

# Investing in the Frontline: Lessons from the Health Care Sector

**December 15, 2016**

*Organized by the Federal Reserve Bank of Kansas City*

The **Connecting Communities**<sup>®</sup> audio conference series is a Federal Reserve System initiative intended to provide timely information on emerging and important community and economic development topics with a national audience. The audio conference series complements existing Federal Reserve Community Development outreach initiatives that are conducted through our regional Reserve Bank offices and at the Federal Reserve Board of Governors in Washington, D.C.

# Welcome

Thank you for attending today's session. How to join (remember, this session is being recorded):

- Call-in number: 888-625-5230
- Conference code: 7104-3942#
- Webinar link: <https://www.webcaster4.com/Webcast/Page/584/17412>

You have two options to ask questions today (these questions may be part of the recorded archive for this session):

- Email us at: [communities@stls.frb.org](mailto:communities@stls.frb.org)
- Type your question into the chat box of the webinar

An archived recording of this session will be available on the *Connecting Communities*® website shortly after the session ends. Please visit [www.stlouisfed.org/connectingcommunities/](http://www.stlouisfed.org/connectingcommunities/)

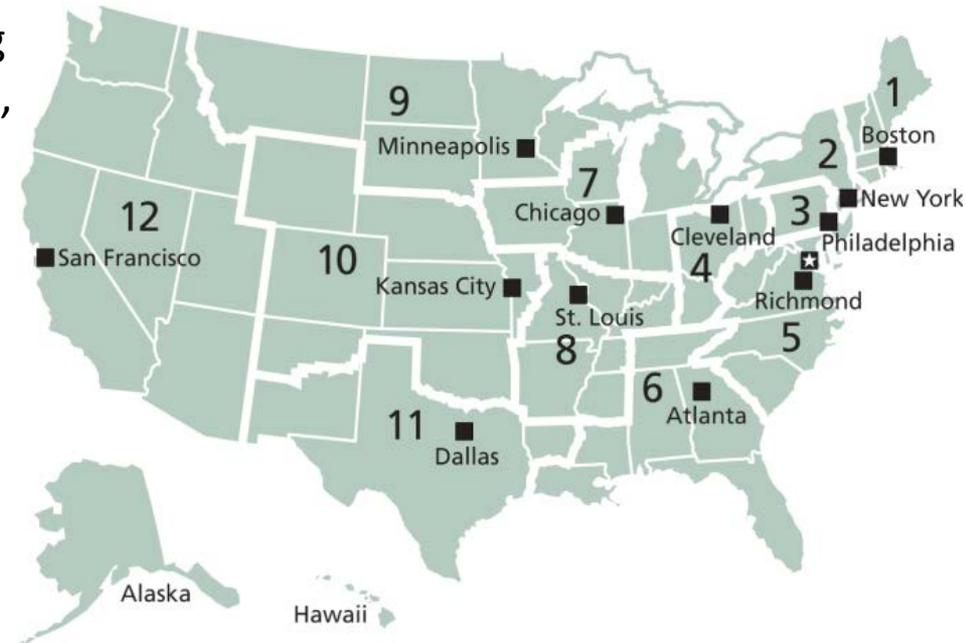
In connection with this session, you can find a variety of additional resources on this topic at [www.fedcommunities.org](http://www.fedcommunities.org). We encourage you to browse through this site and contact your regional office if you would like additional information on any of these items.

# Legal Notice and Disclaimer

The information, analyses, and conclusions set forth are those of the presenters and do not necessarily indicate concurrence by the Board of Governors of the Federal Reserve System, the Federal Reserve Banks, or members of their staffs.

# Community Development (CD)

- The CD function in the Federal Reserve System—consisting of individual departments at each of the 12 Federal Reserve Banks and at the Board of Governors of the Federal Reserve System—promotes economic growth and financial stability for low- and moderate-income (LMI) communities and individuals through a range of activities, such as:
  - **Convening stakeholders**, including practitioners, financial institutions, nonprofits, governmental agencies, and the philanthropic and private sectors
  - **Conducting and sharing research** to examine economic challenges facing LMI communities and attendant policy implications
  - **Identifying emerging issues**



# Today's Presenters and Agenda

- **Kelly Aiken** – Vice President and CareerSTAT Director, National Fund for Workforce Solutions
- **Mark Burns** – Executive Director, Homebridge, San Francisco, California
- **Emily Brown** – Retention Specialist, UnityPoint Health, Des Moines, Iowa
- The following will be discussed:
  - Overview of CareerSTAT
  - How employers invest in frontline workers
  - Becoming a Frontline Healthcare Worker Champion organization

# Improving Job Quality for Lower-Wage Workers

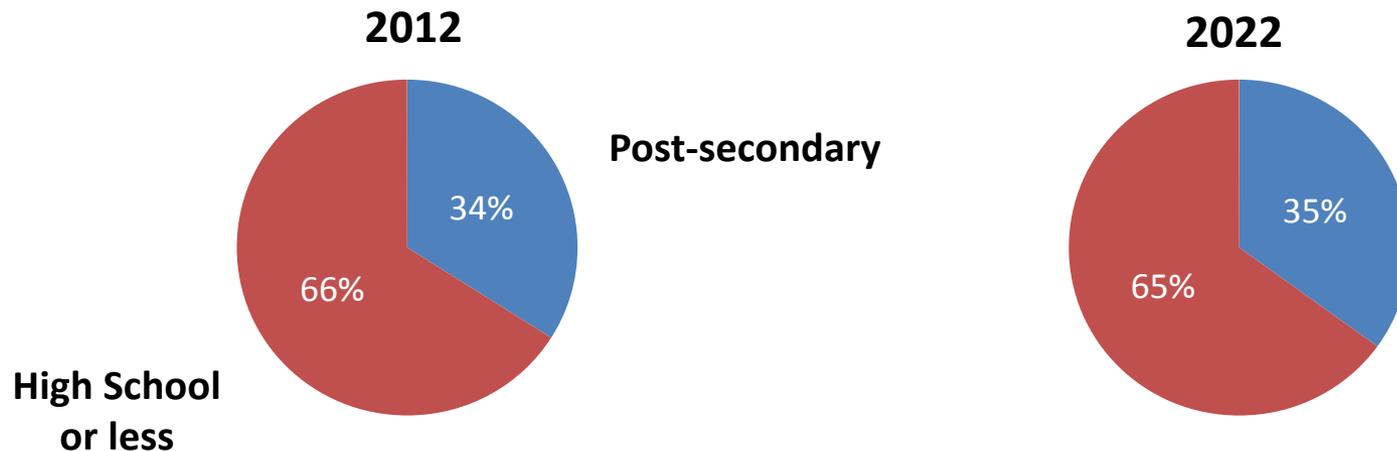
**Steven Shepelwich**

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# The Need for a Focus on the Frontline

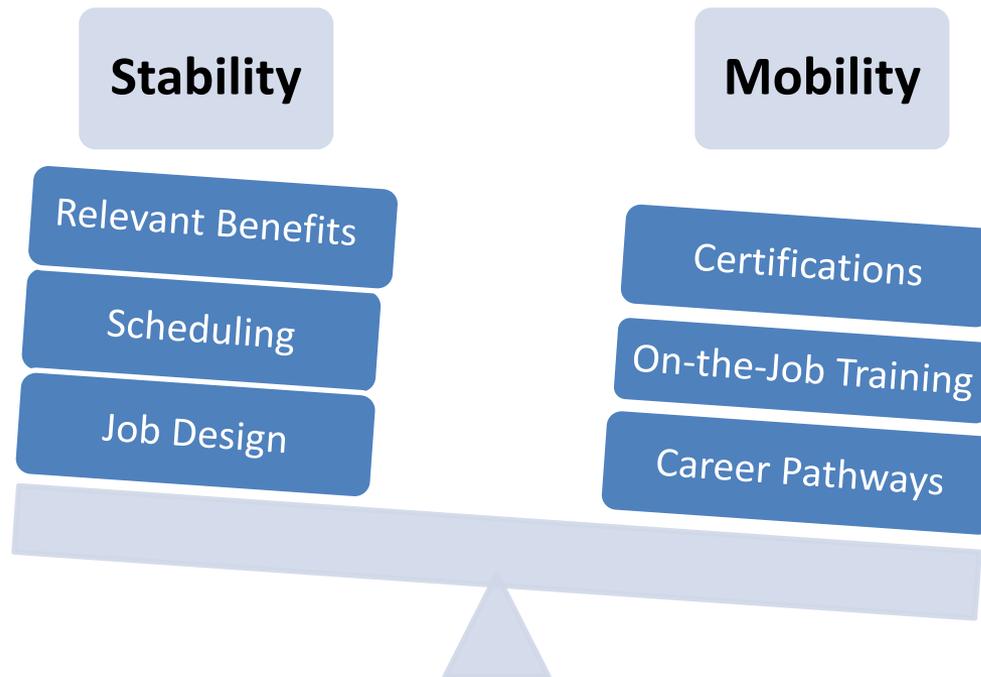
- The proportion of jobs that require any post-secondary education relative to those that require only high school education is fairly stable:



Source: U.S. Bureau of Labor Statistics Employment Projections: 2012–2022 Summary, December 2013

# Stability is needed by many... as a foundation for mobility.

77 percent of participants in the U.S. Financial Diaries research study chose *financial stability* as more important than *moving up the economic ladder*.



*How can greater balance be achieved?*

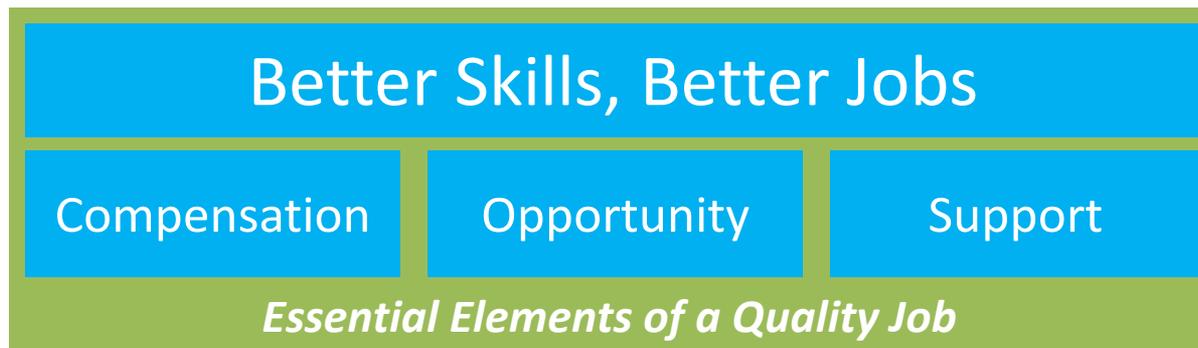
# National Fund for Workforce Solutions CareerSTAT

**Kelly Aiken**

**Vice President and CareerSTAT Director  
National Fund for Workforce Solutions  
[kaiken@nationalfund.org](mailto:kaiken@nationalfund.org)**



- National Fund for Workforce Solutions and its 32 regional collaboratives are driving practices, policies, and investments that:
  - Enable workers to succeed in good jobs
  - Provide employers with a skilled workforce
  - Build more prosperous communities

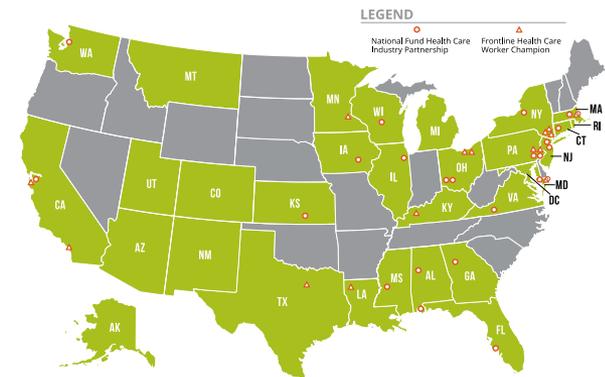


**Source:** Adopted from the Public Health Institute's Essential Elements of a Quality Job. For more information, visit [www.phi.org](http://www.phi.org).

# CareerSTAT: A Growing Network

*Accelerating employer investment in the skill development and career advancement of frontline health care workers*

- Network strategies:
  - Make the business case for investment
  - Offer peer-to-peer learning
  - Recognize employer champions
  - Provide technical assistance
  - Document case studies and best practices
  - Offer national leadership opportunities



# Who Are Frontline Health Care Workers?



- Entry-level positions found in all settings
- Critical to delivering high-quality care
- High-vacancy, high-turnover positions
- Median annual salary less than \$45,000
- Career pathway opportunities available
- Education and training requirements vary, but all are pre-baccalaureate.

# Making the Case for Increased Investment



**Workforce  
Availability**



**Employee  
Competency and  
Advancement**



**Employee  
Engagement**



**Community  
Impact**



**Patient  
Experience**



**Quality  
and Safety**

# Employer Investments in the Frontline Workforce

## Programmatic Best Practices:

- Inclusive hiring
- Accessible learning
- Career development

## Organizational Best Practices:

- Engaging leaders and managers
- Leveraging resources
- Workforce infrastructure

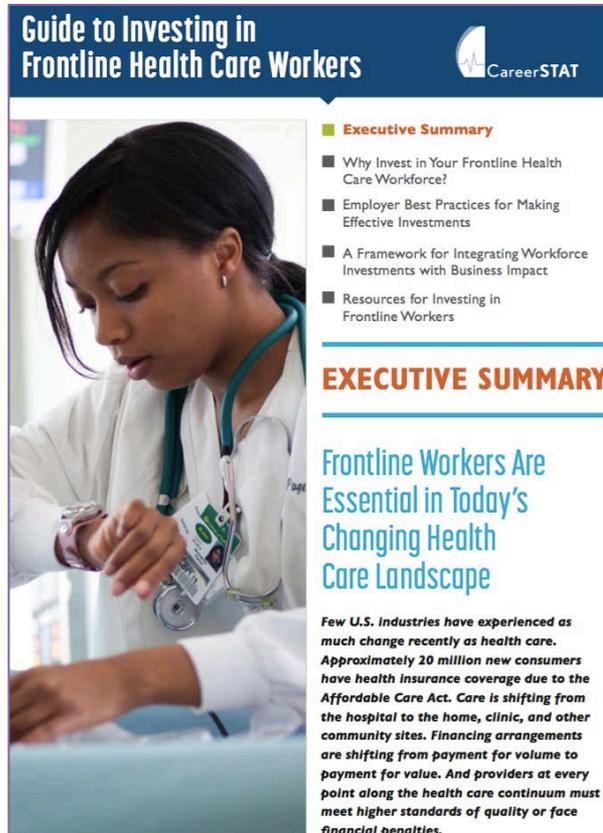
Integrated Investments = Sustained Programming

Organizational  
Priorities

Workforce  
Programs

Impact  
Analysis

# Guide to Investing in Frontline Health Care Workers



- 20 Frontline Healthcare Worker Champion employers
- Strategic areas of business impact and key metrics
- Detailed best practices
- Framework for integrating investments with business impact

Source: <https://nationalfund.org/initiatives/careerstat/resource-center/>

# Homebridge

**Mark Burns**

**Executive Director  
Homebridge, San Francisco  
[mburns@homebridgeca.org](mailto:mburns@homebridgeca.org)**



# About Us

- 501c3 nonprofit
- "The largest home care employer-trainer in California"
- Specialized service model
- 98 percent government funds
- 10 percent or more on workforce support



HOMEBRIDGE

# Key Investment Drivers

- Core belief – “trained and supported workforce”
- Careers, not jobs
- Competency
- Safety
- Professionalism
- All key investment drivers equal client success



HOMEBRIDGE

# Homebridge Home Care Provider (HCP)

- Minimum wage
- Long-term unemployment/significantly underemployed
- Barriers to full-time employment
- Other key statistics:
  - 86 percent female
  - 41 percent black, 26 percent Hispanic/Latino(a), 22 percent Asian
  - 56 percent age 50+



HOMEBRIDGE

# Major Program Elements

- Extensive training
- Support and retention
- Cultural recruitment, onboarding, and support
- Technology
- Uniforms



HOMEBRIDGE

# HCP Career Ladder

Level	Hourly/Annualized	Key Features
HCP I	*\$13.00/\$27,040	Entry-level; domestic care only; shorter skills development; year 1
HCP II	\$15.00/\$31,200	Domestic and basic personal care; on-call/emergency; ongoing skills development; year 2+
HCP III	\$17.00/\$35,360	Domestic, complex personal, complex behavioral and observation/reporting skills – specialized skills; year 3+
HCP IV	\$19.00/\$39,520	All of the above with care coordination team interface; years 3+

\*Tied to minimum wage



HOMEBRIDGE

# Significant Commitment of Resources

- Strategic plan pillar
- Targeted grants
- Broad collaboration
- Extensive advocacy
- Organizational fluidity and growth



HOMEBRIDGE

# Impact

- Workforce:
  - 23.8 percent annualized turnover
  - 975 hours of paid work/life coaching annually
  - Top areas of need are housing, childcare, and transportation
- Clients:
  - 100 percent reduction in provider turnover
  - 86 percent reduction in lease violations
  - 80 percent reduction in missed doctors' appointments
  - 72 percent reduction in emergency room visits
  - 69 percent reduction in calls to 911



HOMEBRIDGE

# UnityPoint Health

**Emily Brown**

**Retention Specialist**

**UnityPoint Health – Des Moines**

**[emily.brown2@unitypoint.org](mailto:emily.brown2@unitypoint.org)**



# Who We Are

- Located in Des Moines, Iowa
- Hospital system and affiliate of the largest health care provider in the Midwest
- Four hospitals on three campuses
- 667 licensed/staffed inpatient beds
- Over 5,600 employees



UnityPoint Health  
Des Moines

# Why Do We Invest?

- Improve retention rates:
  - High-turnover positions
  - Target programs designed to improve retention
- Focused on internal promotions:
  - Current goal of 70 percent
- We want to be the organization where leaders want to lead, physicians want to practice, staff members want a career, and patients must have their care.

# Targeted Positions and Program Overview

- Targeted positions:
  - Housekeeping, food and nutrition, patient transport, supply technicians, patient registration, unit clerk, lab support technicians, and patient care technicians
  - Positions with less than an 86 percent retention rate
- Programs:
  - Tuition assistance for certificate programs
  - New certificate programs in partnership with the local community college
  - Work-based training opportunities:
    - School at Work and Breakthrough to Leadership
    - Rediscovery and Work-Based Literacy

# Role of the Retention Specialist

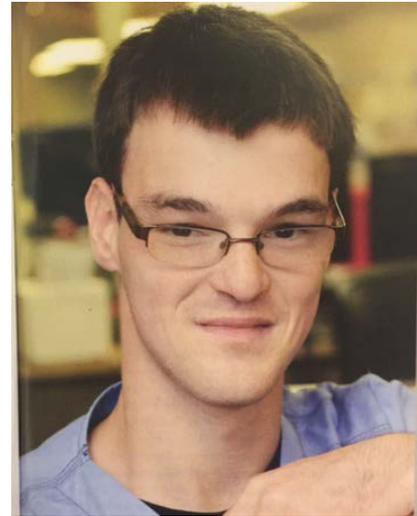
- Co-investment with Central Iowa Works supports position
- Connect employees with barriers to community-based resources
- Help employees take advantage of benefits and educational and career development opportunities
- Develop and implement various programs:
  - Rehoming Access to Financial Education
  - Support Project SEARCH employees

# Impact on Employees



Alisa

- Housekeeper for 10 years
- Participated in School at Work
- Promoted to cook
- Participated in Breakthrough to Leadership
- Promoted to supervisor



Steven

- Project SEARCH participant
- Steady employment as lab support technician
- 5-year anniversary
- Earning a livable wage

# Impact at UnityHealth

- Commitment to growing our own employees:
  - Breakthrough to Leadership: 91 employees trained, 40 promoted, 91 percent retention
  - In 2015, 92 percent of supervisor positions filled internally
  - School at Work: 30 completed, 8 started school, 9 obtained promotions, 86 percent retention
- Supportive human resources policies and practices:
  - Retention specialist: over 250 employees served
  - Rehoming: since February 2015, 13 employees served, 7 staff retained, 3 currently in process

# Frontline Health Care Worker Champion Recognition Program



Champions  
and  
Emerging Champions

- National peer recognition program for employers
- Organizations making sustained investments in their frontlines
- Tracking outcomes and impact
- Access to technical assistance to accelerate investments
- Nominations due **February 3, 2017**
- For more information, visit [www.nationalfund.org/careerstat](http://www.nationalfund.org/careerstat)



## Join the Network

[www.nationalfund.org/careerstat](http://www.nationalfund.org/careerstat)

*Membership is **FREE**.*

# Acronyms/Abbreviations

- HCP – home care provider
- LMI – low- and moderate-income

## Questions?

You have two options to ask questions today:

1. Email us at: [communities@stls.frb.org](mailto:communities@stls.frb.org)
2. Type your question into the chat box of the webinar

# Wrap-Up/Closing

Thank you to today's presenters and all participants for joining this session.

## Next steps:

- All session materials are available on our website and, in the next few days, we will post an audio file of today's session.
- If you have topical suggestions for future sessions or any questions about this program, please feel free to contact us at: [communities@stls.frb.org](mailto:communities@stls.frb.org).
- Information about future sessions will be posted on our website, along with archived materials from past sessions: [www.stlouisfed.org/connectingcommunities/](http://www.stlouisfed.org/connectingcommunities/).

# Related Resources



- In connection with this session, you can find a variety of additional resources on this topic at **[www.fedcommunities.org](http://www.fedcommunities.org)**.
- The website provides an array of practical resources to help you in your role as a CD professional, whether your work involves supporting people, places, the practice of CD, or small business development.