

## Guidelines - Quality Home Care Workforce Program – Employer-Based Training

**Program Name:** Quality Home Care Workforce Program

**Contact:** Madeleine O’Neill at 212-513-9260 or [mo'neill@sbs.nyc.gov](mailto:mo'neill@sbs.nyc.gov).

**Application deadline:** 5 pm EST on March 14, 2017. Submit by email to [mo'neill@sbs.nyc.gov](mailto:mo'neill@sbs.nyc.gov)

### 1. Program Overview

The Quality Home Care Workforce Program is an initiative of the New York Alliance for Careers in Healthcare (NYACH) that aims to provide home care agencies with qualified home health aides (HHAs) and HHAs with quality training and employment. NYACH is an industry partnership housed at the Workforce Development Corporation (WDC). The WDC is an independent not-for-profit created by the City of New York (City) specifically for the purpose of assisting the City in developing and funding workforce initiatives and works closely with the City’s Department of Small Business Services (SBS) to contribute to the economic vitality of the City by promoting workforce development and job creation through public and private partnerships. The WDC, on behalf of NYACH and in partnership with the Paraprofessional Healthcare Institute (PHI), developed an enhanced training program model (“Enhanced Training”) that supports home care employers in the recruitment, screening, and training of potential HHAs, and uses an enhanced training curriculum that better prepares HHAs for the job (see section 2 for further detail on the Enhanced Training). **In the third year of this program, NYACH and the WDC seek up to four employer partner home care agencies (“Employer Partners”) to provide the Enhanced Training to four cohorts, each.**

The program will run from April to August 2017 and will involve multiple program partners. Workforce1, a service funded by the City of New York, will recruit and pre-screen training candidates. The home care agencies selected as the Employer Partners for the program through this competitive application process will interview candidates, determine which will continue into training, and commit to hire those who successfully complete the training. The Employer Partners will then conduct training using the Enhanced Training curriculum or a curriculum of the Employer Partners’ choosing that meets the specifications detailed in Section 7 of these guidelines. Throughout the training, the Employer Partners will provide supportive case management to participants. The Employer Partners will also be required\* to contract with a technical assistance consultant who will train Employer Partner instructors to implement the curriculum. The selected technical assistance consultant must meet the criteria specified in Section 7 of these guidelines. Following the completion of the training, the Employer Partners will onboard and hire successful graduates and share their employment and retention data with NYACH and the WDC. NYACH and the WDC will provide program oversight and coordination for the duration of the program.

\*See Section 7e for exception.

***NOTE: ADMINISTRATORS OF THE QUALITY HOME CARE WORKFORCE PROGRAM RESERVE THE RIGHT TO AMEND THESE PROGRAM GUIDELINES AT ANY TIME, WITHOUT ADVANCE NOTICE.***

## 2. Purpose of Program

In New York State, the required minimum training for a home health aide (HHA) is seventy-five (75) hours, and can leave many HHAs feeling unprepared for the challenges of the job, especially those related to communication and problem solving. Inadequate training has been linked to high rates of HHA turnover, which ultimately impacts the quality of care for home care recipients.

To help homecare agencies improve their retention rates and quality of care, and to provide HHAs with quality training and employment, NYACH and the WDC seek to support wider use of the Enhanced Training, both in the short and long term. The Enhanced Training curriculum, which is approved by both the NYS Department of Health and NYS Department of Education, is approximately one hundred and twenty (120) hours and taught in a 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. This Enhanced Training was successfully piloted in 2014-15 with 78% of trainees hired into HHA positions and 92% of trainees stating that the course prepared them well for the job, compared to a national average of 82.2% reported in a U.S. Department of Health and Human Services survey in 2007.<sup>1</sup>

NYACH and the WDC seek four Employer Partners to offer four cohorts each of the Enhanced Training. The goals of the program are to provide jobseekers with high quality training and employment in the healthcare field, to help the selected homecare agencies improve their HHA retention rates and quality of care, and to integrate use of the Enhanced Training into the Employer Partners' long term HHA training strategy.

Each selected Employer Partner can enter into a contract with the WDC at a maximum budget of up to \$99,999 to train up to 80 jobseekers, or four training cohorts with up to 20 participants each.

## 3. Partnership Overview

Partner	Role
Employer Partner	Interview and enroll training participants in the Enhanced Training; commit to hire all participants who successfully complete the training; conduct and pay for all state-mandated checks (including background checks) as well as any employer-mandated checks or screenings prior to the start of training; conduct training; onboard and hire participants who complete the Enhanced Training; track employment data; contract with a technical assistance consultant for the implementation of Enhanced Training
Workforce1 Career Centers	Recruit and conduct initial screening of jobseekers for HHA training and employment
Technical Assistance Consultant	Provide Employer Partner a train-the-trainer

<sup>1</sup> Data available at <http://www.cdc.gov/nchs/data/nhsr/nhsr034.pdf>.

	session and ongoing technical assistance on implementing and sustaining the Enhanced Training
Workforce Development Corporation (WDC)	Serve as fiscal and contracting agent for the program; provide funding and program oversight
New York Alliance for Careers in Healthcare (NYACH) and NYC Department of Small Business Services (SBS)	Bring industry and education partners together to address workforce demands; provide program oversight; evaluate program effectiveness

#### 4. Recruitment and Hiring Process

- a) Workforce1 Career Centers will conduct outreach and recruitment for the program and will use a screening and assessment process that includes an hour-long information session, a group interaction exercise, and a 15 minute individual interview. This process can be modified based on each selected Employer Partner’s needs.
- b) Each Employer Partner will then interview and select candidates for training. Upon selecting candidates, Employer Partner must also do the following:
  - i) Ensure that participants submit references and any other required human resources paperwork prior to placement into the cohort.
  - ii) Conduct any state or employer required pre-employment checks before training begins. **Each participant must receive clearance on pre-employment checks prior to cohort placement.**
  - iii) Schedule student physicals (medical examinations). These should be complete within the first week of class.
- c) Each Employer Partner makes a commitment to hire all participants who successfully complete the training and become certified.

#### Exhibit 1: Recruitment and Hiring Process Overview



#### 5. 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) Are authorized to work in the United States;
  - iv) Do not earn more than a pre-deduction wage of \$30,000/year; and

- v) Meet all applicable Federal Selective Service requirements.

**6. Application Evaluation**

- a) The maximum contract award to each selected Employer Partner is \$99,999.
- b) Each submitted application will be evaluated by a committee using the following system:

Value add of partnership to the Employer Partner	15 points
Current recruitment, employment, and retention practices	30 points
Prior training experience and training plan proposed	20 points
Likelihood of training success and sustainability	15 points
Managerial and project management capacity	10 points
Cost competitiveness	10 points
<b>TOTAL</b>	<b>100 points</b>

- c) Grants will be awarded to four 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 a due diligence check\* and the timely completion of contracting between the WDC and the selected applicant.
- d) The WDC reserves the right to conduct either in-person or phone interviews of applicants as the WDC deems necessary in order to obtain additional information.

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

**7. Training Program**

- a) Each selected Employer Partner is 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 Employer Partner shall administer approximately 120 hours of classroom training for each cohort and arrange for the completion of Supervised Practical Training at a clinical site.
- b) If an Employer Partner chooses to use a training curriculum other than the one developed by NYACH in partnership with PHI, the Employer Partner must provide an outline of the curriculum they plan to use as well as one lesson plan. The chosen training curriculum must be approved by the NYS Department of Health. Additionally, the Employer Partner must demonstrate how it meets the following objectives identified by NYACH and the WDC during the first two years of implementation of the Enhanced Training:
  - i) Is adult-learner centered (includes role-plays, dialogues, and return demonstrations)
  - ii) Focuses on communication and problem-solving skills
  - iii) Exceeds the minimum seventy-five (75) hours mandated by New York State
  - iv) Materials accommodate low literacy (written at no higher than a 6<sup>th</sup> grade reading level)
- c) Each Employer Partner must notify the Metropolitan Regional Area Office of the NYS Department of Health that they are using the Enhanced Training.
- d) Each Employer Partner must designate at least one instructor, one teaching assistant/peer mentor and one case manager per cohort. The Employer Partner must also designate an individual to act as program manager and program administrator.

- e) Each Employer Partner will select and contract with a WDC-approved technical assistance consultant who will provide a train-the-trainer workshop and technical assistance to teaching staff on implementation of the Enhanced Training curriculum. **Employer Partners with prior experience implementing the Enhanced Training who do not wish to contract with a technical assistance consultant must provide the WDC with a letter articulating why they do not need the training and technical assistance.**
  - i) The selected technical assistance consultant, whose selection will be subject to WDC approval, must meet the following criteria:
    - (1) Expertise in the homecare industry and curriculum implementation, demonstrated by at least three years of experience in each area; and
    - (2) Willingness to commit to providing a train-the-trainer workshop and ongoing technical assistance throughout the four cohorts of training.
  - ii) Each Employer Partner will require lead instructor(s) (a Registered Nurse as required by law) and teaching assistant/peer mentor (a certified HHA) to attend a train-the-trainer workshop with the chosen technical assistance consultant in order to become familiar with the Enhanced Training.
  - iii) Each Employer Partner is expected to work with the technical assistance consultant to integrate the Enhanced Training into HHA training practice on a longer-term basis. This may include attending the train-the-trainer session, welcoming intermittent classroom observation and coaching, and meeting with the technical assistance consultant at the end of the program and six months after program has ended.

## 8. 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) Act 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) Oversee the Program and ensure all deliverables are met; and
  - ii) Participate in weekly check-in calls with NYACH/WDC to discuss Program status.
- e) The Program Administrator\* will be responsible for providing the following services:

- i) Complete and submit all program paperwork (e.g. contract, reports, training, clinical, and onboarding calendar, student attendance sheets, employment data, payroll validation, reimbursement documentation, end-of-class survey– see section VII below); and
- ii) Participate in weekly check-in calls with NYACH/WDC.

\*Note: the Program Manager and Administrator may be the same person.

## 9. Administrative Requirements

Each Employer Partner 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 the selected applicant prior to contracting.
- b) Provide NYACH/WDC a training, clinical, and onboarding calendar upon executing the contract.
- c) Contract with a technical assistance consultant of the Employer Partner's choice to provide training and technical assistance on implementation of the Enhanced Training.
- d) On a weekly basis, share data on candidates recruited, screened, and interviewed. Recruitment data sharing template to be provided by NYACH/WDC.
- e) Participate in weekly check-in calls with NYACH/WDC and Workforce1 to discuss recruitment and/or screening progress and challenges.
- f) Provide payroll validation (pay stubs) at 10 weeks post-training for all participants hired.
- g) Provide employment data for all HHAs hired from each training cohort at 10 weeks, 3 months, 6 months, and 12 months post-training.
- h) 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 six months prior to program participation. This information will be collected at ten weeks, 3 months, 6 months, and 12 months post-training.
- i) Submit reimbursement requests and documentation to the WDC within 21 days of the completion of each training cohort.
- j) Keep participant activity logs and sign-in sheets for each instance of training and share with the WDC/NYACH. Employer Partners are required to keep these logs on file and available for audit for at least six years after training completion.
- k) Administer an end-of-class survey (provided by the WDC) to get feedback from participants on the class and share results with WDC/NYACH.

## 10. Reimbursement for Training Costs and Performance Based Payment Model

- a) The WDC will **reimburse up to 70% of total training costs (the "Award")**. The Employer Partner is responsible for the remaining 30% of training costs. **Costs associated with the technical assistance consultant must be included in the 30% of training costs covered by the employer.**
  - i) The maximum allowable Award amount (\$99,999) takes into account the inclusion of costs associated with contracting with a technical assistance consultant. Employer Partners who choose not to contract with a technical assistance consultant should propose a budget with this in mind. All applications will be evaluated for cost competitiveness and appropriateness.
  - ii) Up to 80% of the Award 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**

Total training budget	\$120,000	All costs including HR and administration, instruction, technical assistance consultant, uniforms, MetroCards (max 1 per participant), and supplies
Maximum Award	\$84,000	70% of total training budget (excluding technical assistance consultant cost)
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 Partner’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);
- vi) Items that produce goods or services for sale; and
- vii) Costs associated with procurement of a technical assistant consultant.

**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:

Expense Category	Supporting Documentation
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, or 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 properly documented costs incurred.*
- *Reimbursements take approximately four (4) weeks to process. If any documentation is missing or unclear, reimbursement may be delayed or withheld.*

**11. Outcomes.** Target outcomes for this project are:

- At least 80% of training enrollees complete the training**
- At least 80% of training completers hired by Employer Partner**
- Full time (30 hours or more) employment for HHAs within ten (10) weeks post-training.**
- At least 80% retention 3 months after employment begins.**
- Adoption of the full Enhanced Training curriculum (where applicable) and use of a Teaching Assistant/Peer Mentor as of six months after the end of the contract period**

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.

**Please submit applications to [mo'neill@sbs.nyc.gov](mailto:mo'neill@sbs.nyc.gov) by 5 pm on Friday, March 14, 2017.**

If you have questions about these guidelines please direct them to Madeleine O'Neill at 212-513-9260 or [mo'neill@sbs.nyc.gov](mailto:mo'neill@sbs.nyc.gov).