



EOHHS

HCBS Workforce Grant Program Evaluation

Public Consulting Group

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Objectives

- Overview of Evaluation Methods
- Collective Impact
- Categories of Workforce Interventions
- Success Stories



Project Background



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Grant Priorities

Human Service and Home and Community-Based Services (HCBS) Workforce

- **Direct Care Staff**

- Home health aides, personal care aides, CNAs, peer workers and specialists, outreach workers, or care coordinators

- **Nurses**

- LPNs, RNs, independent nurses, nurse practitioners, or advance practice RNs

- **Behavioral Health Staff**

- Social Workers, case workers, case managers, mental health counselors, social workers, substance use disorder workers, counselors, or other mental health providers

- **Community Health Workers (CHWs)**



RECRUIT



TRAIN



RETAIN



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HCBS & Human Services Workforce Grants



Funding:

\$42.5 Million



Total Applicants:

471



Total Requested:

\$268 Million

The grant opportunity was announced in the Fall of 2022.

More than 6 times the amount of available funding was requested.

83 organizations were awarded \$42.5 million.



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Evaluation Methodology



**BASELINE
ANALYSIS AND
CATEGORIZATION**



**PERFORMANCE
REPORTS**



FOCUS GROUPS



**LEARNING
COLLABORATIVES**



**DIRECT CARE
WORKERS
SURVEYS**



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Project Profile

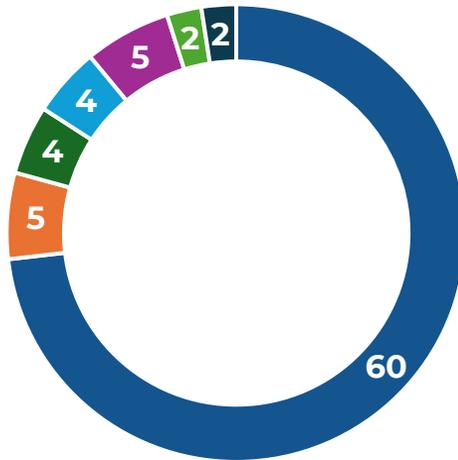


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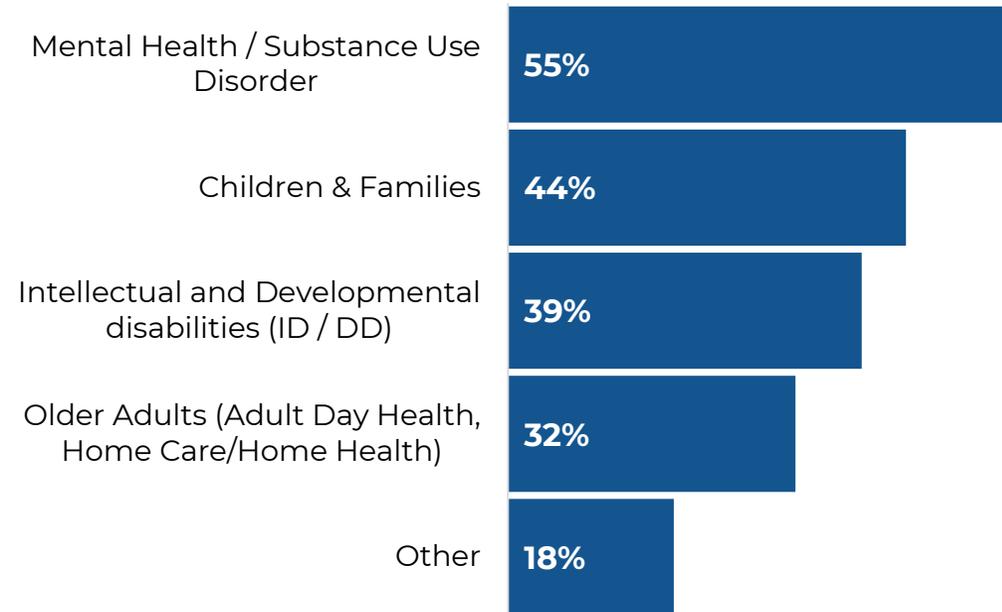
Most grantees are direct care service providers. Grantees serve a variety of populations.

Types of Organizations

- Direct Care Service Provider
- 4-Year University
- Community College
- Aging Services Access Points
- Other
- Foundations
- Adult Day Health



Percentage of Organizations Serving Each Population



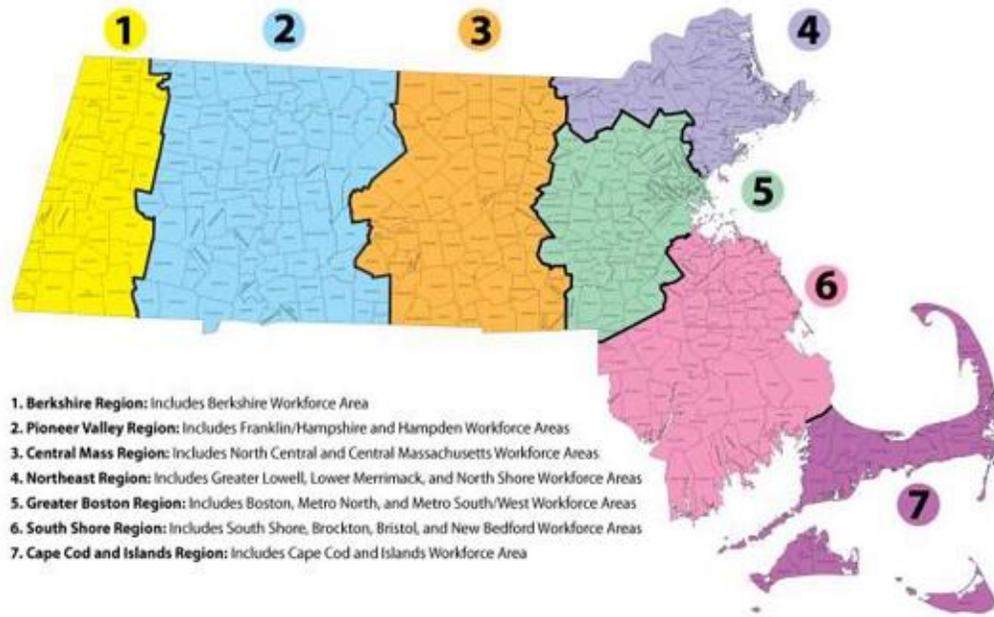
Source: Final Performance Report, March 2025

N = 82



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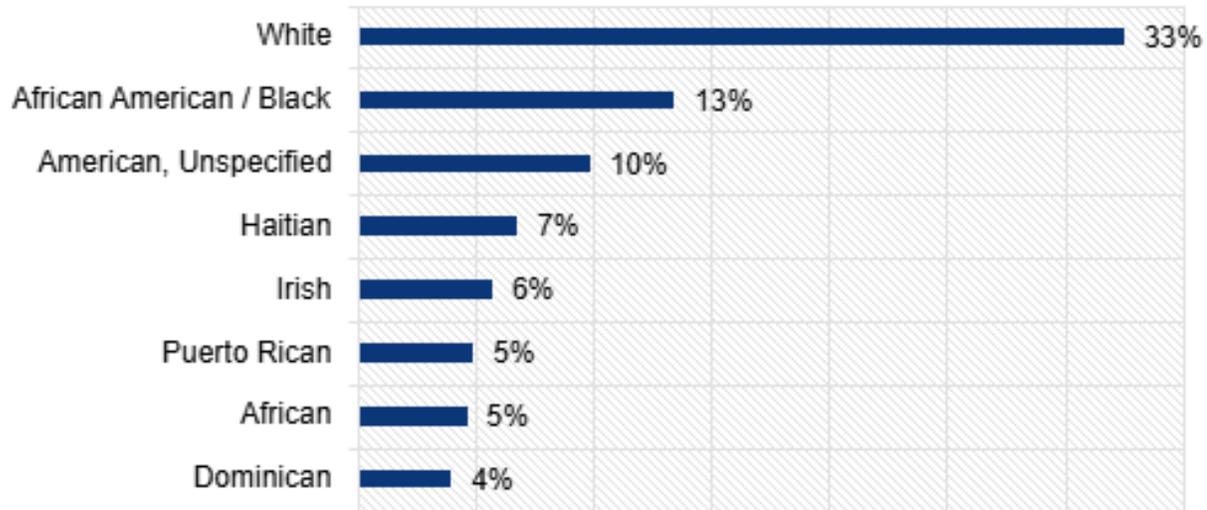
Grantees support Massachusetts Residents in all regions of the State



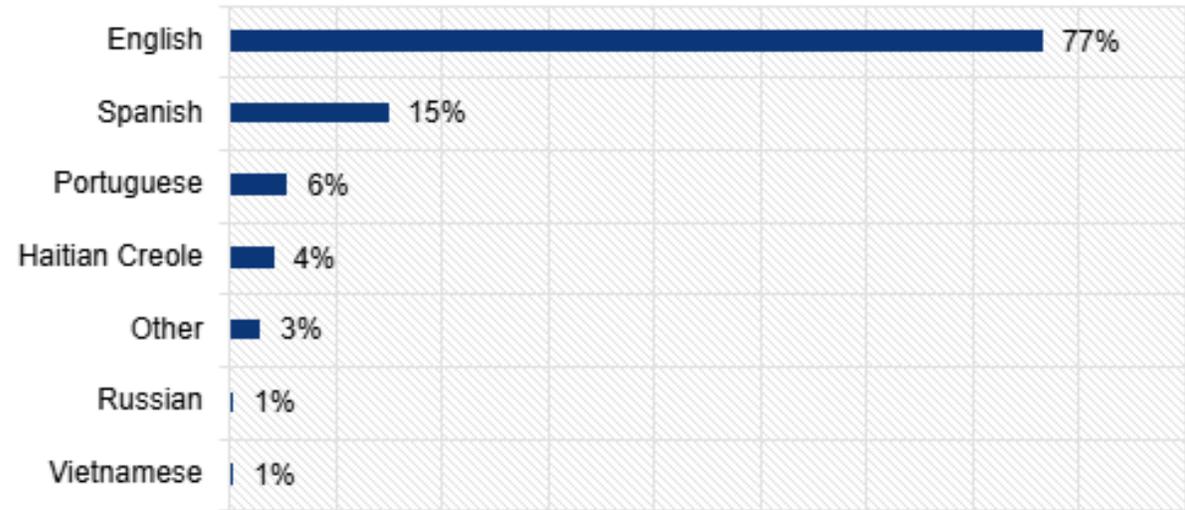
WORKFORCE REGIONS	NUMBER OF GRANTEES
Berkshire	2
Pioneer Valley	10
Central Mass	13
Northeast	14
Greater Boston	30
Southeast	12
Cape & the Islands	3

Workers and interns identified with a variety of race/ ethnicities. Most spoke English as a primary language

Race/Ethnicity (> 3%)



Primary Language

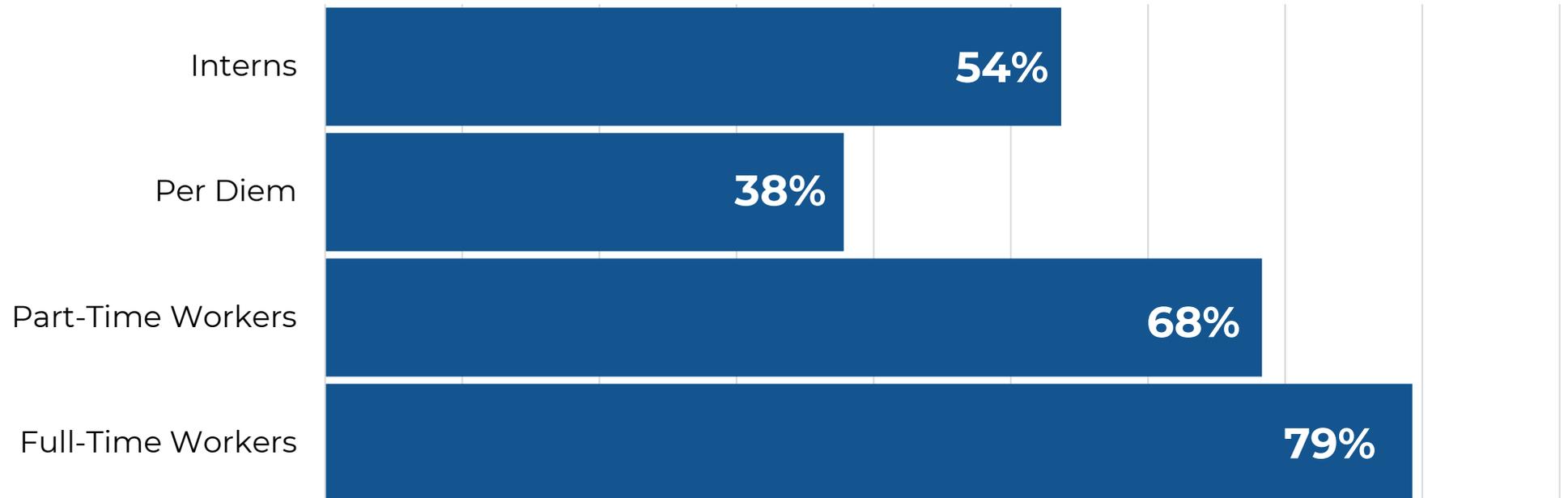


Source: Worker Impact Survey, Nov. 2024

N = 750

Grantees focused primarily on full time workers, but all employment times contribute to the HCBS workforce

Percentage of Organizations Targeting Different Worker Types



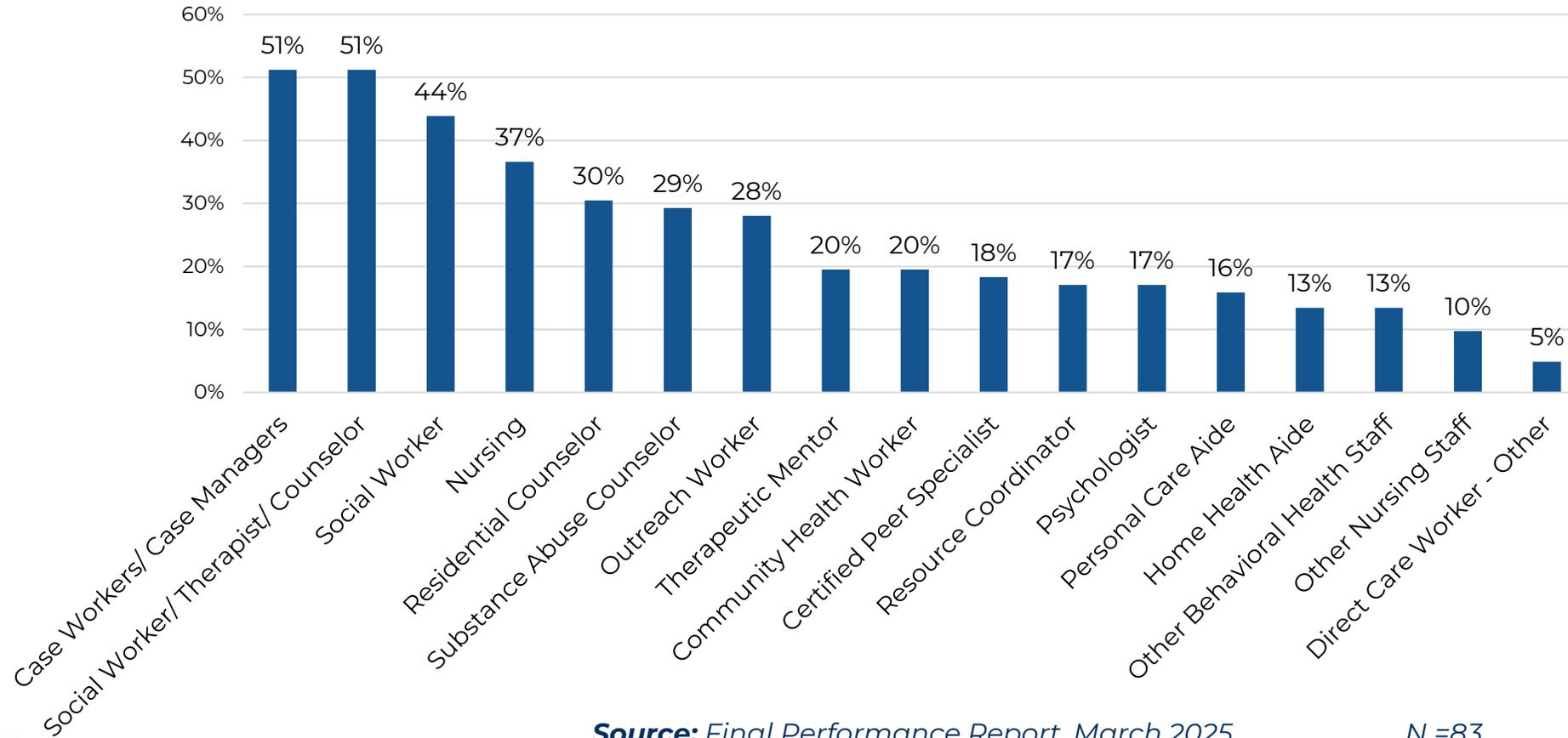
Source: Final Performance Report, March 2025

N = 82



More than half of grantees hired and retained case workers and social workers. The priority workforce also included nurses, home health workers and behavioral health specialists.

Percentage of Grantees Supporting Direct Service Occupations



Source: Final Performance Report, March 2025

N =83



Collective Impact



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Grantees leveraged six distinct workforce intervention strategies



Training
59%



Internships
31%



Career Pathways
28%



HR Enhancement
14%



Recruitment Innovations
14%



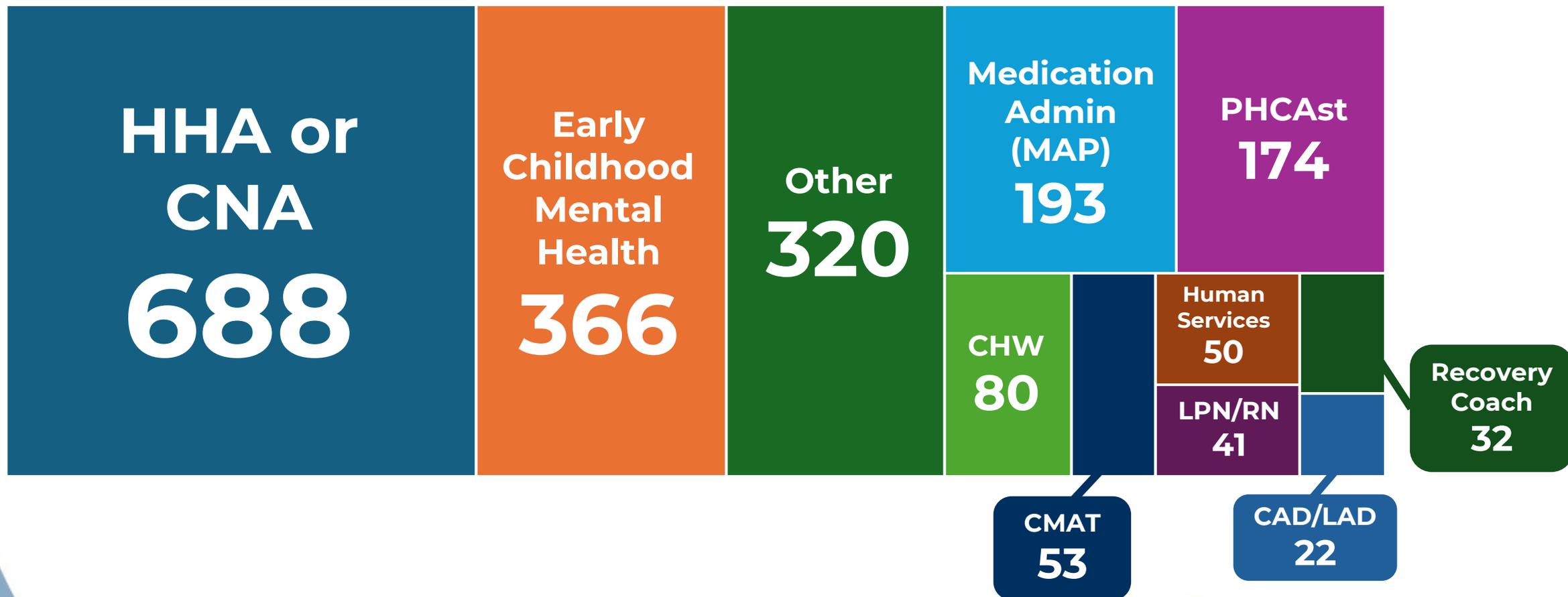
Workplace Culture
11%



Collective Impact

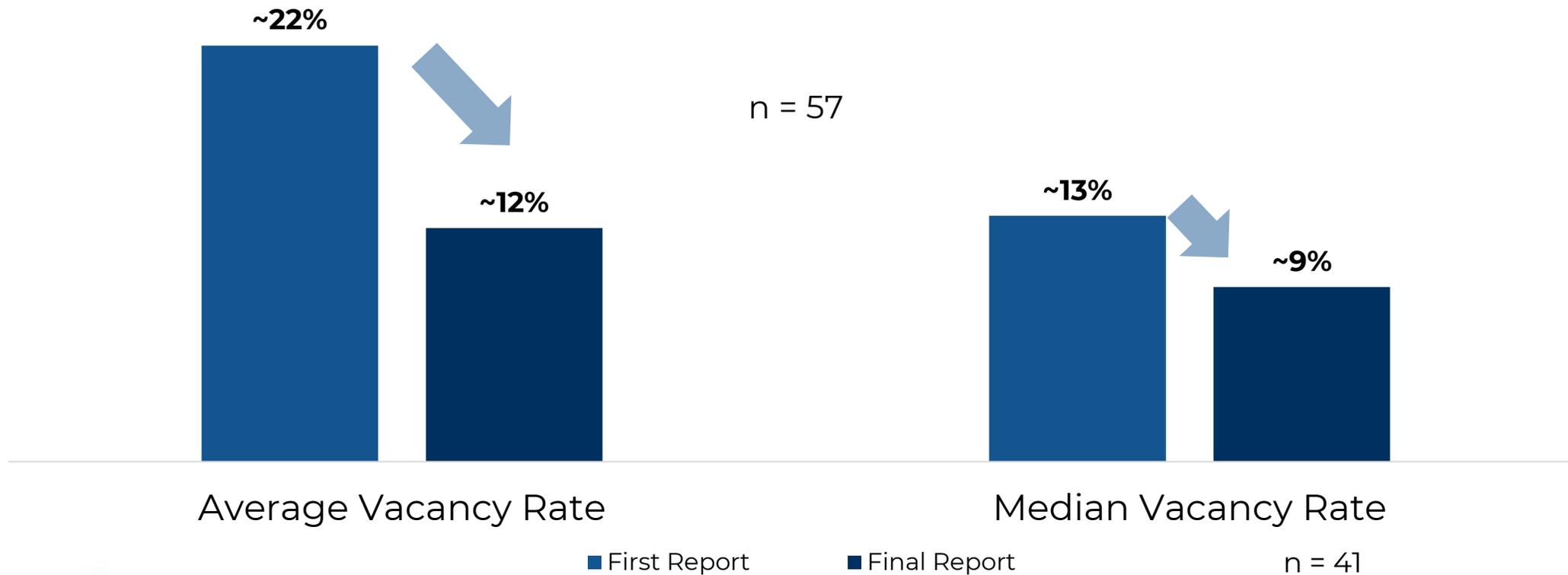


More than 2,000 workers received certifications that lead to career advancement



Grantees experienced a noteworthy decrease in vacancy rates throughout the grant period.

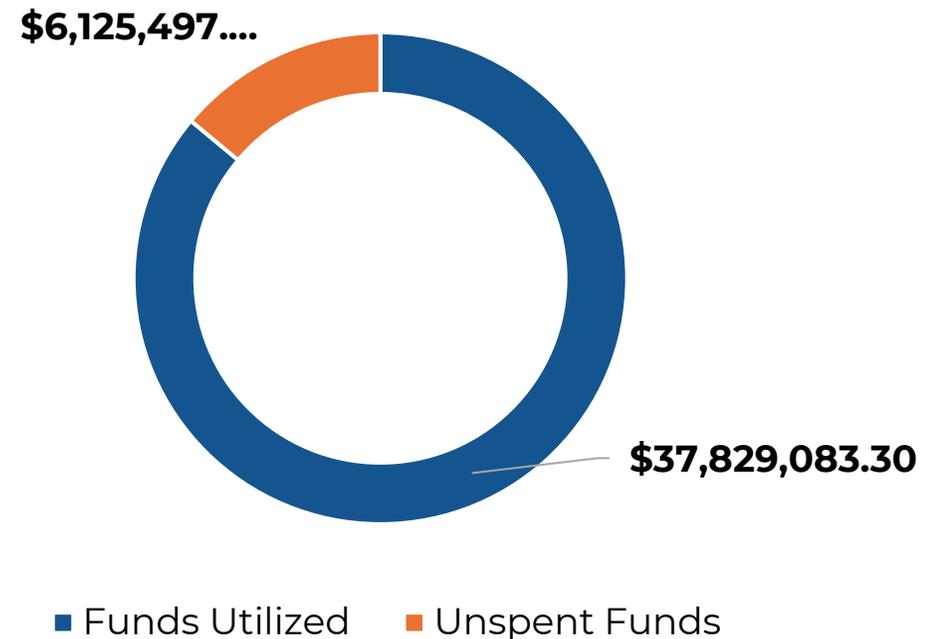
Vacancy Rate Comparison from Grantees First Performance Report (December 2023) To Their Final Report (March 2025)



Grantees were able to utilize 89% of funds and meet or make progress towards 85% of their goals before the end of the project period.

- 85% of program goals were met or somewhat met
- 61% of grantees met or exceeded at least 2 of their goals
- Only 1 grantee was not able to achieve either of their goals

Funds Spent Between 7/1/22 and 3/1/25



Source: Final Performance Report, March 2025

N = 83

Grantee Report Success



“Employees who go through our (new) internal (HHA) training have **a higher retention rate** than those hired from elsewhere.”



“Use of staffing agencies has decreased dramatically **(by \$75,000 over the past year).**”



“We have seen a dramatic decrease in days to fill **(50% decrease)** once (we) hired a recruiter.”



“Since we built an infrastructure that allows us to support ESOL for our workers, our turnover rate has **decreased from 25% to 14%.**”



What We Learned



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Career Motivation – It's Not Just About the Money

- Direct care workers are motivated to join and stay in the workforce by **alignment with the organization's mission**

Workers Who Reported They Plan to Stay with Organization

83% of newly hired workers

72% of incumbent workers

Key Factors in Worker Recruitment



Supportive Environments



Schedule Flexibility



Growth Opportunities

Source: Worker Impact Survey, Nov. 2024

N = 750



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Career Motivation

Scheduling flexibility is the most important incentive for the direct care workforce.



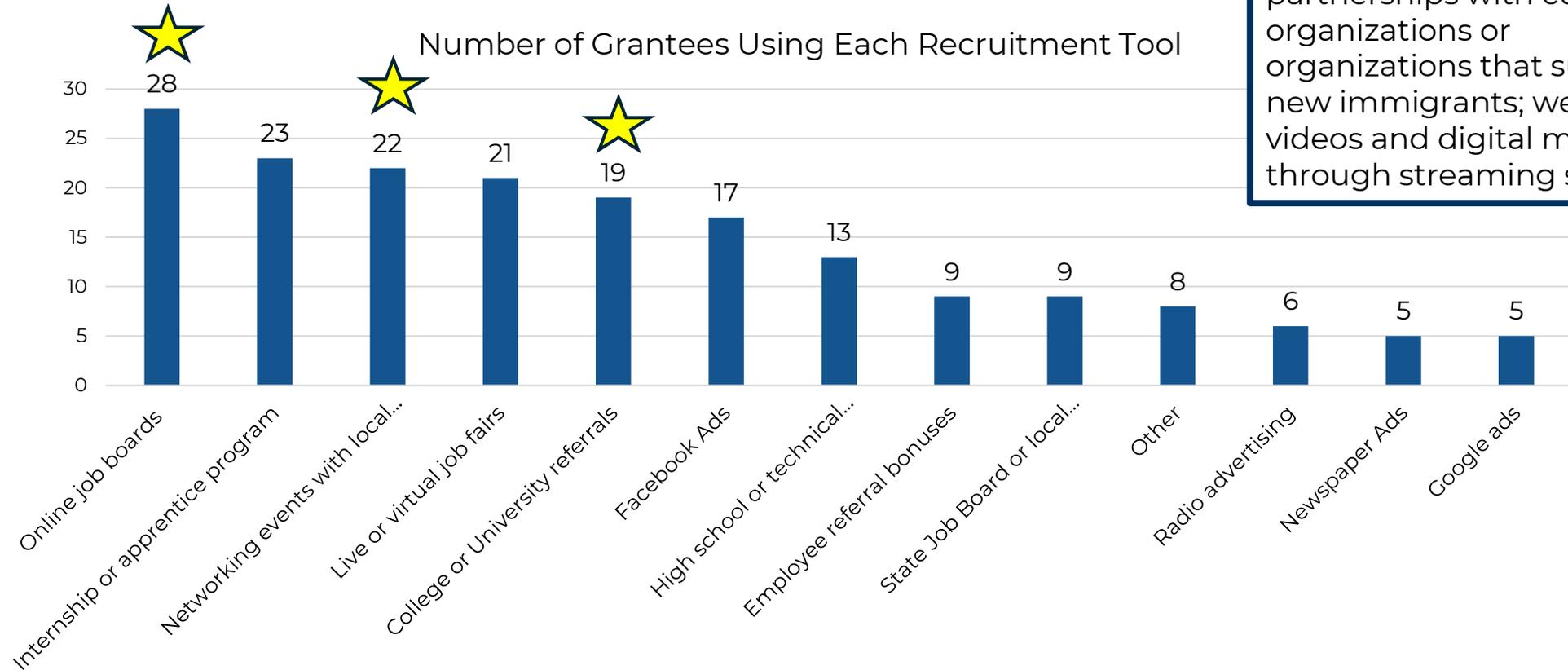
Source: Worker Impact Survey, Nov. 2024

N = 164



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Expanded Recruitment Strategies



“Other” includes:
partnerships with cultural organizations or organizations that support new immigrants; website videos and digital marketing through streaming services

 Strategies used by top recruiters under grant program

Source: Final Performance Report, March 2025

N =83



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Workers report finding jobs online and through referrals.



Newly hired workers reported that they were most likely to hear about job opportunities from an **online job board** (43%) or from a **word-of-mouth** referral (32%).



Most newly hired workers found the job application and interview processes to be easy. Of those applicants that did *not* find the application and interview process to be easy, the biggest challenges were related to additional clarity around documentation required for the application, clarity around expectations for the interview, and clarity around job descriptions.

Source: Worker Impact Survey, Nov. 2024

N = 750



Workers Stay When They Have Career Advancement Opportunities

- Those who participated in a **credentialing preparation program** are the most likely to report that this program will encourage them to remain in their field (86%).
- Organizations agreed that the ability to provide **paid training time** is an important element of a successful workforce development initiative.

79% of incumbent workers reported that the professional development program they participated in will encourage them to **remain in the field of direct care work.**

Source: Worker Impact Survey, Nov. 2024

N = 750



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Workers Stay When They Are Supported

- The act of **dedicating a full-time employee (FTE)** to a focused workforce development role, such as Full-Time Recruiter, Training Manager, or Internship Manager, was cited frequently as a best-practice in program design (focus group)

“We set up an emergency fund to support staff with childcare, transportation, housing, and other unexpected life issues.”

“We developed a first-year training academy that included career ladder planning and creation of a career plan for each staff person.”

Source: Worker Impact Survey, Nov. 2024

N = 750



Building a More Diverse Workforce

- Focus on **lived experience** and encourage **'word of mouth' referrals**
- Strategic **recruitment partnerships** to expand or change the applicant pool, including focusing on high schools with diverse student bodies, and on community colleges
- **Building a culture** that models, support for diversity at all levels in their organization

"We developed an advanced training specifically for our students working in Latinx communities. We specifically targeted high schools with diverse student bodies. Relying on lived experience helped with recruitment."

"We provided more support to our supervisors in how to manage a diverse workforce with cultural sensitivity."

"We (are now) creating our training materials in other languages"

Success Stories



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Perspectives Behavioral Health Clinical Preceptorship Program

- Hosted 16 **graduate-level behavioral health** interns
 - Social Workers,
 - Psychologists
 - Mental Health Counselors
- The program provided mental health students **with practical training** across various areas of behavioral health care
- 92% identified as bilingual, bicultural, or of mixed race/ethnicity



Upskilling the Workforce (1 of 2)

Excel Nursing Services

- Offered Home Health Aide on the job training program
- 166 individuals recruited for HHA on the job training. **127 or 76% graduated from the training program and were hired**
- Contracted with two additional ASAPs as a direct result of our ability to attract, train and retain direct care staff workers through this grant.

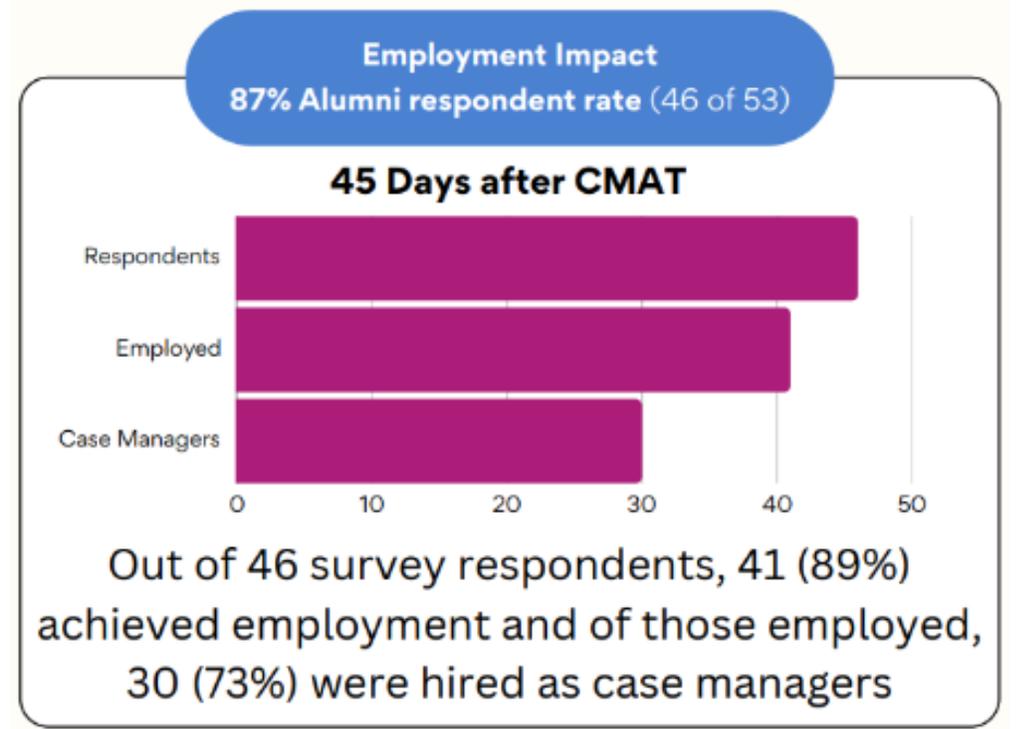


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Upskilling the Workforce (2 of 2)

Tri-Valley

- Enrolled 57 individuals in **Case Management Accelerated Training**
 - 48% HS diploma or GED
 - 26% some college
 - 26% associates degree



Workplace Culture (1 of 2)

Stanley Street Treatment and Resources (STARR)

- Provided formal training and coaching for all levels of staff to establish clear pathways within the organization
 - GED Programs
 - Alcohol and Drug Counseling Licensure and certification
 - LPN to RN support
- Additionally:
 - A formal DEI Committee was strengthened
 - A 2-day orientation program was implemented to increase retention and enhance onboarding experiences.



Workplace Culture (2 of 2)

Lifeworks

- Made a significant investment in professional development and inclusive practices during the grant period
- 500 employees participated in agency-wide workshops on Culturally and Linguistically Appropriate Standards (CLAS) and Implicit Bias training
- Leadership training series including full day management workshops in collaboration with Arc of Massachusetts, and the Association of Developmental Disabilities Providers (ADDP)
- 35 members were certified in Medication Administration Program (MAP), which allows specially trained unlicensed direct care staff to administer or assist in the administration of medications to individuals living in residences in the community, such as group homes





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