

# Summary of the Health Care Workforce Transformation Fund Training Grants

Chapter 224 Workforce Impact Study

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## Introduction

As health care employers align with the goals of Chapter 224 and cost controls begin to alter the delivery of health care services in differing ways within the sector, providers are changing some of their business processes, occupational job descriptions, and staffing structures. These changes are, in turn, creating a demand for new skills and knowledge that may require employers to train their current workforce or may require education and training providers to revise or develop new programs for the health care workforce pipeline. In anticipation of these changing skill and knowledge demands, Chapter 224 established the Health Care Workforce Transformation Fund. The Fund is designed to support education and training initiatives to help health care employers address workforce challenges that are related to organizational and operational changes they need to make to implement Chapter 224.

In our Baseline Study, we looked at some of the themes that we found in an analysis of the 51 planning grants awarded by the Health Care Workforce Transformation Fund.<sup>1</sup> These grants funded needs assessment and planning activities to help health care employers and their partners develop a training strategy to address workforce challenges related to Chapter 224. There was widespread interest from health care employers, educational institutions and workforce intermediaries across the state. Applicants were asked to identify specific business needs related to implementing the requirements of Chapter 224.

Commonwealth Corporation issued a Request for Proposals for Health Care Workforce Transformation Training grants and in 2015 awarded grants to 55 organizations. In 2016 Commonwealth Corporation awarded Training grants to 4 additional organizations, for a total of 59 grants. The following section provides information about the Training grant applications and the 59 grants.

The Request for Proposals for Training grants included the following funding priorities:

- Training employees of health care organizations and/or training currently unemployed or underemployed individuals to fill jobs needed to respond to Chapter 224 challenges.

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<sup>1</sup> *Key Workforce Issues Identified in the Proposals Submitted for Health Care Workforce Transformation Fund Planning Grants*, Chapter 224 Baseline Study, Prepared by Commonwealth Corporation and the Center for Labor Markets and Policy, Drexel University, July 2014.

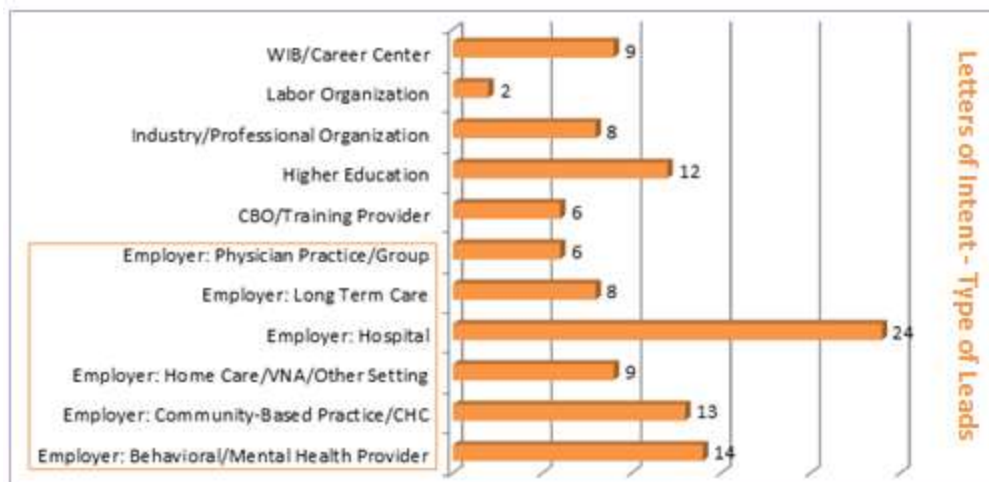
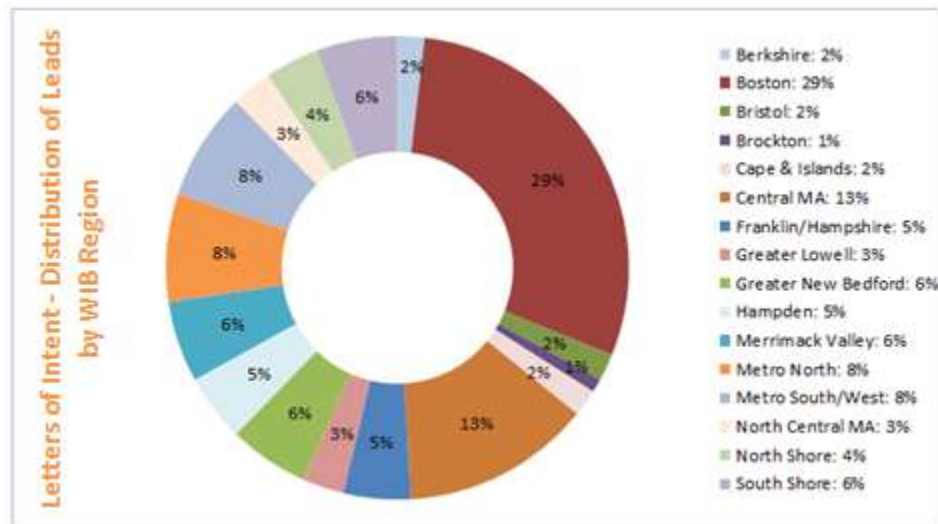
- Health care-related education or training at any level up to, and including, a baccalaureate level.
- Skills training for participants who have already completed a professional degree at the Bachelor's level or higher, as long as the training is not required for the degree or a subsequent degree. This could include skills that Chapter 224 will create a demand for, but which are not covered in current professional programs.

The Request for Proposals required each applicant to propose one (1) or more business metrics to be monitored during the life of the grant to assess the success of their training strategies. The following are some examples of business impact metrics proposed by applicants:

- *As a result of trainings of staff and clients, we expect to see a reduction of 30% in unnecessary Emergency Room visits and hospitalizations within the targeted patient group.*
- *As a result of DSM-V and ICD10 training, billing staff will be able to bill more accurately for basic medical screening, resulting in 70% decrease in denied claims.*
- *Through a dedicated 6-month clinical residency program, we anticipate 0% turnover of clinical residents by the end of the contract, an improvement from the current 2.8%.*
- *Within 2 years, we anticipate an increase in PCP patient initiation and engagement rates in Behavioral Health/Substance use services by 20%.*

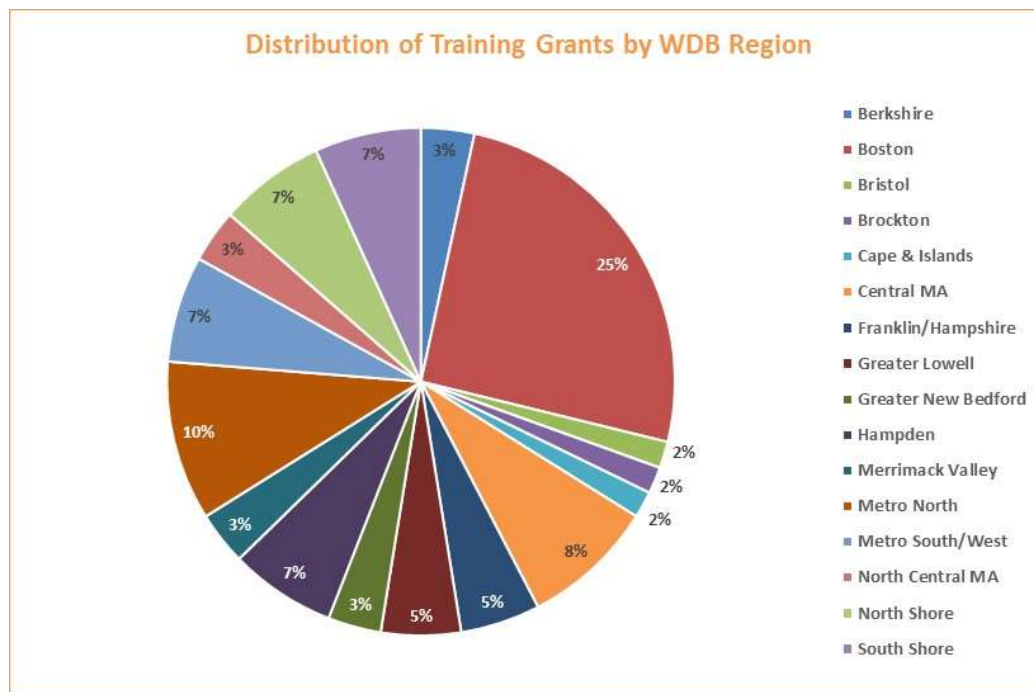
## Training Grant Procurement

Commonwealth Corporation received 111 Letters of Intent, 44% of which came from Planning grantees. Organizations from all over the state submitted Letters of Intent, with a significant amount coming from the Boston area (regions are based on the main location of the lead applicant). Sixty-seven (67) percent of the Letters of Intent came from health care employers intending to apply as lead organizations:



About 85 percent of organizations that submitted Letters of Intent followed through by submitting full proposals in July, totaling 95 applications for a combined total request of approximately \$21.7 million.

Nearly two-thirds of lead applicants were health care employers; 25 percent of lead applicants were based in the Boston WIB region, as shown in the charts below:



After conducting a review process, Commonwealth Corporation staff recommended 55 proposals for funding, totaling \$12.7 million in requests and with an average request of \$231,000. Then EOLWD Secretary Rachel Kaprielian reviewed and approved staff's recommendations.

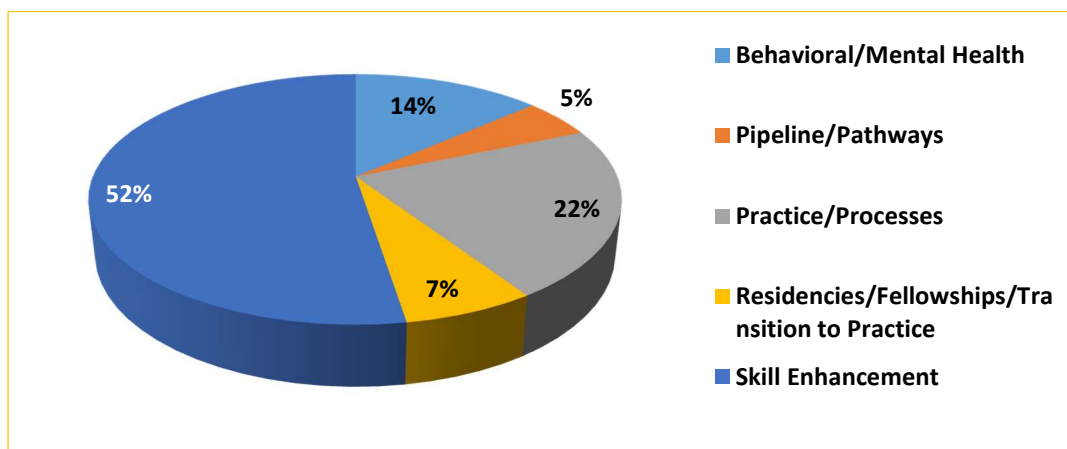
Commonwealth Corporation staff issued contracts to each of the 55 Training grantees, most with start dates in January or February 2015 and for periods of 18-24 months. As discussed

previously, Commonwealth Corporation awarded 4 additional Training grants in 2016. All of the Training grant contracts will end by April 30, 2017.

After completing contract negotiations with the 59 grantees, the total amount awarded in Training grants was \$12,795,243.

## Overview of Training Grant Projects

Training grant projects address a wide range of workforce issues and operational/cost-containment strategies. Some common areas of focus are shown in the chart below:



While the majority of programs are focusing on skill enhancement, this category is quite broad and encompasses a variety of topics and professions. Some grantees are enhancing the skills of frontline, non-clinical workers such as Community Health Workers, while others are training licensed, clinical staff such as RNs on different techniques or approaches to care delivery, and others are providing training to MDs and NPs on advanced clinical topics. East Boston Neighborhood Health Center's project is in this group (skill enhancement). They provided the following description of their project:

*East Boston Neighborhood Health Center's (EBNHC) Medical Assistants (MAs) have diverse backgrounds and different levels of experience and expertise. Using grant funds, they will train them on specific, more advanced areas of patient care, so as to be able to provide consistent, continuous care with a focus on overall better patient outcomes and preventative care. One of the metrics they will monitor over the course of the grant is an increase in the number of depression screenings that MAs administer to patients.*

Within Behavioral/Mental Health, most projects are focusing on the integration of primary care and mental health services, while others are working on the creation of new roles to

support enhanced and/or new services to their patients. Lahey Health Behavioral Services' description of their project is an example of this type of project (behavioral/mental health):

*Lahey Health Behavioral Services understands the importance of integrating mental and physical health. In order to embrace the changes set forth by legislation, and in order to provide the best care to their patients, Lahey Behavioral's clinicians must work closely with medical health providers to coordinate care, and teach patients how to self-manage their chronic health conditions. Through Training funds, Lahey Behavioral aims to provide their clinicians with the necessary knowledge and skills currently missing in undergraduate and graduate programs. They will monitor and report on improvements in patients' markers such as blood pressure, HbA1c and BMI, as well as improvements in their self-report of functional status, exercise and adherence to health care appointments.*

Within the group of grantees focusing on practice change and processes, LEAN and Patient Centered Medical Home (PCMH) readiness are predominant. Other grantees are working on the incorporation of electronic medical records (EMR) systems and getting their workforce ready to use the new technology. For example, the following is the project description provided by Beth Israel Deaconess in Plymouth:

*Beth Israel Deaconess in Plymouth plans 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. They anticipate seeing impact reflected in improved patient experience and satisfaction scores, as well as in reduced length of stay in the emergency department.*

Grantees that are working on residency-style models are directing their efforts at newly graduated or early career Registered Nurses and other clinicians transitioning into new settings or higher-skilled areas of practice. The VNA Care Network Foundation's project description provides an example of this type of project:

*As means of addressing the increasing demand for and shortage of Physical Therapists (PT) in home care settings, the VNA Care Network Foundation (VNACNF) will implement an innovative Geriatric Home Care First Work Experience for Newly Graduated Physical Therapists. In addition, the program will include preceptor development for current home care PTs. The VNACNF expects to see a decrease in PT vacancy rates, a reduction of costs of using contract PT staff to cover unfilled PT positions, an increase in the timely initiation of PT service at or above State average, and an improvement in selected patient outcomes at or above State average by individual program participants*



A few projects are working on pipeline or pathways for unemployed or underemployed individuals. YMCA Training, Inc's program description is an example of this type of project:

*In view of health care reform, Managed Care Organizations and Health Insurance Companies have current and projected needs for properly qualified, knowledgeable Member Services Representatives and Claims Processing staff. YMCA Training Inc. will provide pipelines for employment for unemployed and underemployed individuals to fill these critical positions. With a better prepared workforce, they anticipate seeing a decline in negative terminations, and a decrease in the time-to-fill for these roles.*

## Summary of Health Care Workforce Transformation Training Grant Awards

The following is a full list of Training grantees and a summary of their projects.

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

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**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.

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**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.

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**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.

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**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.

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**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.

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**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.

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**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.

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**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.

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**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.

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**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.

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**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.

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**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.

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**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.

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**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.

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**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.

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**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.

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**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.

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**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%.

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**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.

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**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.

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**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.

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**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.

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**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.

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**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.

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**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.

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**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.

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**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.

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**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.

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**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.

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**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.

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**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.

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**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.

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**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.

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**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.

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**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.

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**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.

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**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.

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**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.

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**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.

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**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.

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**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.

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**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.

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**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.

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**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.

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**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.

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**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

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**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.

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**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.

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**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.

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**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.

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**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.

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**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.

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**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.

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**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.

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**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.

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**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.

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**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.

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**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.

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**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.

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