

HPOG Employer Engagement



▶ Lessons Learned

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Acronyms

- ▶ VOATX: Volunteers of America Texas
- ▶ CHI St. Luke's: Catholic Health Initiatives
- ▶ CITC: Cook Inlet Tribal Council
- ▶ ANTHC: Alaska Native Tribal Health Consortium
- ▶ ANMC: Alaska Native Medical Center


- ▶ PCT: Patient Care Technician
- ▶ CNA: Certified Nurse Assistant
- ▶ HHA: Home Health Aide
- ▶ MA: Medical Assistant

Defining deep employer engagement

- ▶ Taking an active role in several, if not most, phases of the HPOG programs.
- ▶ Might even include employer changing internal processes, systems, or policies to accommodate HPOG graduates.

Elements for engagement



- ▶ 3 Key Elements of the HPOG Program
 - ▶ 3 Key Actions by HPOG grantees
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3 Key Elements of the HPOG Program

- ▶ Effectiveness of training program
- ▶ Wraparound support services to applicants and new employees
- ▶ Funding stream provides capacity for initiatives that otherwise would not have been feasible

Funding Increases Capacity



- ▶ WDC of Seattle-King County partnered with Washington Association for Community Health to create MA state-registered apprenticeship
- ▶ Montefiore added additional services: recruitment, support services, job retention, career pathways coaching to existing training

Funding Increases Capacity: Speaker Notes

Workforce Development Council of Seattle-King County partnered with the Washington Association for Community Health to create a state-registered apprenticeship program for medical assistants. The Association said that without the HPOG funding, the apprenticeship program would not have been able to be established.

Not only has the HPOG grant paid for critical program elements such as instructor fees and startup costs, but WDC has also been able to identify other resources for people not eligible for HPOG funding, such as through WIOA and a governor's discretionary fund.

In New York: Through HPOG, Montefiore has added additional services that the existing training at the home health agencies don't have the staff capacity or funding to offer. Some of these services include program recruitment, support services, job retention services, and career pathways coaching.

3 Key Actions by HPOG Grantees

- ▶ Building trusting relationships with both employers and HPOG participants
- ▶ Communicating openly and being responsive to employer
- ▶ Filling business need and/or mission of employer

Building trusting relationships with employers

- ▶ CITC had to restore relationships to build trust.
- ▶ Montefiore says key to success is having the right staff and continually nurturing employer relationships.

Building trusting relationships with employers: Speaker Notes

CITC in Alaska had to restore relationships to build trust. Previous staff at CITC had made commitments to employers that had gone unfulfilled due to turnover and transitions. When the new CITC leader and staff came onboard, they took ownership of the unfulfilled commitments and rebuilt the relationships that had faltered.

ANTHC explained that their level of engagement is due to CITC's responsiveness to their needs. A CITC staff member speaks to the employers weekly, or more often if needed. If something is not going well, CITC addresses it in a timely fashion.

Montefiore pointed out the key to success is having the right staff and continually nurturing employer relationships. They said that it is critical to understand employer partners' needs and to respond accordingly.

Building trusting relationships with HPOOG participants

- ▶ ANTHC (CITC) and People Care (Montefiore) lauded support they saw the HPOOG staff giving the participants.
 - ▶ Increased participants' confidence and led to success

Building trusting relationships with HPOG participants:

Both Montefiore's employer partner People Care and CITC's employer partner ANTHC specifically spoke about the support they saw the HPOG staff giving the participants. They felt that the HPOG staff provided the participants the confidence they needed to be successful during class and interviews and was a key component of their growing partnership.

Filling mission/business need of employer

- ▶ VOATX offers workshops that emphasize culture and values at CHI St. Luke's
- ▶ CITC helps ANTHC reach objective to hire 80% Alaska Natives
- ▶ VOATX work with Texas Children's Hospital to fill critical business need for billers and coders
- ▶ WDC of Seattle-King County filled critical business need of community health centers for medical assistants

Filling mission/business need of employer: Speaker Notes

VOA TX works with CHI St. Luke's to fulfill the mission of the Catholic Hospital by offering workshops that emphasize their culture and values .

ANTHC has an objective to hire 80% Alaska Natives. The ANTHC's recruitment manager saw that the CITC program was a great source of Alaskan Native talent and, by partnering with CITC, they could meet their overall strategic plan and mission of hiring Native Alaskans. ANTHC's recruitment manager stated that hiring through CITC has brought them more reliable employees.

VOATX works with Texas Children's Hospital to fill a critical business need for billers and coders.

WDC of Seattle-King County's partnership with the Washington Association for Community Health filled the critical need they had for Medical Assistants by supporting the growth of the MA apprenticeship program. Through their work, the community health centers across the state have recognized the value in the apprenticeship program, and many additional community health centers have joined in. There are now 60 employers who have established MA apprenticeship programs, and the 600th apprentice in the state will soon be graduating.

Key indicators of deep engagement

Employer Involvement in the Training Program

- ▶ Designing
- ▶ Implementation
- ▶ Targeting Recruitment of Graduates

Key indicators of deep engagement: Designing & Implementation


- ▶ VOATX & CITC asked employer what they should include in training program
- ▶ People Care (Montefiore) set criteria for participants of training program and then participates in prescreening candidates

Key indicators of deep engagement: Designing & Implementation: Speaker Notes

VOA TX asked CHI St. Luke's what an ideal training program for PCTs would look like. They gathered all the feedback and ideas and built the program from that input.

CITC in Alaska wanted to better understand the workforce needs of their employers, so they hosted a meeting for CEOs, hiring managers, and their training partners. These conversations made them aware of the need for enhanced soft skill and communication training for entry-level, frontline staff. And they built that into their training program, resulting in a more effective program

Montefiore's home health agency employer partner, People Care, helped shape a prescreening process for home health aides by telling Montefiore what they were looking for in a candidate. Montefiore then created a prescreening process designed to highlight and screen candidates for those traits and People Care now participates in this pre-screening process. They stated that by participating at the pre-screen they are able to get a much more engaged and better fit student and then employee.



Ultimate Indicator of Deep Employer Engagement: Doing Business Differently

- ▶ Changing hiring process
- ▶ Actively recruiting HPOG program graduates
- ▶ Involving recruiters and hiring managers differently in hiring process

Doing Business Differently

- ▶ Washington MA Apprenticeship employers are
 - ▶ adding program fees into budgets
 - ▶ providing incentives for staff to be coaches
 - ▶ accommodate loss of productivity while apprentices train

Doing Business Differently: Speaker Notes

In Washington, Some employers have benefited so much from the MA apprenticeship program that they have begun to incorporate it into their operating budget, taking responsibility for a significant percentage of the program fee. They also provide incentives for staff members to serve as coaches, and accept and accommodate loss of productivity while apprentices are in training.

Doing Business Differently

- ▶ CHI St. Luke's recruiters go onsite to interview and refer participants to other recruiters
- ▶ ANTHC hiring managers interviewed all grads at a special hiring event

Doing Business Differently: Speaker Notes

CHI St. Luke's recruiters go onsite to interview PCT candidates and if they like them but don't have a place for them, they will tap into other recruiters to see if they have an open position for the student.

ANTHC in Alaska is implementing a new recruitment strategy that incorporates the HPOG program. Instead of having a traditional job fair, they recently held an invitation- only hiring event. They invited all the upcoming HPOG graduates to meet with hiring managers who had a high volume of open positions. The result? They extended employment offers to almost the entire class.

And most importantly, working with CITC has helped the recruitment manager understand how ANTHC can build partnerships with other training organizations and replicate the HPOG model.

What elements of success are you including in your program?

- ▶ Questions and Comments

