

Guidelines - Quality Home Care Workforce Program

Program Name: Quality Home Care Workforce Program

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Application deadline: 5pm Friday, October 30, 2015. Submit by email to awiseman@sbs.nyc.gov.

I. Purpose of Program.

In New York State, the required minimum training for a home health aide (HHA) is 75 hours. However, the minimum amount of training can leave many HHAs feeling unprepared for the challenges of the job. This in turn can lead to poor retention for employers and ultimately impacts the quality of care for home care recipients. New and more effective methods for teaching adult learners, especially those with lower literacy levels, have emerged. The New York Alliance for Careers in Healthcare (NYACH), an initiative of the Workforce Development Corporation (WDC), and the New York City Department of Small Business Services (SBS) are partnering with a leader in the long term care workforce development field, the Paraprofessional Healthcare Institute (PHI) to offer an enhanced home health aide training program. The curriculum is approved by both the NYS Department of Health and NYS Department of Education. The curriculum is approximately one hundred and twenty (120) hours of classroom training and taught in a highly-participatory manner. Key features include a **hands-on teaching approach** that builds on participants' experiences, incorporates role playing, and focuses on **communication and problem solving**. In addition, the program uses a **teaching assistant/peer mentor** who is an experienced home health aide and a case manager, to enhance the level of classroom participation and provide support to trainees.

II. This enhanced training model was successfully piloted in 2014-15 with 78% of trainees hired into HHA positions and 94% of trainees stating that the course met its goals and they would recommend the training to others. NYACH and SBS seek to continue offering this enhanced HHA training to additional employers. Funding is available for up to four home care employers who wish to offer the Quality Home Care Workforce Pilot Program ("Program"). While preference will be given to employers who have not previously participated, all employers may apply. Each selected employer ("Employer Partner") can receive grant funds of up to \$99,999 to train 80 jobseekers (four training cohorts with up to 20 participants each) between November 16, 2015 and June 30, 2016.

a. Partnership overview

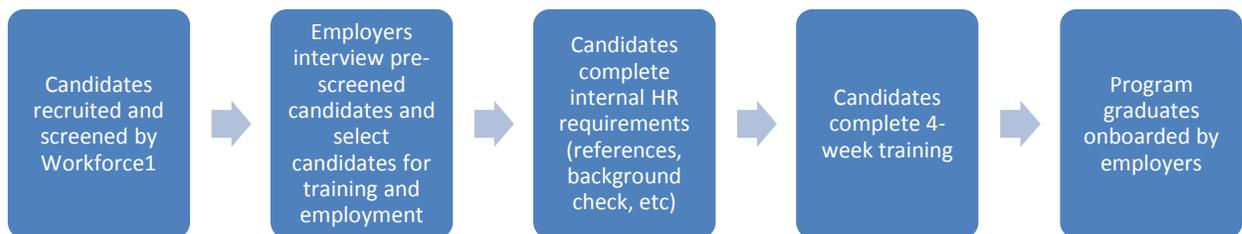
Partner	Role
Employer Partner	Screen and enroll training participants; commit to hire at least 80% of participants who complete the Program; conduct all HR requirements (including background checks) prior to training; conduct training, onboarding; track employment data
Workforce1	Recruitment and initial screening of jobseekers for HHA training and employment (optional)
Paraprofessional Healthcare Institute (PHI)	Provide a train-the-trainer session, ongoing technical assistance on implementation and sustainability of the enhanced HHA curriculum
Workforce Development Corporation (WDC)	Fiscal and contracting agent for the program; provide funding and program oversight
New York Alliance for Careers in Healthcare (NYACH)/NYC Department of Small Business Services (SBS)	Bring industry and education partners together to address workforce demands; provide program oversight; evaluate program effectiveness

III. Recruitment and Hiring Process.

- a. Workforce1 will conduct outreach and recruitment for the Program through its Workforce1 Career Centers across the City (Bronx, Brooklyn, Manhattan, Queens, and Staten Island) and will use a screening and assessment process that includes an hour-long information session, group interaction exercise, and a 15 minute individual interview.
Note: The option to structure a recruitment process that uses employer-based candidate outreach and recruitment as well as Workforce1 will be considered.
- b. The Employer Partner will interview training candidates on-site at a Workforce 1 Career Center who have been recruited and pre-screened by Workforce1.
 - i. Employer Partners must ensure that participants submit references and any other required paperwork prior to placement into the class.
 - ii. If a candidate is selected for the Program, the Employer Partner must complete any legally required pre-employment checks, including but not limited to, background and reference checks, before training begins. Each participant must receive clearance on background checks and references prior to class placement.
 - iii. Physicals (medical examinations) should be complete within the first week of class.
- c. The Employer Partner makes a commitment to hire at least 80% of the individuals who complete training through the Program upon successful completion of the course and certification as a HHA.

Exhibit 1: Recruitment and Hiring Process Overview

- a. Partnering with the Workforce 1 center to aid in recruitment will follow the model below:



IV. Eligibility.

- a. Home care agencies are eligible to apply if they:
 - i. Have at least one physical location in New York City;
 - ii. Employ HHAs within the five boroughs of New York City; and
 - iii. Have a HHA training program that is currently approved by the New York State Department of Health.
- b. Training candidate eligibility must meet applicable federal guidelines and will be determined by Workforce1. Candidates are eligible for training if they:
 - i. Are a resident of one of New York City’s five boroughs;
 - ii. Are 18 years of age or older;
 - iii. Do not earn more than a pre-deduction wage of \$63,928/year; and
 - iv. Meet all applicable Federal Selective Service requirements.

V. Application Evaluation.

- a. The maximum award to a single Employer Partner is \$99,999. Up to four (4) awards for individual employers will be granted.
- b. Each submitted application will be evaluated by a committee using the following system:

Category	Points awarded
Employment and retention	40 points
Organizational commitment	15 points
Capacity - key managerial/project management staff	15 points
Training experience	10 points
Value add of partnership to the Employer Partner	10 points
Cost competitiveness	10 points
TOTAL	100 points

- c. Grants will be awarded to up to four (4) responsible* applicants whose applications receive the highest technical scores and are determined to be the most advantageous to the WDC in achieving its goals for the Program, taking into consideration factors or criteria which are set forth in these Program Guidelines. Final award shall be subject to the timely completion of contracting between the WDC and selected applicants.
- d. The WDC reserves the right to conduct either in-person or phone interviews of applicants as the WDC deems necessary to obtain additional information.

**The WDC will conduct due diligence to ensure awardees can responsibly complete the program.*

VI. Training Program.

- a. Employer Partners are required to deliver each cohort of the Program in approximately 17 days over the course of approximately four (4) weeks (Monday-Thursday with Fridays left open for HR and other appointments). Each cohort shall receive approximately 120 hours of classroom training, as well as arrange for the completion of Supervised Practical Training at a clinical site.
- b. Employer Partners must notify the Metropolitan Regional Area Office of the NYS Department of Health that they are using this curriculum.
- c. Employer Partners must designate at least one instructor, one teaching assistant/peer mentor and one case manager per cohort. Employer Partners must also designate an individual to act as program manager and program administrator.
- d. Employer Partners will require lead instructor(s) (a Registered Nurse as required by law), teaching assistant/peer mentor (a certified HHA) to attend a three-day train-the-trainer workshop with PHI in order to become familiar with the teaching methodology and curriculum.
- e. Employer Partners are expected to work with PHI to ensure sustainability and integrate the enhanced training model long-term into HHA training practice. This means attending the train-the-trainer session, welcoming intermittent classroom observation and coaching, and meeting with PHI at the end of the program and six months after program has ended.

VII. Personnel

- a. Instructor(s) must be a licensed Registered Nurses and will be responsible for providing the following services:
 - i. Deliver all training;
 - ii. Support participants in their understanding of course material and the rewards/challenges of being an HHA.
- b. The Teaching Assistant/Peer Mentor must be a certified HHA with at least 6 months experience and will be responsible for providing the following services:
 - i. Assist participants in understanding the role and responsibilities of an HHA;
 - ii. Provide overall support to participants as they transition from training to work (e.g. accompanying aides on one of their first home visits, providing phone support to aides during their first couple weeks of work); and
 - iii. Support instructor(s) in delivering all training.

- c. The Case Manager will be responsible for providing the following services:
 - i. Support participants in reducing barriers to training completion (e.g. travel to training, child care, HR requirements, resolvable background check issues);
 - ii. Observe class at least 3 times during the training to understand first-hand any issues that arise; and
 - iii. Acts as advocate for participants and liaison between participants and instructor and hiring manager.
 - d. The Program Manager will be responsible for providing the following services:
 - i. Oversees the Program and ensures all deliverables are met; and
 - ii. Participates in periodic check-in calls with NYACH/SBS to discuss Program status.
 - e. The Program Administrator* will be responsible for providing the following services:
 - i. Complete all program paperwork (e.g. contract, reports, employment data, payroll validation, end-of-class survey – see section VII below); and
 - ii. Participate in periodic check-in calls with NYACH/SBS.
- *Note: the Program Manager and Administrator may be the same person.

VIII. Administrative Requirements.

Employer Partners must do the following:

- a. Sign and execute a contract with the WDC to receive funding. The WDC will collect original Certificates of Insurance (general liability, workers' compensation and all other legally required insurance), and conduct due diligence on each applicant prior to contracting.
- b. Provide NYACH/SBS a training calendar upon executing the contract.
- c. Participate in periodic check-in calls with NYACH/SBS to discuss progress and challenges.
- d. Provide payroll validation (pay stubs) at 10 weeks post-training for all participants hired.
- e. Provide employment data, such as training completion rate, hire rate, hours, and retention, for a comparison group of HHAs hired by the Employer Partner in the previous six months. This information will be collected at 30, 90 and 120 days post-training; employer partners will submit within 10 business days.
- f. Submit reimbursement requests to the WDC within 21 days of the completion of each training cycle.
- g. Keep participant activity logs, sign-in sheets, for each instance of training. Employer Partners are required to keep these logs on file and available for audit for at least six years after training completion.
- h. Administer an end-of-class survey (provided by the WDC) to get feedback from participants on the class.

IX. Reimbursement for Training Costs and Performance Based Payment Model.

- a. The WDC will **reimburse up to 70% of total training costs**. The employer is responsible for the remaining 30% of training costs.
 - i. Of the total award, up to 80% will be awarded through reimbursement and up to 20% will be awarded based on performance (performance payment). The performance payment will be paid out based on validated hires. Official paystubs, payroll (e.g. exported from QuickBooks or from the payroll company) will be required to validate hires. If at least 80% of the participants completing any training cohort are hired, the Employer Partner will receive the full performance payment. If the rate of hire is less than 80%, the performance payment will be pro-rated based on the percentage of Program completers hired.

Exhibit 2: Sample budget breakdown

	Amount	Description
Total training budget	\$120,000	All costs including HR and administration, instruction, uniforms, Metrocards (max 1 per participant) and supplies
Total possible award	\$84,000	70% of total training budget
Available for reimbursement	\$67,200	80% of total possible award
Available based on performance (10 weeks post-training)	\$16,800	20% of total possible award

b. Eligible training costs for reimbursement include:

- i. Wages paid to internal staff:
 - 1. Time spent on recruitment and human resources activities such as screening and processing paperwork;
 - 2. Preparatory time for instructors and instruction time; and
 - 3. Administrative oversight.
- ii. Books, printing, uniforms, Metrocards and consumable materials;
- iii. Space that is rented specifically for HHA training; and
- iv. The cost of physicals (medical examinations) for any participant without the means to pay, and if these are not covered by the employer by standard practice.

c. Ineligible training costs. The following is a non-exhaustive list of costs that are ineligible for reimbursement and cannot be calculated as part of the employer’s contribution:

- i. Fringe benefits- only an employee’s base salary can be factored into the cost of training;
- ii. Equipment, including leased equipment such as copiers or laptop computers;
- iii. Renovation of facilities;
- iv. Staff time that is not related to the Program;
- v. Purchase of software/tools to track outcomes (it is the Employer Partner’s responsibility to track outcomes and produce documentation to verify that the outcomes have been met); and
- vi. Items that produce goods or services for sale.

d. Eligible training cost reimbursement. Reimbursement requests must be submitted to the WDC within 21 days of the completion of each Program cohort. Acceptable reimbursement documentation, demonstrating approved training related expenses incurred, must comply with the following:

Expenditure	Supporting Documentation (business must provide all supporting documentation listed for each expenditure)
Instruction/preparation	1. Payroll <i>or</i> general ledger report 2. Invoice (invoice must include: staff name, title, hours and dates of training or preparation, hourly wage and total cost)
Books or other training materials	1. Receipts, cancelled checks, <i>or</i> general ledger report 2. Invoice, if applicable
External Training Space	1. Cancelled check or general ledger report 2. Invoice

Important Information on Reimbursements:

- The total amount reimbursed is capped at the contracted award amount.
- Reimbursements are only made on eligible and documented costs incurred.
- Reimbursements take approximately four (4) weeks to process. If any documentation is missing or unclear, reimbursement may be delayed or withheld.

X. Outcomes. Target outcomes for this project are:

- a. At least 80% of training enrollees complete the training**
- b. At least 80% of training completers hired by Employer Partner.**
- c. Full time (30 hours or more) employment for HHAs within ten (10) weeks post-training.**
- d. At least 80% retention 3 months after employment begins.**

An additional goal of the Program is to be able to determine post-training whether the training produced better quality care and retention as compared to standard training programs. It is expected that this determination will be made through the use of comparison data, such as the training completion rate, hire rate, hours, and retention for a comparison group of HHAs working at the same agency through a different training program.

Applications are due by 5pm on Friday, October 30, 2015

If you have questions about these guidelines please direct them to Annie Wiseman, Director of Healthcare Training at awiseman@sbs.nyc.gov or (212) 618-8953.