

ADDITIONAL QUESTIONS TO CONSIDER

These supplement the Key Questions posed in the Guide's [A Framework for Integrating Workforce Investments with Business Impact](#)

Step 1

Understanding Strategic Priorities

Key question: How do organizational goals impact frontline staff?

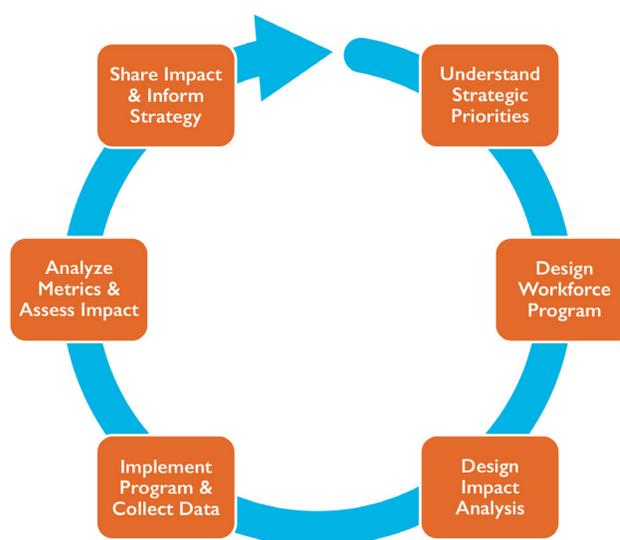
- What are your organization's strategic imperatives or high level goals?
- Do these imperatives create or increase workforce risks and challenges?
- How do these risks and challenge impact the frontline workforce?
- What are the key indicators of these workforce risks/challenges?
- If you don't have the talent or skills needed, will the strategic imperative fail or be hampered significantly?
- What are the gaps between the talent you have and the talent you need to meet these objectives?

Step 2

Designing Effective Workforce Programs

Key Question: What program elements or business practices need to be integrated into the program design?

- What are the goals of the program?
- How do the goals for the program align with organizational strategy?
- What program activities and/or changes in organizational practices will best achieve these goals?
- What capacities are now in place to implement program activities, including instructors, coaches, or HR policies and procedures?
- What sources of internal and external financial support are needed to undertake the project?
- Who is your executive sponsor or leadership support for the project?
- How will the project be valued by the organization and is there agreement on how to determine the success of the program?



Step 3

Designing Impact Analysis

Key Question: What key metrics can realistically be measured and analyzed?

- How will the program bring about the desired changes?
- What are the key metrics of program success? For the employer? For the individual?
- What are your capacities for impact analysis or evaluation?
 - ▶ Who in the organization has experience / knowledge of business evaluation?
 - ▶ Are they available to evaluate your project?
- Does your organization have reliable sources of data that can be used to evaluate impact?
 - ▶ What are those sources of data? Who "owns" them?
 - ▶ How can you attain access to that data?
 - ▶ Are the data reliable? If the data are from multiple sources, are they compatible?
 - ▶ How much cleaning or adjustment of the data will be necessary?

Step 4

Implementing Programs and Collecting Data

Key Question: How will program implementation and data collection occur in a coordinated and complementary manner?

- Who will participate in the workforce program(s)?
 - ▶ What business units and occupations will be targeted?
 - ▶ How will participants be recruited?
 - ▶ How will participants be assessed? By what criteria?
- How will workforce programs be delivered and managed?
 - ▶ Will programs be delivered by internal Learning or HR professionals? By outside educational organizations? Both?
 - ▶ Is there dedicated staff to manage workforce programs, and to whom do they report?
 - ▶ Are supervisors of participating frontline workers informed and cooperative about program opportunities and scheduling logistics?
 - ▶ Are there plans to meet staffing needs in cases where participants are in training?
- How will data be collected and managed?
 - ▶ Who will serve as a point person responsible for data collection and analysis, and to whom does he or she report? Are there back-up staff should the point person depart?
 - ▶ Is there a cross-functional team, including workforce and analytic staff, coordinating data collection and impact measurement?
 - ▶ What systems (platforms, software, procedures) are in place for collecting and managing data?
 - ▶ Are there procedures or programs in place, such as an Institutional Review Board process, to ensure ethical use of the data and protection of participant privacy?
 - ▶ If problems of data access, quality, or compatibility arise, are there procedures in place for addressing them?

Step 5

Analyzing Impact

Key Question: How did the program impact frontline staff and the organization?

- Who will perform the analysis?
 - ▶ If using outside researchers, are they fully

informed about health care environments, terminology, and constraints, such as HIPAA?

- How will results be shared with the team?
- How will the results be validated? (How can you ensure that the program is responsible for the outcomes measured?)
 - ▶ What outside benchmarks can you use for comparison, such as national standards for turnover, employee engagement, or patient satisfaction?
 - ▶ What population can you use for comparison, such as a group of frontline workers in comparable job titles and tenure who did not participate in the program?
 - ▶ How have you controlled for demographic or behavioral factors that could bias outcomes, such as previous education or motivational levels?
 - ▶ How have you controlled analysis for outside factors, such as high unemployment affecting turnover rates, or organizational changes affecting financial outcomes, such as acquisition or loss of market share?

Step 6

Sharing Impact Findings and Informing Strategy

Key Question: What compelling story best communicates impact?

- What do the impact findings mean for the conduct and content of frontline workforce programs?
 - ▶ Did they achieve anticipated results? If not, why not?
- How will senior executives, including CEOs, CFOs, and Chief Human Resource Officers, be engaged in reporting and discussing business impact results?
- How will results be presented to make them comprehensible, relevant, and usable to a non-technical audience?
- How will the results be used to inform workforce programming and investment decisions? To inform broader strategic planning in pursuit of business objectives?
- How will results be shared with a broader professional audience, including other employers in your network, industry associations, and human resource specialists?

Frontline Health Care Worker Champions

CareerSTAT's Frontline Health Care Worker Champions are recognized by their peers for their sustained investment in skill and career development of frontline workers. Representing health care organizations across the care continuum, these industry leaders are improving health outcomes for patients and increasing their business impact by making learning and advancement more accessible for their frontline employees. Since 2014, CareerSTAT has recognized 25 organizations. Their practices, policies and strategic approach inform the CareerSTAT Guide, best practices, and resources. Learn more about the Frontline Health Care Worker Champion program at www.nationalfund.org/initiatives/careerstat/frontline-health-care-champions/.

Acknowledgements

The *Guide to Investing in Frontline Health Care Workers* was written by Randall Wilson, Associate Research Director at Jobs for the Future, and Kelly Aiken, CareerSTAT Director and Vice President of the National Fund for Workforce Solutions, with significant editorial support from Nomi Sofer. We thank each for their contribution to this Guide as well as the CareerSTAT partners, Executive Committee members, and Champions that shared information about their organizations and programs and provided feedback on the Guide.



CareerSTAT is a network of health care leaders promoting investment in the skills and careers of frontline workers. It supports health care organizations in using workforce development programs to increase business impact, improve health outcomes, and provide good jobs. CareerSTAT produces an array of resources on the benefits of skill and career development, recognizes organizations leading the industry as Frontline Health Care Worker Champions, and tracks innovative practices for advancing frontline workers. CareerSTAT is an initiative of the National Fund for Workforce Solutions and Jobs for the Future and is generously supported by The Joyce Foundation. To learn more about CareerSTAT, visit: <http://www.nationalfund.org/careerstat>.

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The Joyce Foundation

CareerSTAT and this research was supported by the **Joyce Foundation**. We thank them for their support but acknowledge that the findings and conclusions presented in this report are those of the authors alone, and do not necessarily reflect the opinions of the Foundation.

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