



# Annual Progress Report

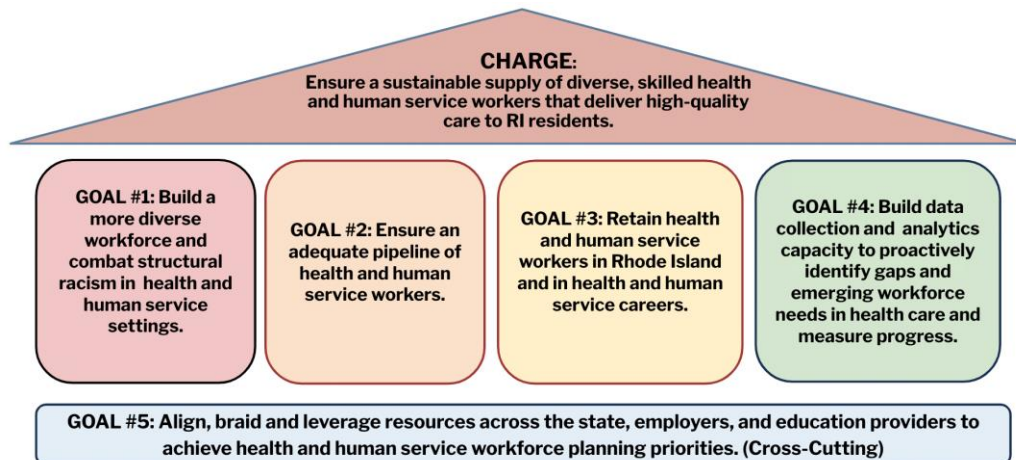
## June 2023

### Overview

Like many states, significant workforce shortages across health and human services and a lack of diversity among professionals is limiting access to quality care and services for all Rhode Islanders. In response, the Executive Office of Health & Human Services (EOHHS), the Office of the Postsecondary Commissioner (OPC), and the Department of Labor and Training (DLT) – in partnership with the Rhode Island Foundation – co-hosted a Healthcare Workforce Summit, on April 1, 2022 that brought together healthcare and education providers, policymakers, and labor and community partners for a data-driven, collaborative, facilitated process to identify solutions to these workforce challenges. Just six weeks later, a public/private, dynamic, action-oriented health workforce planning and implementation process was launched to identify and pursue short-term and longer-term solutions to ensure that there is a highly skilled, diverse health professional workforce to deliver high-quality care to all Rhode Islanders.

### Initiative Charge and Goals

After reviewing feedback provided during the April 2022 Summit, the initiative’s public/private Project Management Team set out the initiative’s charge and goals.



## Extensive Public-Private Collaboration

Since implementation last June, 429 individuals from 160 organizations have participated in initiative workgroups, subcommittees, and events to develop and implement solutions. The planning process has included stakeholders from the following areas:

K-12 Schools	Advocates	Behavioral health providers	Community-based health providers
Higher education	Home care	Hospitals	Labor
Long-term care	Payors	Philanthropy	Professional associations
Social service agencies	State agency leaders	Trade associations	Training providers

Please refer to the Rhode Ahead section below concerning how to get involved in future initiative activities and see the Appendices for a full list of participating organizations.

## Structure and Partner Engagement

The initiative is guided by a public/private Project Management Team that includes representatives from across government, the healthcare sector, and philanthropy. Partnering organizations participate on multiple ad hoc project teams that have been established to advance priority activities with leadership coming from initiative staff and the Project Management Team, which works to align and leverage the work of the initiative with other health and human services initiatives. Project Management Team members also work closely with an interagency group of Executive Sponsors to lead the work and to align and broker resources. Executive Sponsors for the initiative include the EOHHS Assistant Secretary, the Commissioner of Postsecondary Education, and the Director of the Department of Labor and Training. Please refer to the Appendices for a list of organizations participating on the Project Management Team. Ad-hoc project teams are advised by two Workgroups - one focused on career pathways, pipelines, and higher education and the other on workforce data collection and analytics (see below).

## Projects and Progress

During the first year, the following initiatives were collaboratively identified and prioritized to address specific health & human services workforce challenges brought forward by each Workgroup and advanced through project teams:

Career Pathways, Pipelines, and Higher Education Partnerships Workgroup	Workforce Data Collection and Analytics Workgroup
<ul style="list-style-type: none"> <li>Troubleshoot Barriers to Nursing Assistant Testing &amp; Licensure</li> <li>Pilot and Implement a Health and Human Services Career Day</li> <li>Promote and Increase Impact of Health Loan Repayment Programs</li> <li>Support Recredentialing of Foreign-Trained Health Professionals</li> <li>Expand Clinical Placements for Health Professional Students</li> <li>Develop and Enhance Behavioral Health and Direct Care/Nursing Career Ladders</li> <li>Realign CTE Healthcare Standards to Better Support Industry Needs</li> </ul>	<ul style="list-style-type: none"> <li>Inventory Existing Healthcare Training and Education Programs</li> <li>Analyze Health Occupational Licensure Data and Conduct Workforce Analysis</li> <li>Create and Publish Occupational Data Dashboards</li> </ul>


## Career Pathways, Pipelines and Higher Education Projects and Progress

Brief descriptions of projects and progress over the past 12 months are provided below:

Lead Partner	Project
RIDOH	<b>Troubleshoot Barriers to Nursing Assistant Testing and Licensure</b>
<b>Goal:</b>	Eliminate testing delays encountered by aspiring Nursing Assistants during the licensure process.
<b>Rationale:</b>	Almost 70% of RI nursing homes are understaffed due to a shortage of Certified Nursing Assistants (CNAs) and this shortage is being exacerbated by testing delays encountered as part of the licensing process and attributable to the testing vendor. The CNA staffing shortage results in a deterioration of care and contributes to a shortage of beds in long-term care facilities and hospitals.
<b>Progress:</b>	By regulation, RI has one CNA testing vendor. RI Department of Health (RIDOH) staff have worked with the current vendor to increase accountability, improve vendor staffing, increase testing capacity and exam locations, and make scheduling protocols more efficient and responsive. RIDOH staff have amended regulations to allow additional vendors to provide CNA testing services and are working to increase training programs' support for students during test registration. RIDOH staff have: facilitated the vendor's use of Registered Nurses from other states to work as CNA examiners; provided weekly updates of all available test slots to the RI Health Care Association, Hospital Association of RI, and LeadingAgeRI to share with their members; and applied for a waiver from CMS to allow CNA applicants additional time to complete their testing due to lack of available test slots.
<b>Next Steps:</b>	RIDOH staff will continue to provide enhanced oversight of the testing vendor by meeting bi-weekly with the vendor to identify open testing slots and to escalate test-taker complaints. Staff will also determine the need for and viability of opening the RI market to other test vendors, and if necessary, will work with the Department of Administration to procure new vendors. If new vendors enter the market, RIDOH will utilize the enhanced oversight and communication methods employed earlier this year with the current vendor.

Lead Partner	Project
Skills for RI's Future	<b>Pilot and Implement a Health and Human Services Career Development Day to Raise Awareness of Health and Human Services Careers</b>
<b>Goal:</b>	Increase awareness among students and job seekers of employment and career opportunities within the health and human services sector.
<b>Rationale:</b>	There is a lack of awareness among youth and prospective workers about employment and advancement opportunities in the health and human services sector. Promoting careers in health and human services will attract more people to the field.
<b>Progress:</b>	Led by Skills for Rhode Island's Future, the Health and Human Services Career Day was held on Saturday, April 1, from 9am-4pm at the RI Nursing Education Center. The day featured exhibits and presentations by more than 35 employers, institutions of higher education, training programs, State agencies, and community partners. Almost 140 attendees learned about health and human services careers by speaking directly to industry experts, connecting with employers, and participating in hands-on health scenarios created in simulation and skills labs.

<b>Lead Partner</b>	<b>Project</b>
<b>Skills for RI's Future</b>	<b>Pilot and Implement a Health and Human Services Career Development Day to Raise Awareness of Health and Human Services Careers</b>
<b>Next Steps:</b>	Skills for Rhode Island's Future will follow-up with all participants to encourage enrollment in training and education and/or employment and evaluate the event to determine how to structure future efforts to promote employment in the sector.



<b>Lead Partner</b>	<b>Project</b>	
<b>Rhode Island Foundation, RIDOH</b>	<b>Promote and Increase the Impact of Health Professional Loan Repayment Programs as a Tool for Workforce Attraction and Retention</b>	
<b>Goal:</b>	Support health and human services worker retention through loan repayment.	
<b>Rationale:</b>	Loan repayment is an effective tool for recruiting and retaining highly qualified health care professionals. There are a number of federal and state programs available in Rhode Island, each with its own set of programmatic criteria. Leveraging these programs most effectively requires expanded communication and dissemination of information about loan repayment opportunities, increased investment to help meet demand for state programs, strengthening collaboration and communication between partners, and continued exploration of how to expand access to loan repayment tools—particularly for underserved communities.	
<b>Progress:</b>	With leadership from the Rhode Island Foundation, the project team is expanding partnerships and increasing the dissemination of information about loan repayment opportunities to health and human services workers. Project team members are working to build upon and better align different loan repayment programs, including the Health Professional Loan Repayment Program and the Wavemaker Fellowship and have advised Commerce on the development of the new Wavemaker-Healthcare guidelines to help expand eligibility for loan repayment to additional occupations and settings. Team members are advocating for direct state investment in the Health Professional Loan Repayment Program and have worked with RIDOH and EOHHS to develop and make available a new online loan repayment navigation tool to help professionals and employers navigate the complicated world of loan repayment programs. Please use the QR code below to access the new tool.	
<b>Next Steps:</b>	Project team members will promote existing loan repayment opportunities, advocate for additional resources for the Health Professional Loan Repayment Program, and conduct outreach to share the new loan repayment navigation tool developed by EOHHS and RIDOH.	 <p><i>Loan Repayment Navigation Tool.</i></p>

Lead Partner	Project
RIDOH and the RI Welcome Back Center	<b>Recredentialing of Foreign Educated Health Professionals</b>
<b>Goal:</b>	Support foreign educated healthcare workers, living in Rhode Island, to secure licensure and/or certification in RI, so they can work in health and human service roles at the top of their licensure.
<b>Rationale:</b>	Internationally trained healthcare professionals face significant barriers to securing licensure in Rhode Island while healthcare sector employers struggle to address worker shortages and diversify their workforces.
<b>Progress:</b>	RIDOH Academic Institute staff worked closely with the RI Welcome Back Center to secure Real Jobs Rhode Island funding from DLT. The RI Welcome Back Center works to meet participants' needs by providing solutions to the barriers that prevent internationally-educated health professionals from reentering the healthcare workforce in RI. The grant will fund a one-year pilot initiative in collaboration with Thundermist, Lifespan, the RI Department of Education, Genesis Center, and others to provide a range of services including intensive case management, English Language Instruction, resources and guidance concerning licensing and alternative pathways, and assistance with exams and licensing fees. Over 50 foreign-trained healthcare workers recently attended a recruitment event for the new program, making it likely that the first program cohort will be oversubscribed.
<b>Next Steps:</b>	Project partners are collaborating to implement and evaluate the year-long pilot and grow the initiative over time to support more workers. The first cohort of ~25 participants will begin in July.

Lead Partner	Project
Salve Regina University, RIC	<b>Expand Clinical Placements for Health Professional Students</b>
<b>Goal:</b>	Expand the number of high-quality clinical placement opportunities for aspiring health professional students.
<b>Rationale:</b>	Degree programs that require clinical placements have difficulty recruiting placement sites and preceptors (supervisors) for students working to become health professionals, while simultaneously clinical settings face challenges providing clinical placements for students.
<b>Progress:</b>	A project team is seeking to understand issues and identify challenges and potential solutions associated with increasing the number of clinical site placements and preceptors for health and human services roles. The team developed and delivered a survey this past Spring to 174 academic clinical program coordinators at eight institutions of higher education in Rhode Island, and successfully received survey submissions for 42 different academic programs. Survey results are being analyzed and aggregated by the Office of the Postsecondary Commissioner, and have been preliminarily shared with the project team.
<b>Next Steps:</b>	Project team will work to develop a companion survey to the initial instrument, which will collect data from clinical placements <i>sites</i> to identify the unique issues and barriers experienced by employers. This group is also exploring options for engaging students around data collection efforts as it relates to their clinical placement experiences. All data results will be used to develop actionable solutions to the clinical placement barriers, and to increase clinical placement opportunities for students.  Potential strategies being explored by the project team, which will guide the group's efforts for the next




Lead Partner	Project
Salve Regina University, RIC	<b>Expand Clinical Placements for Health Professional Students</b>
	year, include: advocating for state funding to make it more financially attractive for employers to host clinical placements, affiliating with employers who have established internship programs, exploring alternatives to hospital/long term care placement sites, taking steps to promote organizational cultures in which clinical education is increasingly valued, increasing contact hours for clinical instructors, developing a centralized repository of preceptors, and exploring non-financial incentives to employers and clinicians to supervise and train preceptors.

Lead Partner	Project
EOHHS	<b>Develop and Enhance Behavioral Health and Nursing/Direct Care Career Ladders to Support Employment and Career Advancement</b>
<b>Goal:</b>	Identify strategies to 1) diversify the workforce, 2) establish an adequate pipeline of workers, and 3) increase employee retention.
<b>Rationale:</b>	RI is experiencing severe workforce shortages in behavioral health and direct care/nursing occupations which decreases access to high quality care and services for all Rhode Islanders.
<b>Progress:</b>	<p>This winter, EOHHS convened two Career Ladder Advisory Committees to focus on enhancing Behavioral Health and Direct Care/Nursing career ladders. The workgroups are composed of industry, education, and other stakeholders and are charged with identifying and addressing system barriers that limit access to education, employment, and career advancement. Both workgroups have met monthly and examined best practices to support working adults, mapped relevant career ladders including key occupations and related educational and training programs, and through group consensus building, identified and validated key barriers and strategies. The groups have prioritized activities to support skill development and career advancement that help working adults, and especially workers of color, progress through career pathways towards licensed behavioral health and nursing professions.</p> <p>In addition, the workgroups have started working closely with the Career and Technical Education system to orient and prepare high school students for behavioral health and nursing careers (See below). Both workgroups are also working with RIDOH and the agency’s health professional licensure boards to explore how to collaborate to reduce licensure-related barriers to practice while maintaining healthcare quality and public safety.</p>
<b>Next Steps:</b>	<p>The workgroups are developing and finalizing priority strategies and activities to enhance Career and Technical Education opportunities for young people and to address licensure related barriers and opportunities. Partners will be broken into project teams to advance priority activities.</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p><i>Behavioral Health Career Ladder</i></p> </div> <div style="text-align: center;">  <p><i>Direct Care-Nursing Career Ladder</i></p> </div> </div>

Lead	Project
RI Department of Education	Realign Career and Technical Education (CTE) Healthcare Standards to Better Support Industry Needs
Goal:	Align the State’s CTE system to better meet industry needs and orient and prepare young workers for health and human services careers.
Rationale:	Current workforce shortages have created an urgent need to prepare high school students and young adults for college and careers in high-demand health and human services occupations. Under the current CTE structure, the Bioscience Program Standards, which guide the preparation of students to enter careers in nursing and other health related careers, are grouped in with Animal Science and Plant Science Program Standards. The result is that critically needed nursing and other health related career programs are organized, led, and supported by different industry and education partners than other health science careers, which are organized under the existing Healthcare Program Standards. The needs of industry, K-12 education, and higher education would be better served by a realignment of key healthcare program standards.
Progress:	<p>In April 2023, EOHHS convened employer, higher education, and CTE partners to learn about how they could partner with the CTE system to help address worker shortages in Rhode Island. The meeting affirmed CTE partners’ desire to separate the current grouping of careers in the nursing field with careers in the animal sciences and plant sciences.</p> <p>As a result, members of the relevant CTE Industry Advisory Committees realigned standards and added CTE Program Standard categories to better address industry identified needs. Specifically, <u>the following areas are being added to the Health Science Cluster</u>: Direct Nursing Care, Behavioral Sciences, Healthcare Laboratory, and Data Science &amp; Healthcare Analytics. These program standards will join existing health science standards in the Health Science Cluster including Bioscience, Certified Patient Care Technician, Community Health Worker, Dental Hygienist, and Emergency Medical Responder.</p>
Next Steps:	The new alignment of standards takes effect with the 2023-2024 school year. This fall, EOHHS will work with RIDE and CTE leaders to host regional gatherings of health and human services employers, higher education partners, and school districts to explore and advocate for the creation and/or expansion of CTE Healthcare Science Cluster programming in Rhode Island.

**Workforce Data Collection and Analytics Projects and Progress**

Lead Partner	Project	
EOHHS	<b>Conduct a Comprehensive Inventory of Health and Human Services Training and Education Programs in Rhode Island</b>	
<b>Goal:</b>	Create and make publicly available a comprehensive inventory of health and human services training and education programs available to Rhode Islanders.	
<b>Rationale:</b>	There is no single comprehensive source of up-to-date health and human services education and training program information available for healthcare workforce system planners and industry stakeholders to assess gaps in training and education and to support sharing and promotion of available programs. Information on various programs is also difficult for prospective students and workers to find and use to assess different educational opportunities.	
<b>Progress:</b>	EOHHS has gathered and documented information on all available training programs and has worked with programs to secure missing data and to validate program information.	
<b>Next Steps:</b>	EOHHS will share the resource widely with relevant stakeholders and will need to determine a process for keeping the inventory current over time.	 <p><i>Healthcare Training &amp; Education Inventory</i></p>

Lead Partner	Project	
EOHHS, RI Data Ecosystem	<b>Analyze Health Occupational Licensure and Other State Data to Conduct Preliminary Health and Human Services Workforce Analysis</b>	
<b>Goal:</b>	Successfully execute a data sharing agreement between RIDOH and EOHHS to share data collected during the licensure process for licensed health and human services occupations and incorporate the data set into The RI Data Ecosystem’s data warehouse to enable cross matching with other state data sets and the completion of a preliminary healthcare workforce analysis.	
<b>Rationale:</b>	State, industry and educational leaders have been unable to determine the employment status, career trajectory, retention, demographics, and other important characteristics of RI’s licensed health professionals. More generally, public and private sector leaders lack the sector wide data required to equitably assess and grow the state’s current and future health and human services workforce. Sharing of data between RIDOH and EOHHS, with support from the RI Data Ecosystem, will enable future analysis and inform policy development, planning, and evaluation.	
<b>Progress:</b>	This past winter, RIDOH and EOHHS completed a data sharing agreement and RIDOH has shared an initial licensure dataset with the RI Data Ecosystem that includes information on multiple occupations including nurses, nursing assistants, social workers, mental health counselors, marriage and family therapists,	



Lead Partner	Project
EOHHS, RI Data Ecosystem	<b>Analyze Health Occupational Licensure and Other State Data to Conduct Preliminary Health and Human Services Workforce Analysis</b>
	dentists, and dental hygienists. The RI Data Ecosystem has the capacity to link individual data across twenty or more public data sets and has broken out the data by race, ethnicity, gender, and location/setting. The RI Data Ecosystem is in the process of utilizing the data to complete an initial analysis on the healthcare workforce including counts, wages, education, licensure and training, demographic breakouts, career progression, and temporary workers. The Ecosystem has developed an interactive Microsoft PowerBI dashboard tool to support analysis of the data.
<b>Next Steps:</b>	The initial analysis will be shared with health and human service sector stakeholders at the initiative Summit on June 6. EOHHS staff will explore how to make the data and dashboards available publicly following the Summit. In addition, EOHHS will work with RIDOH to explore adding additional data fields that can be collected during the licensure process and to collect updated data sets annually to determine trends and monitor change over time.

Lead Partner	Project
DLT	<b>Develop Easy to Understand Data Dashboards Setting out Labor Market Information for Key Healthcare Occupations</b>
<b>Goal:</b>	Assemble health and human services labor market information in a concise and easy to understand format.
<b>Rationale:</b>	Public labor market information has not been organized in such a way that key healthcare occupation data points are easily located and understood. Collecting and reformatting the data will help state and industry stakeholders better understand the labor market supply and demand information available through DLT and other public sources.
<b>Progress:</b>	Staff at DLT built an interactive dashboard that is filterable by healthcare occupation, with data points related to graduates produced in RI, active and inactive licensees, demographics, current wages, and 2030 projected employment by occupation.
<b>Next Steps:</b>	DLT is making the dashboard available to the public and will work with industry partners to both share and validate the data.

## The Rhode Ahead



Over the next 12 months the initiative will accelerate its efforts to expand access to high-quality, culturally appropriate, and responsive health and human services through strategies that will **attract, train, and retain a diverse workforce**. Building off of the collaborative infrastructure and public-private partnerships built over the past year, initiative partners will collaborate to pursue a shared policy agenda that will promote innovation and the testing of inclusive and supportive health and human services strategies leading to career ladders in high-demand occupations and incentivize new and incumbent workers to join the healthcare workforce and advance their healthcare careers in Rhode Island. During and immediately after the initiative’s June 2023 Summit meeting, partners will break into public-private project teams to further develop and advance the framework below:

## The Rhode Ahead

Strategies to create a diverse, skilled sustainable health and human service workforce



## The Rhode Ahead Initiatives

	<b>Career Awareness and Outreach Efforts</b>	
<b>Goal:</b> Attract students and job seekers to health and human service careers.		
<b>Description:</b> Conduct public-private marketing campaigns and outreach efforts to promote health and human service careers.	<b>Rationale:</b> According to the Indeed Hiring Lab, between mid-2016 to the end of 2019, job seeker interest in health and human service jobs relative to all jobs fell nearly 20% and the COVID pandemic further reduced interest and employment in health careers. Higher education programs in RI report declining numbers of applicants.	
<b>Aligned Programs and Resources:</b> Builds on the <b>Caring Careers Campaign</b> , the recent <b>Career Development Day</b> and widespread interest among private sector partners to promote jobs and careers. Use this QR code to link to the Caring Careers website:	 <i>Caring Careers</i>	



## Tuition Assistance and Supports for Paraprofessionals to Become Licensed Health Professionals

**Goal:** Increase the diversity of RI's health and human service workforce by supporting paraprofessionals to become licensed health professionals.

**Description:** Paraprofessionals receive upfront tuition assistance towards educational costs and wrap around supports.

**Rationale:** Tuition assistance reduces financial barriers to obtaining education, promotes career advancement, and increases the racial and ethnic diversity of health and human services professionals. Wrap around supports help workers to complete educational and clinical requirements for certification and licensure.

**Aligned Programs and Resources:** Builds on the **Health Professional Equity Initiative and RI Reconnect**. Use the QR Codes to learn more about the Health Professional Equity Initiative and RI Reconnect.



*RI Reconnect*



*Health Professional Equity Initiative*



## Health Professional Loan Repayment

**Goal:** Retain nursing and behavioral health professionals in the state by providing loan repayment support after a period of service in Rhode Island.

**Description:** Expand the existing **Health Professional Loan Repayment Program** and the **Wavemaker Fellowship** by increasing the total number of loans and expanding eligibility to more occupations and work settings.

**Rationale:** Loan repayment is an effective tool for recruiting and retaining highly qualified health care professionals. Loan repayment decreases the financial stress of student loan debt on incumbent workers and supports worker retention in the health and human services field, particularly in underserved areas.


**Aligned Programs and Resources:** Expands the **Health Professional Loan Repayment Program** and the **Wavemaker Fellowship**. Use the QR codes to connect to the program websites.





*Wavemaker Fellowship*



*Health Professional Loan Repayment Program*

	<h2>Tuition Assistance for Students to Obtain Health and Human Services Professional Degrees</h2>	
<p><b>Goal:</b> Attract more students to obtain degrees leading to licensed health and human service occupations.</p>		
<p><b>Description:</b> Students receive upfront tuition assistance towards the educational costs of degree programs leading to licensed occupations in the health and human services sector.</p>	<p><b>Rationale:</b> Tuition assistance reduces financial barriers to obtaining higher education and makes it possible for students from all backgrounds to pursue and obtain a health-related postsecondary degree and licensure in occupations and settings experiencing worker shortages.</p>	
<p><b>Aligned Programs and Resources:</b> Builds on the <b>RI Promise</b> scholarship, which allows all Rhode Islanders coming right out of high school to pursue associate degrees at Community College of RI tuition-free.</p>		

	<h2>Pre-Employment Training and Supports for Entry-Level Health and Human Services Jobs</h2>	
<p><b>Goal:</b> Grow the health and human service paraprofessional workforce with expanded pre-employment training.</p>		
<p><b>Description:</b> Additional resources for pre-employment training and wraparound support to prepare people for paraprofessional roles in health and human services.</p>	<p><b>Rationale:</b> Creates pipelines of talent into high demand paraprofessional occupations.</p>	
<p><b>Aligned Programs and Resources:</b> Expands <b>Real Jobs RI</b> investments in the healthcare sector. Use the QR Code to learn about Real Jobs RI.</p>	 <p><i>Real Jobs Rhode Island</i></p>	



## Increased Faculty and Clinical Placements

**Goal:** Increase the number of faculty and expand the number of quality clinical placements.

**Description:** Develop strategies utilizing national best practices to address educational requirements, tuition costs, and salary differentials that discourage practicing health professionals from pursuing advanced degrees and faculty positions. Simultaneously identify and address organizational and financial barriers for community-based provider organizations to serve as clinical placement sites.

**Rationale:** Health professional faculty shortages resulting from an aging workforce and uncompetitive salaries are limiting the capacity of our higher education institutions to train our future health professional workforce. It is necessary to expand the capacity of higher education programs to graduate health and human service professionals and to increase opportunities for students to gain clinical experience, particularly in community-based settings that have fewer resources to support students.

**Aligned Programs and Resources:** Leverages the proposed partners, framework, strategies under recent Nursing Expansion Grant proposals.



## Career Ladder Pilots

**Goal:** Inspire and Fund Career Ladder Pilot Programs that Reimagine and Create Pathways to High-Demand Jobs and Careers.

**Description:** Pilot projects will be led by collaborations of employers, higher education, labor, CTE programs, and community partners and will prioritize: attracting new workers, increasing access for underrepresented populations, incorporating anti-racist and culturally responsive practices, creating strong linkages with CTE and higher education, removing barriers to education for working adults, using apprenticeship models, and engaging multi-employer and/or multi-higher education partners.

**Rationale:** Pilot projects will help Rhode Island solve its most pressing health and human services workforce challenges by financially supporting collaborative, sustainable and innovative career ladder programs through cross-sector, multi-agency partnerships. The initiative will create opportunities to replicate and scale up the work of innovative partnerships that have been created by multiple health and human services who are crafting innovative workforce solutions.

## Ongoing Projects

In addition to our Rhode Ahead initiatives, there are other critically important projects that are currently underway and will continue in the year ahead. These include:

- **Career and Technical Education:** Work will build on recent changes in Career & Technical Education regulations and will help facilitate new partnerships between health & human service providers, institutions of higher education, and CTE high schools.
- **Professional Licensure:** Efforts will include reviewing health professional licensure requirements and processes to consider changes that could help increase the number and diversity of licensed health professionals.
- **Health Workforce Data:** The initiative's Workforce and Data Analytics Workgroup will continue to develop RI's health workforce data collection and analytics capacity to serve as a resource to employers, educators, job seekers, and policy-makers.
- **Foreign Educated Health Professionals:** Continuing work with the Rhode Island Welcome back center to support foreign trained health and human services workers living in Rhode Island to secure credentials, licensure and employment in the state's health and human services sector.

## Opportunities to Get Involved

Multiple forums will be created to support the necessary and highly valued engagement of initiative partners in the further development and realization of the Rhode Ahead agenda. Forums for partner engagement and participation will include:

- **Rhode Ahead Initiative Teams:** Project Teams composed of a mix of public/private partners with relevant expertise will be established this summer to develop detailed proposals and associated cost estimates to advance the Rhode Ahead agenda. Teams will include Tuition Assistance, Support for Faculty and Clinical Placements, Career Awareness and Outreach, and Career Ladders Pilot Initiative Planning.
- **Regularly Scheduled Partner Update Meetings:** Throughout the year, Initiative staff will host concise, online update meetings every other month where staff and partners working to advance key projects share progress, vet ideas, and take feedback from interested stakeholders from across the initiative.
- **Workforce Data and Analytics Workgroup:** The data workgroup will continue meeting regularly to build upon its progress over the past year to help guide and support ongoing health and human services data capacity building and analysis.
- **Ongoing Projects:** A number of teams will continue meeting to advance ongoing projects, including work on career and technical education and professional licensure.

If you wish to get involved in any of the activities above, please contact Rick Brooks at [Rick.Brooks@ohhs.ri.gov](mailto:Rick.Brooks@ohhs.ri.gov) or Aryana Huskey at [Aryana.Huskey.CTR@ohhs.ri.gov](mailto:Aryana.Huskey.CTR@ohhs.ri.gov). Thank you for your continued interest and your sustained support of our efforts.

## Appendix I: Executive Sponsors and Project Management Team Members

The initiative receives leadership, support, and guidance from the following interagency team of Executive Sponsors:

*Ana Novias*, Assistant Secretary, RI Executive Office of Health and Human Services

*Shannon Gilkey*, Commissioner, RI Office of the Postsecondary Commissioner

*Matt Weldon*, Director, RI Department of Labor and Training

The initiative is guided by its public/private Project Management Team that includes representatives from across government, the healthcare sector, and philanthropy. Team members include:

*Alyssa Alvarado*, Executive Director, Governor's Workforce Board

*Aryana Huskey*, LCSW, Health Workforce Transformation Project Manager, RI Executive Office of Health and Human Services

*Bonnie Rayta*, CHSOS, Manager of Simulation & Technology - RI Nursing Education Center, RI Office of the Postsecondary Commissioner

*Charon Rose*, Director of Workforce Strategy and Operations, RI Office of the Postsecondary Commissioner

*Howard Dulude*, Director of Finance, Hospital Association of Rhode Island

*Karyn Lowe*, J.D., Deputy Director of Policy, Office of Governor Daniel J. McKee

*Keith Murray*, Real Jobs Rhode Island Coordinator, RI Department of Labor and Training

*Dr. Larry Warner*, Chief Impact and Equity Officer, United Way of Rhode Island

*Laurie Leonard*, Director of Academic Affairs and Accreditation, RI Department of Health

*Lisa Odom-Villella*, Deputy Commissioner, RI Department of Education

*Mackenzie Daly*, Chief Health Program Evaluator, RI Department of Behavioral Healthcare, Developmental Disabilities & Hospitals

*Marti Rosenberg*, Health Policy and Planning Director, RI Executive Office of Health and Human Services

*Rick Brooks*, Director, Health Workforce Transformation, RI Executive Office of Health and Human Services

*Sandra Victorino*, LMHC, Director of Workforce Development, Diversity, Inclusion and Community Relations, Care New England and Chairperson, Commission for Health Advocacy and Equity

*Zachary Nieder*, Senior Strategic Initiative Officer, Rhode Island Foundation

*Zoya Tseytlin*, Program Officer for Workforce Development, Adult Education, Economic Mobility & VITA, United Way of Rhode Island

EOHHS and the Project Management Team are provided project management and consulting services by Kristin Lehoullier and Bert Cooper of Elevated Results, Inc.

## Appendix II: Public/Private Partners Engaged in Initiative Activities

Accesspoint RI	Goodwill of Southern New England
Addiction Recovery Institute	Governor's Behavioral Health Council
Adoption RI	Hasbro Children's Hospital
Aldersbridge	Healthcentric Advisors
Alee Behavioral Health	Home Care Advantage
Alliance for Better Long-Term Care	Home Care Services of RI
Alpert Medical School Brown University	Homecare Networks RI
Amos House	Hope Nursing Home Care
Anchor Bay East Providence	HopeHealth Hospice & Palliative Care
Association of Independent Colleges and Universities	Horizon Healthcare Partners
Avatar Residential	Hospital Association of RI
BAYADA Home Health Care	Integra
Becket Academy	Johnson & Wales University
Blackstone Valley CHC	LeadingAge RI
Blue Cross Blue Shield RI	Lifespan
Boston Behavior Learning Centers	Lifespan ClinTECH Center
Bradley Hospital	Lincoln Technical Institute
Bridgemark	McAuley Village
Brown Physicians	Meaningful Outcomes
Burrillville School District	Mental Health Association of RI
Butler Hospital	National Association of Social Workers-RI
CareLink RI	New England Institute of Technology
Care Transformation Collaborative -RI	Neighborhood Health Plan of RI
CB Homecare	NeuroRestorative
Community College of RI	Newport Hospital
Center for Health & Justice Transformation	Newport Mental Health
Center for Southeast Asians	Onward We Learn
Central Falls School District	Opportunities Unlimited
Care New England	PACE
Charlesgate	Parent Support Network of RI
CharterCARE	Perspectives Corporation
Child & Family Services of RI	Phenix Home Care
Commerce RI	Ponaganset High School
Community Care RI	Progreso Latino
Community Care Alliance	Providence College
Community Health Worker Association - RI	Providence Community Health Center
Community Provider Network of RI	Providence Public Schools
Coventry Public Schools	Raising Hope Home Care
CODAC	Refugee Dream Center
Comprehensive Community Action Program	Rhode Island Hospital
Cranston Public School District	Rhode Island College
DataSpark	RI Assisted Living Association
Davies Tech	RI BHDDH
East Providence High School	RI Coalition for Children & Families
EBCAP	RI Council 94 AFSCME
Economic Progress Institute	RI Dental Association
Eleanor Slater Hospital	RI Dept. of Administration
Elevated Results	RI Dept. of Children Youth & Families
Exeter Job Corps	RI Dept. of Corrections
Family Behavior Solutions	RI Dept. of Education
Family Services of RI	RI Dept. of Health
Faulkner Consulting Group	RI Dept. of Human Services
Fogarty Center	RI Dept. of Labor & Training
Franklin Court Assisted Living	
Gateway	
Genesis Center	



RI Executive Office of Health & Human Services  
 RI Foundation  
 Right at Home  
 RI Governor's Workforce Board  
 RI Health Care Association  
 RI Health Center Association  
 RI Medical Society  
 RI Nursing Education Center  
 RI Nursing Institute Middle College  
 RI Office of the Governor  
 RI Office of Healthy Aging  
 RI Office of the Health Insurance Commissioner  
 RI Office of the Postsecondary Commissioner  
 RI Office of Veterans Services  
 RI Oral Surgery  
 RI Partnership in Home Care  
 RI Parent Information Network  
 RI Prevention Resource Center  
 RI State Nurses Association  
 RI Senate  
 RI Student Loan Authority  
 RIDDC  
 Roger Williams University  
 Sage Squirrel Consulting  
 Salve Regina University  
 Senior Agenda Coalition  
 SEIU 1199 NE  
 Sherlock Center  
 Sista Fire  
 Skills for RI's Future  
 South County Health  
 St. Elizabeth's  
 South Kingstown School District  
 SUMHLC - RI  
 Systems Change Strategies  
 The Opening, LLC  
 The Providence Center  
 Thundermist  
 Tides Family Services  
 Tockwotton  
 Tri-County Community Action Agency  
 Trudeau Center  
 United HealthCare  
 United Nurses & Allied Professionals  
 United Way of Rhode Island  
 University of Rhode Island  
 Urban Perinatal Educational Center  
 VICTA  
 Visiting Angels of Rhode Island  
 Welcome Back Center - RI  
 Western Governors University  
 Your Choice of Home Care