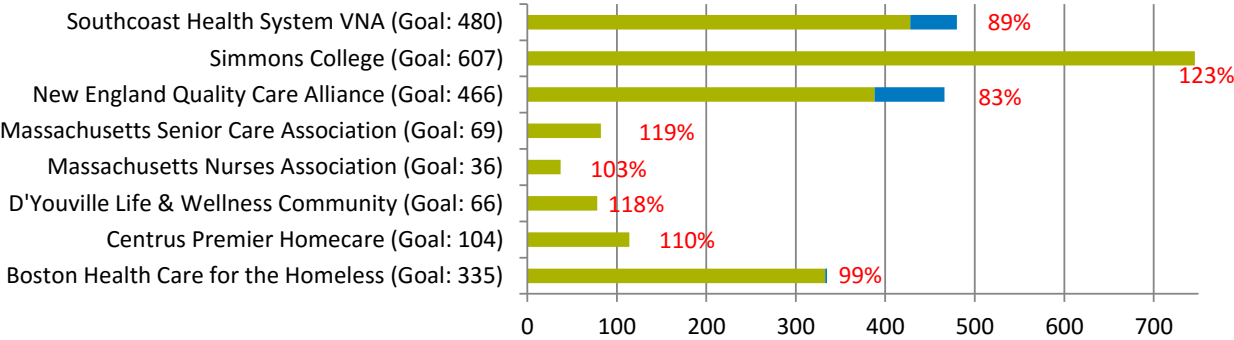


Incumbent Worker Training Programs Enrollments by Area of Focus

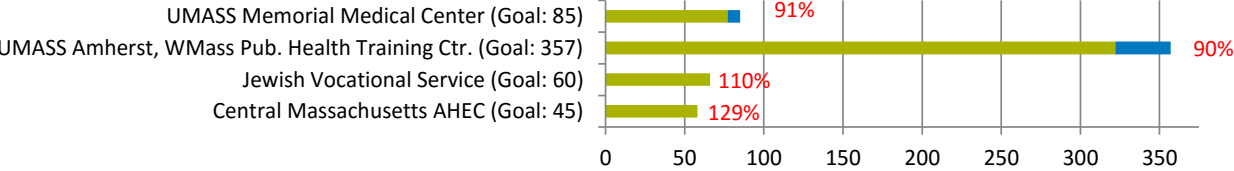
Skill Enhancement: All Frontline Staff



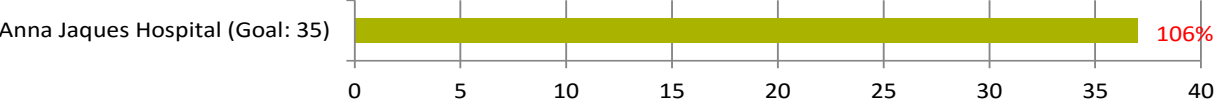
Skill Enhancement: Clinicians



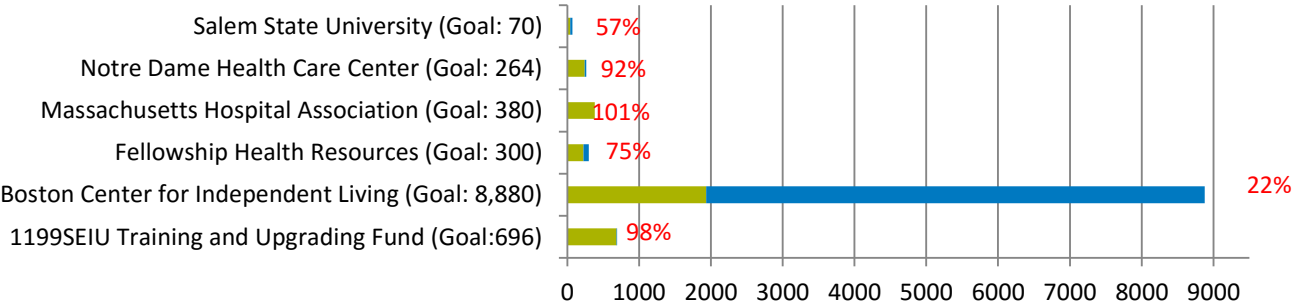
Skill Enhancement: Frontline Non-Clinical Workers



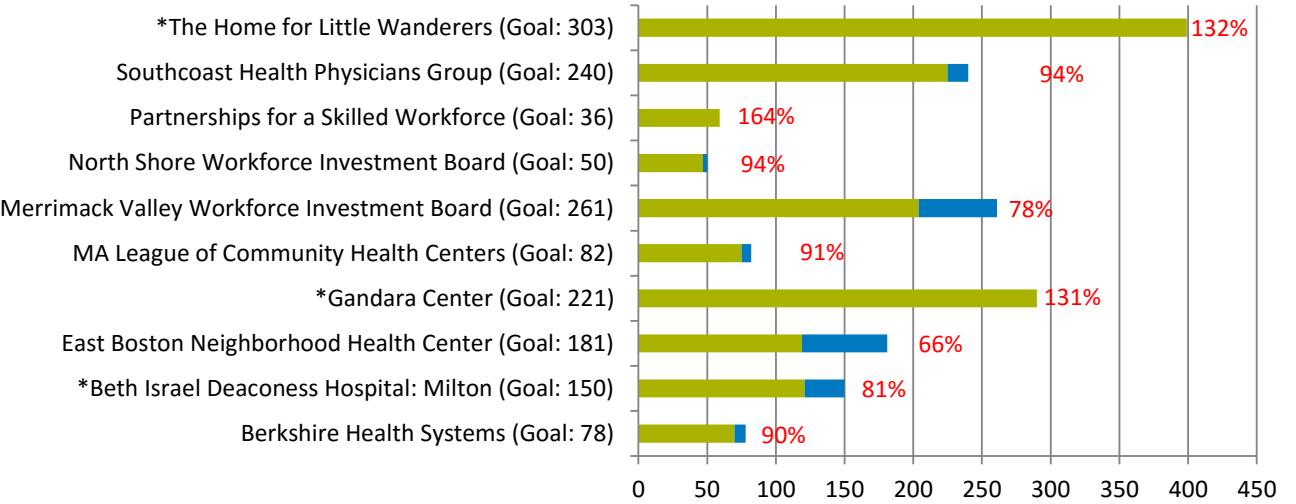
Skill Enhancement: New Credentials



Skill Enhancement: All Staff



Skill Enhancement: Frontline Clinical Workers



Actual Goal Percent of Goal *Partial pipeline program

COMMONWEALTH CORPORATION
Building skills for a strong economy.

Grantee	Enrollments		Completions		Placements	
	Goal	Actual	Goal	Actual	Goal	Actual
Beth Israel Deaconess Hospital: Milton	40	36	15	18	24	5
Gandara Center	30	29	24	21	21	18
Metro North Regional Employment Board*	136	93	136	90	0	0
The Home for Little Wanderers	30	23	25	18	21	0
VNA Care Network Foundation*	36	86	36	76	0	0
YMCA Training, Inc.	40	45	38	37	32	13

Update: Funds remaining after contract negotiations allowed CommCorp, in consultation with the Executive Office of Labor & Workforce Development, to award four additional grants in December 2015 based on the original response for proposals: Centrus Premier Homecare, D’Youville Life & Wellness Community, Family Continuity, and Center for Community Health Education Research & Service (CCHERS). The grant to CCHERS supports planning activities and therefore there are no training enrollment goals associated with that grant.

Health Care Workforce Transformation Fund Training Grant Dashboard

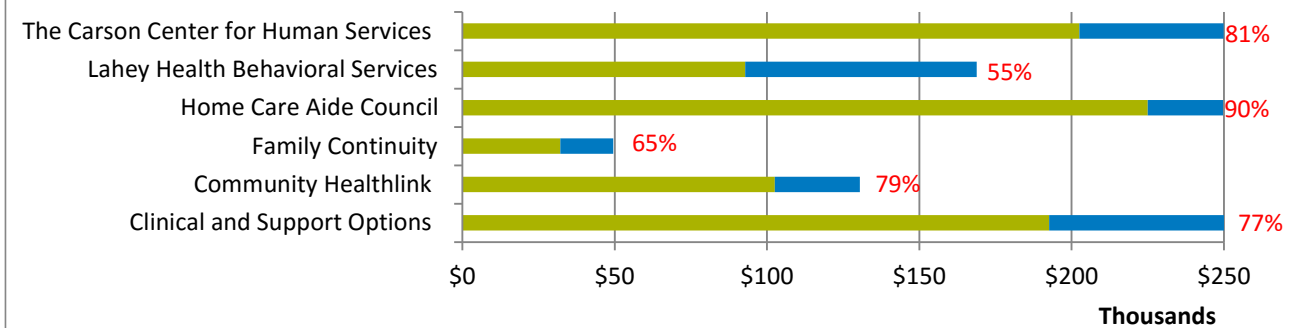
Quarter Ending 9/30/16

All training will be completed by 3/31/2017

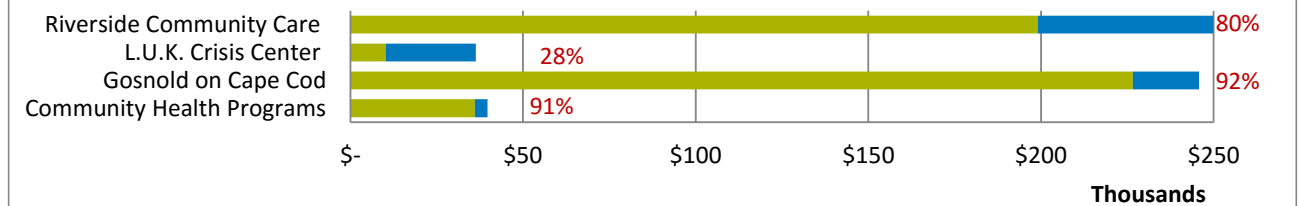


Grantee Spending by Area of Focus

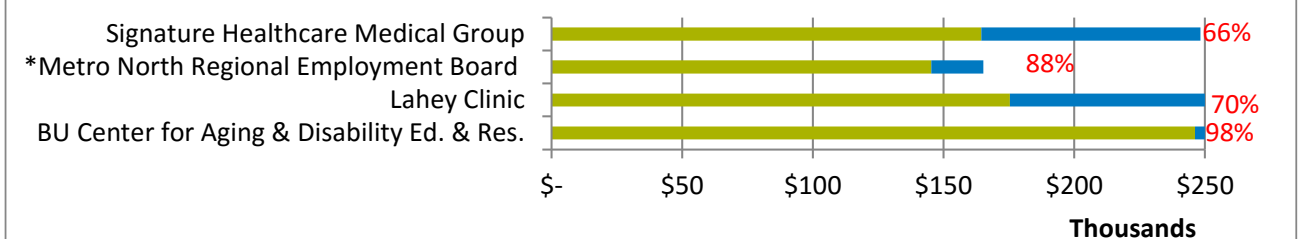
Behavioral/Mental Health: Integration of Services



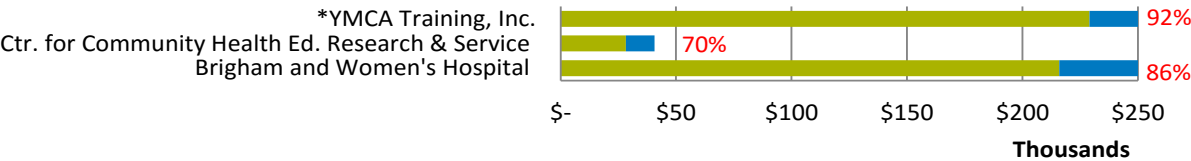
Practice/Processes: Electronic Medical Record/Billing/Insurance Readiness



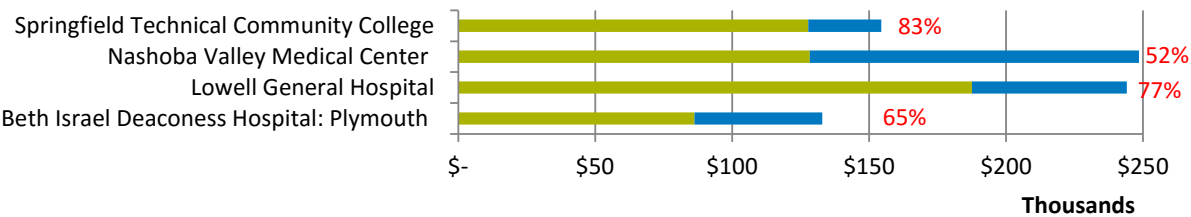
Practice/Processes: Patient Centered Medical Home (PCMH) Readiness



Pipeline/Pathways



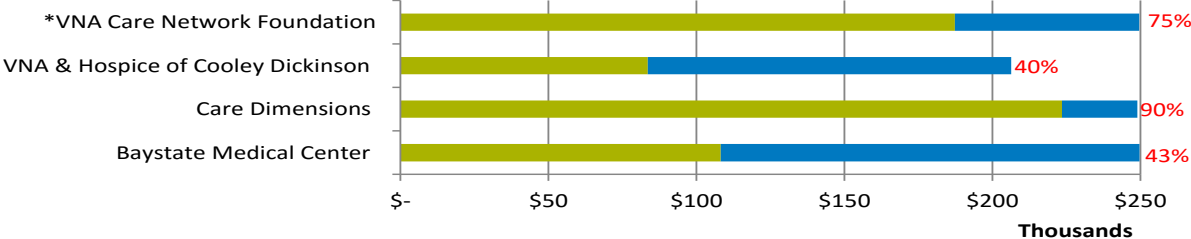
Practice/Processes: Lean Readiness



Practice/Processes: Other



Residencies/Fellowships/Transition to Practice



Actual Goal Percent of Goal *Partial pipeline program

Health Care Workforce Transformation Fund Training Grant Dashboard

Quarter Ending 9/30/16

All training will be completed by 3/31/2017



Grantee Spending by Area of Focus

