



RHODE
ISLAND

Health and Human Services Workforce Planning

Career Ladders Priorities and Strategies

February 2023

Meeting Goals

- Recap work to date:
 - Summary of Identified Barriers
 - Working outline of goals and priorities
 - Career Ladders Advisory Committee Focus
- Begin to explore models or strategies that create incentives and programmatic opportunities for skill development and career advancement that help working adults in direct care/health care support roles, especially workers of color, progress through career pathways to licensed nursing and related professions

Agenda

- Welcome/Meeting Goals (5 mins)
- Recap of Work To Date (25 mins)
 - Summary of identified barriers
 - Working outline of goals and priorities
- Strategy Discussion (50 mins)

Clear programmatic pathway and supports for working adults that support progression from entry-level health support positions towards licensed nursing.
- Next Steps (5 mins)

The Problem

- The number of nurses in Rhode Island does not meet current and future demand.
- The number of nursing assistant, home health & personal care aides, direct support professionals, and medical assistants in Rhode Island does not meet current and future demand.
- The current nursing workforce does not reflect the racial, ethnic, linguistic, and cultural diversity of the population they serve.

Summary of Barriers

Nursing Roles

- Heavy workloads
- High turnover and burnout
- Systemic racism and implicit bias in the workplace and educational programs
- Lack of nursing educators

Entry-level Direct Care Roles

- Low wages and low access to benefits
- Difficult and unreliable hours
- High turnover
- Minimal respect and recognition
- Systemic racism and implicit bias in the workplace and educational programs
- Limited career advancement options
- Structural obstacles and barriers to pursuing higher education and professional licensure.

Looking Ahead: Planning Process

- 1) For each strategy:
 - a) Explore relevant models or approaches where we have them.
 - b) Discuss need for additional strategies or tactics.
 - c) Discuss what can we learn or leverage from the strategic spotlight.
- 2) Prioritize areas for implementation
- 3) Identify key partners
- 4) Form implementation groups

Note: *Do you have suggestions of system-level approaches or strategies being used elsewhere that we should consider or learn from? If so, put your suggestion in the chat or email Aryanna.*

Tentative Schedule of Topics

Feb	Creating pathways for working adults Part I
Mar	Creating pathways for working adults Part II
Apr	CTE/Youth Strategy
May	Pre-Employment Training
Jun	Occupational licensing requirements

Health Workforce Planning Initiative Goals and Aims

*note: the Career Ladders Advisory Committee's scope is in green

GOAL#1: Diversify the Workforce/Address Structural Racism	GOAL #2: Adequate Pipeline	GOAL#3: Increase Retention
Aim #1: Improve access to nursing education for BIPOC student nurses.	Aim #1: Establish a clear programmatic pathway and supports that allows progression from entry-level health support positions towards licensed nursing.	Aim #1: Reduce burnout among direct care workers and nurses.
Aim #2: Improve nursing program educational outcomes for BIPOC student nurses.	Aim #2: Reduce barriers to entry to licensing and employment while maintaining healthcare quality and public safety and address the unique barriers faced by certain populations including but not limited: individuals with criminal backgrounds and foreign-educated professionals.	Aim #2: Retain nurses in Rhode Island.
	Aim #3: Expand the capacity of RI's educational institutions to enroll and graduate nurses.	Aim #3: Retain direct care workers in healthcare.

Focusing in: Career Ladder Advisory Committee Aims and Strategies

GOAL#1: Diversify the Workforce/Address Structural Racism

Aim 1: Improve access to nursing education for BIPOC students.

Aim 2: Improve nursing program educational outcomes for BIPOC student nurses.

Related/Aligned Strategy A. Create incentives to obtain nursing education, such as loan repayment and scholarships, prioritizing BIPOC student nurses and ADN nurses.

Strategy A. Provide supports to reduce barriers to program enrollment and completion.

Strategy B. Eliminate implicit bias in admissions to nursing programs.

GOAL# 2: Adequate Pipeline

Aim 1: Establish a clear programmatic pathway and supports that allows progression from entry-level health support positions towards licensed nursing.

Strategy A. Build incentives and programmatic opportunities for skill development and career advancement that help working adults in direct care/health care support roles, especially workers of color, move through career pathways to licensed nursing.

Strategy B. Placeholder - CTE/Youth Strategies

Strategy C. Train entry-level job seekers for direct care/health care support roles to meet demand and reduce barriers to licensing and employment.

Aim 2: Reduce barriers to entry to licensing and employment while maintaining healthcare quality and public safety and address the unique barriers faced by certain populations including but not limited: individuals with criminal backgrounds and foreign-educated professionals.

Strategy A. Eliminate unnecessary occupational licensing requirements and focus on requirements that are needed for health and safety and address the unique barriers faced by individuals with criminal backgrounds and foreign-educated professionals.

Strategy B. Improve methods for screening an applicant's criminal record in both employment and educational settings.

Related/Aligned Strategy: Provide training and career counseling, as well as financial support for books, classes, exams, and other wraparound social services to support re-credentialing of foreign-educated health professionals.

Goal 1: Diversify the Workforce/Address Structural Racism

Aim 1: Improve access to nursing education for BIPOC students.

Strategies	Tactics and Partners (Career Ladders?)		
	State	Education Partners	Employers
A. Create incentives to obtain nursing education, such as loan repayment and scholarships, prioritizing BIPOC student nurses and ADN nurses.	Expand funding for loan repayment programs, and prioritizing BIPOC student nurses and ADN nurses.	TBD	TBD
	Offer scholarships for nursing students, prioritizing BIPOC student nurses and ADN nurses.		
	Expand programs that provide free tuition and related academic, social, and financial supports for direct care/health support roles to pursue a pathway leading to higher education credentials, degrees, and professional licensure.		
B. Eliminate implicit bias in admissions to nursing programs.	TBD	Examine admissions protocols and change protocols to eliminate implicit bias.	TBD

Goal 1: Diversify the Workforce/Address Structural Racism

Aim 2: Improve educational outcomes for BIPOC student nurses.

Strategies	Tactics and Partners (to be developed by the Career Ladders Advisory Committees)		
	State	Education Partners	Employers
<i>A. Provide supports to reduce barriers to program enrollment and completion.</i> <i>Etc.</i>	TBD	Redesign programs to increase students' success: <ul style="list-style-type: none">● Wrap around supports such as child care● Provide mentoring, tutoring, and linguistic, technology, and other supports for students.● Strong advisement	TBD

Goal 2: Adequate Pipeline

Aim 1: Establish a clear programmatic pathway and supports that allows progression from entry-level health support positions towards licensed nursing.

Strategies	Tactics and Partners (to be developed by the Career Ladders Advisory Committees)		
	State	Education Partners	Employers
<p><i>A. Build incentives and programmatic opportunities for skill development and career advancement that help <u>working adults</u> in direct care/health care support roles, especially workers of color, move through career pathways to licensed nursing.</i></p>	<p>Related/Aligned Strategy: Promote healthcare careers and job resources among students, job seekers, and incumbent workers.</p> <p>Invest in programs that create more opportunities for people to obtain further education or training, increase student success, and recognize prior learning.</p> <p>Facilitate the development of industry-wide core credentials for direct care health workers with standardized modular professional development opportunities.</p> <p>Facilitate discussions with employers to identify additional. “rungs” on the ladder.</p>	<p>Redesign training and education programs create more opportunities for people to obtain further education or training while working:</p> <ul style="list-style-type: none"> • Flexible schedules/Shorter programs • Earn while you learn • Completion incentives <p>Redesign programs to increase students' success by providing:</p> <ul style="list-style-type: none"> • Wrap around supports such as child care, • Mentoring, tutoring, linguistic, technology and other support for nursing students. • Strong advisement 	<p>Create apprenticeship programs.</p> <p>Create workplace policies that allow incumbent workers to obtain further education and training with compensation.</p>



Goal 2: Adequate Pipeline

Aim 1 (CONT'D): Establish a clear programmatic pathway and supports that allows progression from entry-level health support positions towards licensed nursing.

Strategies	Tactics and Partners (to be developed by the Career Ladders Advisory Committees)		
	State	Education Partners	Employers
<i>B.Placeholder - CTE Strategies</i>			
<i>C.Train entry-level job seekers for direct care/health care support roles to meet demand and reduce barriers to licensing and employment.</i>	<p>Continue to invest in pre-employment training for direct care/health care support roles.</p> <p>Related/Aligned Strategy: Address current impediments to timely training, testing and licensure of Nursing Assistants.</p>	<p>Redesign training and education programs so that people can obtain training while working.</p> <p>Provide wrap-around supports including child care, earn while you learning, and 4-6 months of post-graduation support.</p>	

Goal 2: Adequate Pipeline

Aim 2: Reduce barriers to entry to licensing and employment while maintaining healthcare quality and public safety and address the unique barriers faced by certain populations, including but not limited: individuals with criminal backgrounds and foreign-educated professionals.

Strategies	Tactics and Partners		
	State	Education Partners	Employers
<i>A. Eliminate unnecessary occupational licensing requirements and focus on requirements that are needed for health and safety.</i>	Review occupational licensing requirements and identify unnecessary requirements.	Review and revise admissions protocols to align with revised licensing requirements.	Improve methods for applicant screening and hiring to align with revised licensing requirements.
<i>B. Improve methods for screening an applicant's criminal record in both employment and educational settings.</i>	TBD	TBD	TBD

Questions/Comments?

Small Group Discussion

- 6-7 small groups (the facilitator and notetaker will be assigned)
- Discuss:
 - How can we add more rungs on the ladder toward a higher level direct care positions, including, but not limited to nursing? What would those rungs be? Think about the various entry points. How do those positions connect to the ladder?
 - What other specific supports or changes would make it more realistic for direct care workers to move up the ladder towards nursing? You've mentioned:
 - Flexible schedules/Shorter programs
 - Earn while you learn
 - Completion incentives
 - Wrap around supports such as child care
 - Mentoring, tutoring, linguistic, technology and other support for nursing students.
 - Strong advisement

Can you be more specific about what works in regards to schedules, earn while you learn models, etc.?

Large Group Discussion

Each group: Share out no more than two themes that emerged from the discussion; try not to repeat themes.

Use the chat to add ideas, flag a theme, or reinforce a point

Next Steps

- Monday, March 27 · 2:30 – 4:00 pm; Virks Training Room

APPENDIX

Complete set of Priorities and
Strategies for Reference

Goal 1: Diversify the Workforce/Address Structural Racism

Aim 1: Improve access to nursing education for BIPOC students.

Strategies	Tactics and Partners (Career Ladders?)		
	State	Education Partners	Employers
A. Create incentives to obtain nursing education, such as loan repayment and scholarships, prioritizing BIPOC student nurses and ADN nurses.	Expand funding for loan repayment programs, and prioritizing BIPOC student nurses and ADN nurses.	TBD	TBD
	Offer scholarships for nursing students, prioritizing BIPOC student nurses and ADN nurses.		
	Expand programs that provide free tuition and related academic, social, and financial supports for direct care/health support roles to pursue a pathway leading to higher education credentials, degrees, and professional licensure.		
B. Eliminate implicit bias in admissions to nursing programs.	TBD	Examine admissions protocols and change protocols to eliminate implicit bias.	TBD

Goal 1: Diversify the Workforce/Address Structural Racism

Aim 2: Improve educational outcomes for BIPOC student nurses.

Strategies	Tactics and Partners (to be developed by the Career Ladders Advisory Committees)		
	State	Education Partners	Employers
<i>A. Provide supports to reduce barriers to program enrollment and completion.</i> <i>Etc.</i>	TBD	Redesign programs to increase students' success: <ul style="list-style-type: none">● Wrap around supports such as child care● Provide mentoring, tutoring, and linguistic, technology, and other supports for students.● Strong advisement	TBD

Goal 2: Adequate Pipeline

Aim 1: Establish a clear programmatic pathway and supports that allows progression from entry-level health support positions towards licensed nursing.

Strategies	Tactics and Partners (to be developed by the Career Ladders Advisory Committees)		
	State	Education Partners	Employers
<p><i>A. Build incentives and programmatic opportunities for skill development and career advancement that help <u>working adults</u> in direct care/health care support roles, especially workers of color, move through career pathways to licensed nursing.</i></p>	<p>Promote healthcare careers and job resources among students, job seekers, and incumbent workers.</p> <p>Invest in programs that create more opportunities for people to obtain further education or training, increase student success, and recognize prior learning.</p> <p>Facilitate the development of industry-wide core credentials for direct care health workers with standardized modular professional development opportunities.</p> <p>Facilitate discussions with employers to identify additional “rungs” on the ladder.</p>	<p>Redesign training and education programs create more opportunities for people to obtain further education or training while working:</p> <ul style="list-style-type: none"> • Flexible schedules/Shorter programs • Earn while you learn • Completion incentives <p>Redesign programs to increase students' success by providing:</p> <ul style="list-style-type: none"> • Wrap around supports such as child care, • Mentoring, tutoring, linguistic, technology and other support for nursing students. • Strong advisement 	<p>Create apprenticeship programs.</p> <p>Create workplace policies that allow incumbent workers to obtain further education and training with compensation.</p>

Goal 2: Adequate Pipeline

Aim 1: Establish a clear programmatic pathway and supports that allows progression from entry-level health support positions towards licensed nursing. (Cont'd)

Strategies	Tactics and Partners (to be developed by the Career Ladders Advisory Committees)		
	State	Education Partners	Employers
<i>B.Placeholder - CTE Strategies</i>			
<i>C.Train entry-level job seekers for direct care/health care support roles to meet demand and reduce barriers to licensing and employment.</i>	<p>Continue to invest in pre-employment training for direct care/health care support roles.</p> <p>Remove barriers to nursing assistant licensing and employment.</p>	<p>Redesign training and education programs so that people can obtain training while working.</p> <p>Provide wrap-around supports including child care, earn while you learning, and 4-6 months of post-graduation support.</p>	

Goal 2: Adequate Pipeline

Aim 2: Reduce barriers to licensing and employment while maintaining healthcare quality and public safety and address the unique barriers faced by individuals with criminal backgrounds and foreign-education professionals.

Strategies	Tactics and Partners (Career Ladders? Or Separate Effort?)		
	State	Education Partners	Employers
<i>A. Eliminate unnecessary occupational licensing requirements and focus on requirements that are needed for health and safety.</i>	Review occupational licensing requirements and identify unnecessary requirements.	Review and revise admissions protocols to align with revised licensing requirements	Improve methods for applicant screening and hiring to align with revised licensing requirements and increase consideration for individuals with criminal records.
<i>B. Improve methods for screening an applicant's criminal record in both employment and educational settings.</i>	TBD	TBD	TBD

Goal 2: Adequate Pipeline

Aim 2: Reduce barriers to licensing and employment while maintaining healthcare quality and public safety and address the unique barriers faced by individuals with criminal backgrounds and foreign-education professionals. (CONT'D)

Strategies	Tactics and Partners (Separate Effort?)		
	State	Education Partners	Employers

C. Provide training and career counseling, as well as financial support for books, classes, exams, and other wraparound social services to support re-credentialing of foreign-educated health professionals.

Goal 2: Adequate Pipeline

Aim #3: Ensure the capacity of RI's educational institutions to enroll and graduate nurses.

Strategies	Tactics and Partners		
	State	Education Partners	Employers

A. Expand and enhance partnerships and collaboration between academic and clinical placements to achieve the necessary number of quality clinical sites

Currently being worked on by Clinical Placements Committee

Goal 3: Increase Retention

Aim 1: Reduce Burnout

Strategies	Tactics and Partners (Separate Effort?)		
	State	Education Partners	Employers
TBD	TBD	TBD	TBD

Goal 3: Increase Retention

Aim 1: Retain nurses in Rhode Island

Strategies	Tactics and Partners (Separate Effort?)		
	State	Education Partners	Employers
A.Incentivize students to seek healthcare employment in Rhode Island.	Require participants enrolled in state-funded education programs or loan repayment programs to work in RI for a defined period.	TBD	TBD
Other?			

Goal 3: Increase Retention

Aim 3: Retain direct care workers in healthcare

Strategies	Tactics and Partners		
	State	Education Partners	Employers
<i>A. Improve compensation</i>	<p>Monitor OHIC rate review process to support competitive rates, reimbursement, and wages.</p> <p>Find ways to increase reimbursement for services provided by behavioral health workers and incentivize higher wages.</p> <p>Utilize rates to support pay differentials for staff who are upskilling and specializing</p>	TBD	Utilize rate increases to increase wages
<i>B. Improve Job Quality</i>	TBD	TBD	TBD