



2023 Immigrant Healthcare Workforce Learning Lab

Technical Assistance Opportunity for Healthcare Organizations to Expand Investments in Immigrant and Refugee Frontline Workers

Overview

The Immigrant Healthcare Workforce Learning Lab (Learning Lab) presents an opportunity for healthcare organizations to receive technical assistance to implement and sustain business practices and policies that improve recruitment and retention of immigrant and refugee frontline workers, as well as invest in their skills and career advancement. Through the Learning Lab, participants will accelerate the adoption of evidence-based business practices and policies to build a workplace of choice and provide more immigrant and refugee frontline workers with equitable access to the skills, training, and credentials to advance their careers to family-sustaining wages.

Participants will build competencies to remove barriers for immigrant and refugee workers. Content areas include building an equitable, inclusive, and trauma-informed workplace, addressing legal barriers, accessible learning and advancement pathways, leveraging partner expertise and resources, and strategies to implement and measure the impact of practice changes. Additional topics may be added based on participant needs and input. Participating employers will receive technical assistance from Learning Lab peer organizations, consultants, and [National Fund for Workforce Solutions staff](#).

This is an 9-month learning opportunity with monthly virtual learning sessions, quarterly coaching calls, an in-person session with peers and subject matter experts, and an industry-led community of practice for idea exchange. The Learning Lab content draws from the [CareerSTAT Guide to Investing in Frontline Healthcare Workers](#), employer-defined best practices, lessons learned from two CareerSTAT Healthcare Workforce Development Academies, and other relevant resources.

The Learning Lab 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 remove barriers for immigrant and refugee workers
2. Develop an action plan to test a practice change centering the needs of immigrant and refugee workers
3. Build individual capacity to positively influence business and employee outcomes

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

Target Audience

CareerSTAT members across the continuum of healthcare employers are eligible to apply. Ideal organizations have demonstrated senior leadership support for frontline workforce development. They are interested in conducting some level of impact analysis to help make the case for sustained organizational investment. Up to 10 employers will be selected to participate in the cohort.

Organizational Commitment

Selected organizations must demonstrate senior level leadership commitment to accelerating or expanding their investments in frontline workers. Each participating organization may select up to three representatives to participate in the Learning Lab. One participant must be a healthcare employer staff member with decision-making authority over program practices and policies; the other two participants 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 Learning Lab activities including monthly virtual sessions, one in-person meeting, and contribute to the community of practice.

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

Co-Investment

The Learning Lab leverages a co-investment model and is supported by funding from philanthropy, the National Fund, and participants. The National Fund for Workforce Solutions will cover the cost of all Learning Lab activities and materials. Participants are responsible for costs associated with staff time and travel to one in-person meeting, unless otherwise stipulated.

Timeline

The Learning Lab will run from January – September 2023. The following table provides a breakdown of specific activities. Slight changes to the schedule may occur.

Activity	Date
Application deadline	November 28, 2022
Employers notified	December 15, 2022
Employer signs commitment to participate in Learning Lab	December 22, 2022
Pre-assessment complete	January 9, 2023
Virtual half day kick-off event	Late January, 2023
Monthly virtual learning sessions, quarterly coaching calls, online community of practice	February – August 2023
Employers develop action plan to test practice change to remove workforce barriers for immigrant and refugee workers	March 2023
In-person meeting	May 2023
Virtual half day sendoff event	Mid-September 2023
Final progress report & post-organizational assessment	September 30, 2023
Evaluation activities	

Post-Learning Lab Engagement

After the Learning Lab, 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.