CareerSTAT
Advancing Healthcare's Frontline Workers

2019 - 2021 Healthcare Workforce Development Academy
Technical Assistance Opportunity for Healthcare Organizations to Expand Investments in Frontline Workers

Overview

The Healthcare Workforce Development Academy presents a unique and innovative opportunity for healthcare organizations to receive technical assistance (TA) to implement and sustain business practices and policies that support frontline worker skill development and career advancement. Through the Academy, participants will accelerate the adoption of evidence-based business practices and policies to build competitive advantage and provide more frontline workers with equitable access to the skills, training, and credentials to advance their careers to family-sustaining wages.

Participants will build competencies in seven content areas: workforce planning, making the case for business investment in frontline workers, building a diverse talent pipeline, communicating success and engaging leaders, building organizational infrastructure to sustain workforce programming, working with partners and leveraging resources, and scaling and sustaining programs through systems change. Participating employers will receive technical assistance from peer organizations including CareerSTAT Champion Employers, national consultants, and National Fund for Workforce Solutions staff.

The Academy is an 18-month learning opportunity with customized webinars, coaching, in-person sessions with peers and subject matter experts and an industry-led community of practice for idea exchange. The Academy content draws from the CareerSTAT Guide to Investing in Frontline Healthcare Workers, employer-defined best practices, lessons learned from the first Academy cohort, and other relevant resources.

The inaugural cohort of the Academy successfully changed practices to expand opportunities for entry level employees, including scaling programs, creating pathways, developing new partnerships, and changing policies. Read *Healthcare Workforce Development Academy: A Catalyst for Action to Increase Employer Investments in Frontline Workers* to learn more about the accomplishments of the first Academy cohort.

> *"For any healthcare organization, I'd recommend [the Academy] as a fantastic experience. The Academy provided the right foundation we needed to successfully grow our frontline programs."*
> Ellen Hanson
> Talent Acquisition Manager
> Tufts Medical Center

The Academy goal is to build the capacity of participants to institutionalize organizational investments in frontline healthcare workers by learning to:

1. Identify and accelerate adoption of business practices that support frontline worker advancement
2. Implement workforce plans that align frontline worker training and education programs with strategic areas of business impact
3. Plan and develop required organizational infrastructure
4. Scale and/or sustain workforce development programs
5. Positively influence business and employee outcomes

During the Academy, each employer will develop or expand their organization's workforce development plans to identify business practices, policies, or programs to develop, adopt, or change during the Academy. All participants will have the opportunity to share their learning in the Academy with the broader CareerSTAT network and will be featured in National Fund communications.

Target Audience

Eligible employers are designated as "Emerging Champions" through the CareerSTAT Frontline Healthcare Worker Champion Recognition program. Ideal organizations have demonstrated senior leadership support for frontline workforce development but have not yet developed the required infrastructure and/or secured operational support to sustain programming beyond grant funding. They are interested in conducting some level of impact analysis to help make the case for sustained organizational investment. Up to 15 employers will be selected to participate in the Academy. Organizations previously recognized as an Emerging Champion will be given priority in the selection process. Organizations that have not been recognized, but meet the Emerging Champion criteria may be included if space allows.

Organizational Commitment

Selected organizations will have demonstrated senior level leadership commitment to accelerating or expanding their investments in frontline workers. Each participating organization may select up to two representatives to participate in the Academy. One participant must be a healthcare employer staff member; the second participant may be an additional staff member or a representative from a community-based organization or healthcare workforce partnership. All participants will agree to participate in all Academy activities including the three in-person sessions and contribute to the community of practice.

Each employer will be asked to complete the following: a letter demonstrating organizational commitment to Academy; pre/post Academy assessment to determine progress and technical assistance; a high-level action plan to address identified issue(s); an interim and final progress report; and evaluation activities.

Funding

The Academy leverages a co-investment model and is supported by funding from Lumina Foundation, the National Fund, and participants. The National Fund for Workforce Solutions will cover the cost of all Academy activities and materials. Participants are responsible for costs associated with travel to three in-person meetings, unless otherwise stipulated.

Activity	Covered by National Fund	Covered by Employer, Partnership, or Collaborative
Academy peer learning activities, coaching and all materials	X	
Travel expenses for two (2) participants to attend three (3) in-person convenings		X

Timeline

The Academy will run from December 2019 – June 2021. The following table provides a breakdown of specific activities. Slight changes to the schedule may occur.

Activity	Date
Informational Webinar on Academy Content and Structure	Available on demand after August 28, 2019
Application deadline	October 7, 2019
Employers notified	October 28, 2019
Commitment to participate in Employer Academy	November 4, 2019
Deadline for employers to complete intake interview with TA Committee	December 4, 2019
Virtual meet and greet	December 12, 2019
First in-person convening: Charlotte, NC	Late-January 2020
Coaching, webinars, community of practice offered	February 2020 – February 2021
Employers develop action plans to address identified workforce development issues/opportunities	March/April 2020
Employers implement plans to address issues/opportunities	April 2020 – March 2021
Interim progress report	September 2020
Second in-person convening: Boston site visit	September 2020
Final progress report & post-organizational assessment	March 2021
Evaluation activities	April 2021
Third in-person convening - 2021 National Fund Convening, location TBD	June 2021

Post-Academy Engagement

After the Academy, employers will have multiple options for ongoing engagement with the CareerSTAT network. Based on their own experience, CareerSTAT leaders recognize that significant progress on an organization's workforce development plans, including implementation of programs and policies can take years. As such, CareerSTAT offers ongoing peer learning opportunities that are not specifically cohort-based but rather open to all CareerSTAT network partners, including participation in leadership activities, regional convenings, case studies, webinars, etc.