



Division of State
HIV/AIDS Programs
(DSHAP)
Administrative
Reverse Site Visit
(ARSV)

Pathway 2
Advancement:
Changing the HIV
Targeted Case
Management
Workforce





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What is The Rhode Island Pathway 2 Advancement (P2A) Program ?

- The RI HIV Provision of Care & Special Populations Unit has developed an exciting workforce development project called Pathway to Advancement, whereby HIV case managers can take advantage of selected trainings and certificate programs and receive incentives, course credits and valuable professional development.



What is The Rhode Island Pathway 2 Advancement (P2A) Program ? (cont.)

Our interest is in stabilizing the HIV case management workforce (from burnout, transitions), honoring the diversity of the workforce, and creating concrete action steps towards advancement.

- Pathway 2 Advancement is a unique career development opportunity for HIV case managers in RI Ryan White and Medicaid programs which is connected to the spectrum of workforce development and starts with the HIV Targeted Case Management (TCM) Apprenticeship.
- Pathway 2 Advancement is linked to the HIV, Provision of Care & Special Populations Unit Training Academy.



Pre P2A Initial Observations Workforce

Burn Out

- Staff satisfaction was variable related to salary, work week obligation (time), amount of work, high level of responsibility, secondary trauma, etc.
- “I love my job, but need to have a second job to make ends meet. “
- “ I pay for childcare and what’s leftover is actually ridiculous.”
- “I have a case load of 60 clients and make minimum wage. Taco Bell is paying 60K for a manager. Slingsing tacos is now in my future.”



Agency

Pre P2A Initial Observations Agency & Messaging

Cost of staff transitions and burnout

Investment of training and development and staff and early departure.

Minority workforce struggles

Messaging

Agencies and state do not care about WF

Person(s) Overboard (staff said) & nothing is done

“Do you really want to pay us (case managers) minimum wage to start out when I can do better at Burger King?”



Objectives

- **Objective 1:** To describe the steps associated with Pathway 2 Advancement and the RI Apprenticeship Program for TCM
- **Objective 2:** To demonstrate the development of the programs and how that has impacted the HIV TCM workforce.
- **Objective 3:** To illustrate the power of collaborations and the synergy that P2A brought to the table.



Some Pathways 2 Advancement Details

- Each credit can translate to annual stipend; determined each quarter. Presently, the value of each credit is every hour of training = one credit attached to advancement.
- Upon completion of 1st year training agency will evaluate attendance and will consider advancement.
- Evaluation Responsibility– Each Ryan White HIV & Provision of Care and Medicaid Agency will follow their human resource policies. Not the responsibility of, or authority of the HIV Provision of Care and Special Populations Unit.



Some Pathways 2 Advancement Details

(cont.)

- Exception: Each agency must adhere to the process, indicated in contractual agreement; Ryan White HIV & Provision of Care Part B & HIV TCM *e-manual* requirements for Medicaid.
- If your agency has additional trainings or you would like to take other, non-Pathway to Advancement trainings you may ask permission from your supervisor and write to the HIV Provision of Care & Special Populations Project Officer for completion details.
- These trainings are set up for your success on the job as well as to improve the quality of HIV case management programs throughout the state.



Pathway 2 Advancement Components

Focus Upon Spectrum of Advancement Inclusive of:

- **Apprenticeship:** Designates all new entry level positions for HIV TCM.
- Level 1, Level 2, Level 3:
Advancement/Classification Areas
- Advanced Levels receive higher compensation.
- Focus upon mentorship and development/training.
- Documents competencies and standards.
- E-Manual for validity, guidance, policy and procedural adherence, succession planning.
- **Tool Box:** For innovation, options of practice, inspiration.



The New Now!!! P2A = E Pathway 2 Advancement = Equity

- **Diverse Workforce**

Recognizes Minority Workforce within TCM & helps with understanding the needs of that workforce

Incentives for training such that P2A creates a real step up

- **Agency**

Allows agency to assess and examine inclusion, representation and parity.

A broader training program was developed with state assistance.

Agency must increase salary as per Ryan White HIV & Provisions of Care Part B.

- **Messaging**

Provides a clear and consistent message that our WF is essential, in need of a fair, living wage, and has competencies, skills & vast experience.



Critical Built Ins & Success Points

- Included as a requirement in Ryan White HIV & Provision of Care Part B agency agreements & is in the e-Manual for Medicaid HIV TCM – this includes salary requirements across Apprenticeship to Levels.
- Agency CEO and Supervisor Approvals
- Competencies and Code of Ethics
- Defining HIV TCM as a credible profession
- Working with Building Futures/Apprenticeship RI



HIV CASE MANAGER APPRENTICESHIP



BUILDING FUTURES

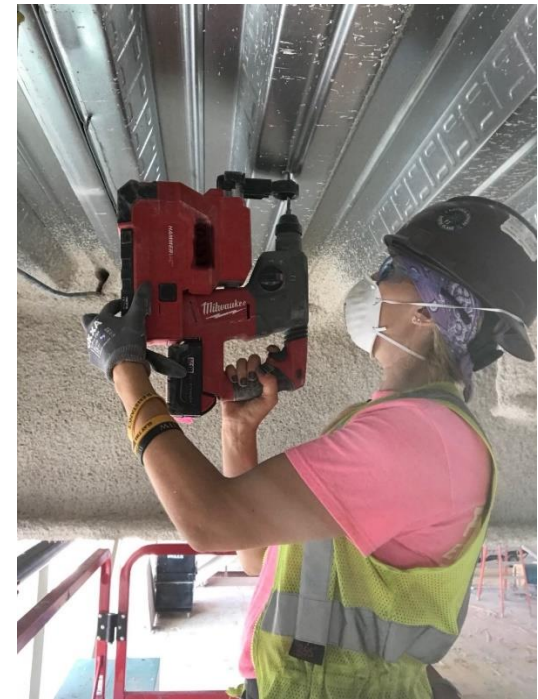
- Building Futures assists employers, at no cost, through the Apprenticeship RI initiative.
- Registering Apprenticeship Standards
- Maximizing state and federal financial benefits.
- Designing Apprenticeship Programs
- Connecting with higher education partners.



Apprenticeship
RHODE ISLAND

What is Registered Apprenticeship?

- Employment & postsecondary education combined
- Structured on-the-job learning supplemented by classroom instruction
- Driven and designed by employers to ensure apprentices develop industry-specific skills
- Apprenticeship: the original four-year degree



7 CORE COMPONENTS



- **Employer Designed** Created & led by company leadership



- Structured On-the-Job Learning Minimum 1 year program = 2000 hours



- **Related Instruction** 144 hours required each program year



- **Wage Increases** as apprentice(s) gain skills and achieves milestones



- Diversity programs reflect the communities they serve



- Quality & Safety worker protections, proper training to be safe



- Nationally Portable Certificate earned upon completion

A true
apprenticeship
is a
REGISTERED
APPRENTICESHIP.

The program must
be registered with
the state's
Department of
Labor.

DLT
RHODE ISLAND



BENEFITS OF APPRENTICESHIP

Employer Perspective

- Structured on-the-job training, tailored to industry
- Inclusive Recruitment strategy
- Flexibility to recruit the right person rather than the right degree/experience
- Better trained workforce leads to improved quality of care and greater client satisfaction

97%

of employers who use Registered Apprenticeship would recommend it



BENEFITS OF APPRENTICESHIP

Employer Perspective (cont.)



Since establishing a registered apprenticeship, we've seen a clear increase in retention. [Our employees] are not only staying with us but are better prepared when they transition to a higher position." Jenna Barboza, Manager, Vertikal 6



PATHWAY TO STANDARDS

Apprenticeship adds structure to an occupation

- Help standardize methods and procedures of workforce
- Integrate best practices
- Establish equity in upskilling
- Increase professional development of the HIV Care Workforce
- Elevate the continuum of care for clients
- Predictable milestones for wage increases
- Increase retention

“Opportunities to learn and grow” is one of the top three factors in retaining millennials and the only aspect of retention that separates millennials' needs from those of non-millennials.

\$1,252
per
employee
the average amount organizations spent on training and development initiatives in 2016.

93%

of apprentices retain employment after apprenticeship completion



EXPANDING EQUITY (1)



Apprenticeship plays a crucial role in breaking down racial, ethnic, disability, and gender-based barriers.

Access

Create industry-specific pipelines for diverse residents to access rewarding careers.



EXPANDING EQUITY (2)



Apprenticeship plays a crucial role in breaking down racial, ethnic, disability, and gender-based barriers.

Access

Create industry-specific pipelines for diverse residents to access rewarding careers.

Equity

Earn and learn career path, creates equitable pathways for more Rhode Islanders than a pay then earn college pathway.



EXPANDING EQUITY (3)



Apprenticeship plays a crucial role in breaking down racial, ethnic, disability, and gender-based barriers.

Access

Create industry-specific pipelines for diverse residents to access rewarding careers.

Equity

Earn and learn career path, creates equitable pathways for more Rhode Islanders than a pay then earn college pathway.

Inclusion

Registered apprenticeship is a powerful tool to increase diversity, equity, and inclusion in any industry.

HIV CASE MANAGER APPRENTICESHIP

Opportunity to standardize the delivery of HIV care and support services while supporting an individual's career growth within the industry.

Apprentices:

- Learn on-the-job through hands on experience
- Receive practical job-related education
- Wage Increase for skills gained
- Earn a national credential
- Mentorship



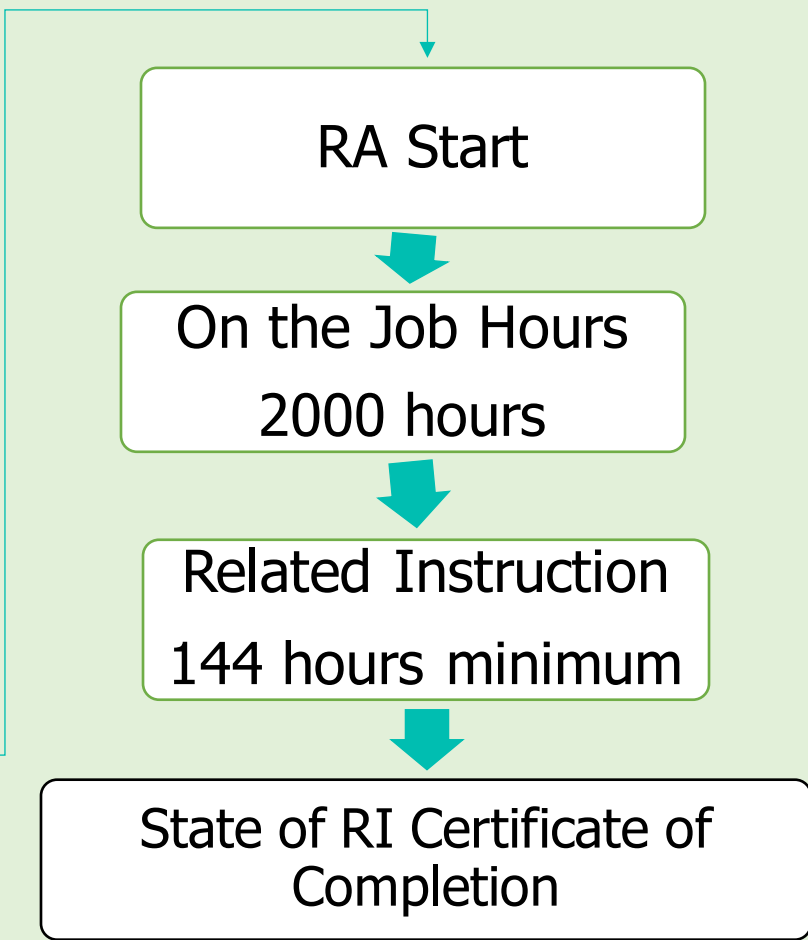
1 Year
HIV Case
Manager
Apprenticeship



APPRENTICESHIP PATHWAY

1 Year = 2000 work hours in apprenticeship

Participants Identified
Individuals must meet staff qualifications listed in the Provider Reference Manual





HOW IT WORKS (1)

1. Competencies created for each level
2. Education outlined
3. Apprentice is evaluated for skills/knowledge by mentors
4. Wages gained as apprentice earns skills
5. Persist until complete



HOW IT WORKS (2)

On the Job Learning

Competencies	Hours	Assessment
HIV Quality Performance Measures		
Documents enrollee is in care and receiving medical treatment for HIV		
Evidence enrollee has been offered Antiretroviral Medications (ARVs)		
Documents ARVs and other medications		
Documents viral suppression using laboratory test confirmation,		
Documents if the enrollee drops out of care, is taking ARVs, and is not virally suppressed		
Assessment/ Reassessment		
Conducts initial assessment within 30 days		
Reassesses enrollee's need for case/care management and other services every 6 months		
Utilizes the 8 Dimension of Wellness assessment and tools		



HOW IT WORKS (3)

Related Instruction

Course Topic	Delivery Method	Hours
HIV Case Management Certification	In-person	
TAVIE Red Case Management Training and Development	Virtual	
Continuous Quality Management Training and Development Sessions	Virtual	
Agency Contract Monitoring Sessions	In- person (?)	



APPRENTICESHIP IS MENTORSHIP!

Being a mentor is about sharing your knowledge and guiding a new employee!

Apprentice

- Learn
- Practice by doing the work
- On the job skills training
- Reflect

Mentor

- Observe
- Coach
- Support and encourage
- Guide on the job
- Prepare Apprentice for evaluation

- Available for questions
- Ensures tasks are done safely and correctly
- Helps apprentice persistence toward completion.



COMPLETION!

- Apprentices earn a nationally-recognized credential
- Take this credential to any employer in the field
- RI Apprenticeship Office certificate of completion.

Transferable Skills/Industry Aligned

Every occupation requires a different mix of knowledge, skills, and abilities, and is performed using a variety of activities and tasks.

Each occupation gets a DOL Code.
All Case Manager Apprenticeships are coded the same for transferability.



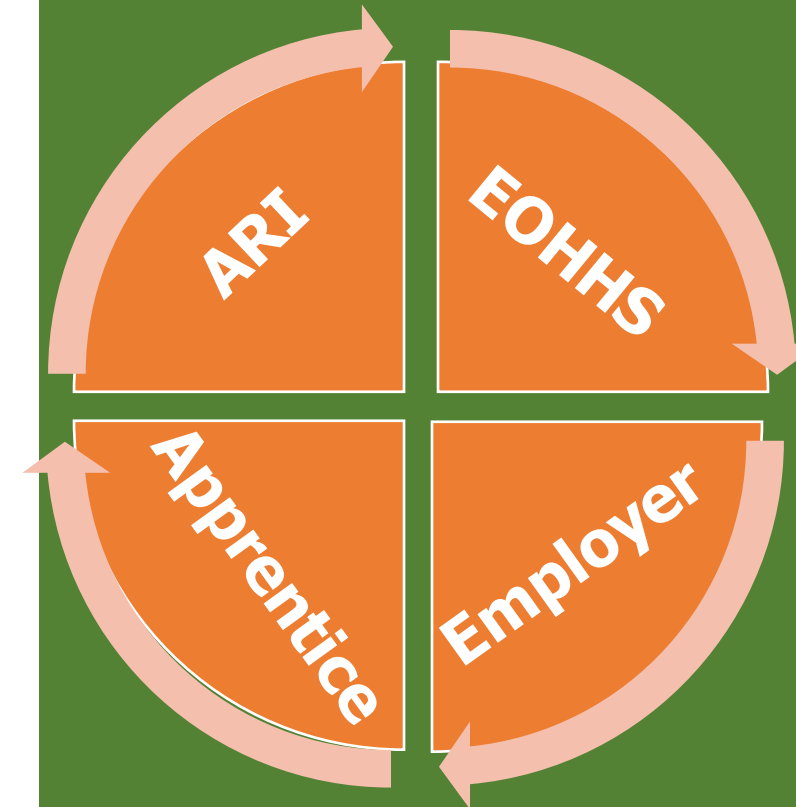
SPONSOR EXPECTATIONS

RI EOHHS is responsible for Administration & Quality

- Coordinate the program – set meetings, handle design issues, etc.
- Coordinates documentation / tracking apprentice's status
 - Checks in with Employer Partners!
- Handles and grievance/ complaints by apprentice or employer
 - Adhere to state regulations & review process
 - DLT's Provisional and Program reviews



Each component works together for apprenticeship



EMPLOYER EXPECTATIONS

Employer provides worksite, pays apprentice, tracks progress

Agrees to follow the apprentice's standards

Maintain a record of apprentice

Check in with mentors & apprentices

Connect with EOHHS when.....

Apprentice cancels

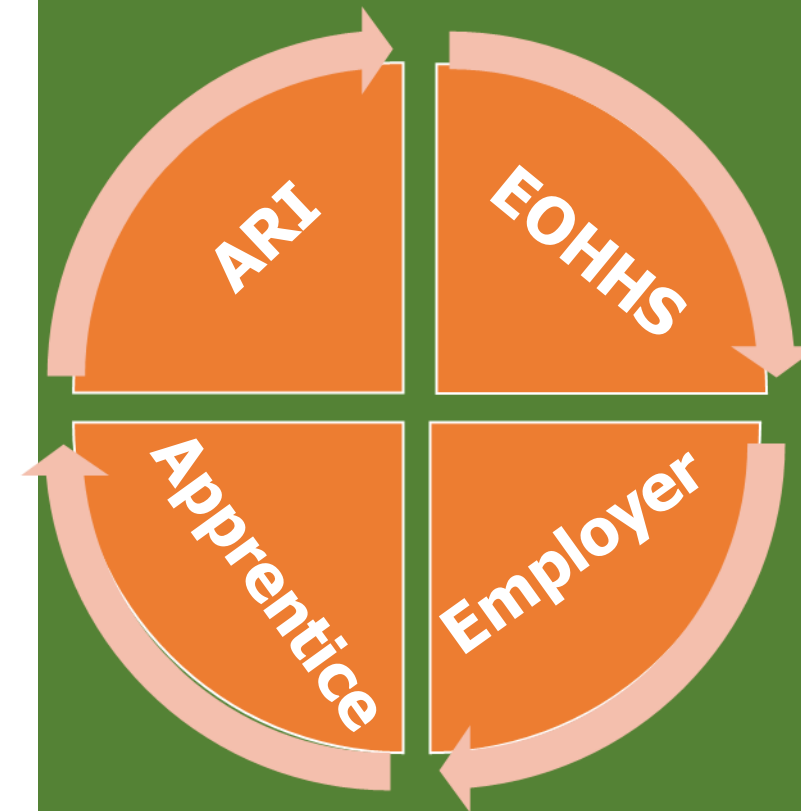
Apprentice completes program

When you give the apprentice their wage increase

- Provide on the job training to Apprentice
- Provide a mentor
- Evaluate achievement of/mastery of competencies



Each component works together for apprenticeship



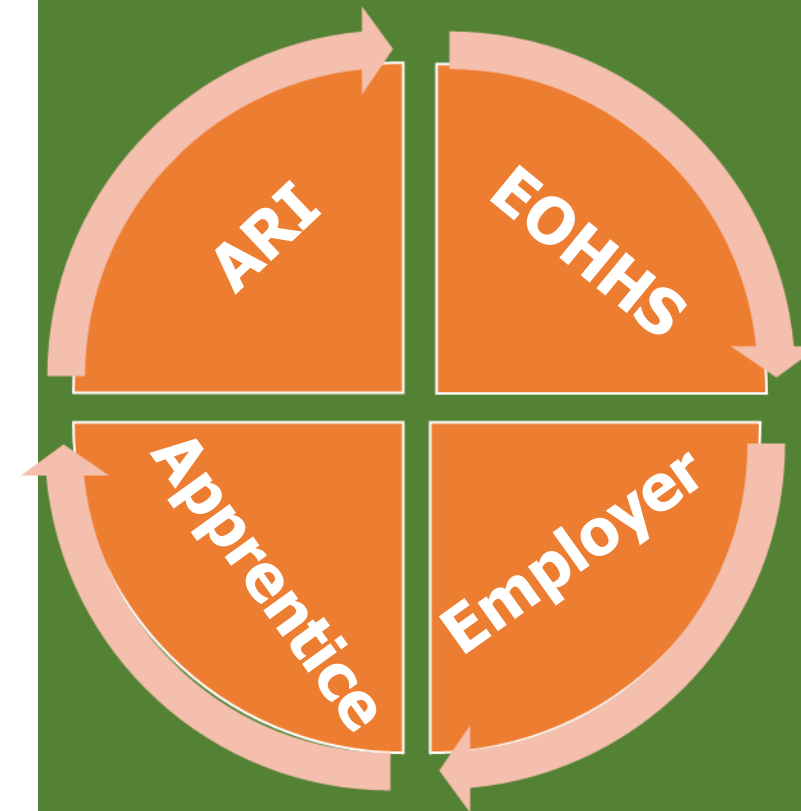
APRENTICESHIP RI (ARI)

ARI Provides Technical Assistance in supporting apprenticeship

- Provide design and implementation assistance to sponsor & employers
- Helps connect apprentices to funding supports
- Registers the program with DLT Apprenticeship Office
- Ongoing technical assistance to coordinate the program
- Checks-in with sponsor on program
- Helps conduct State Regulations & Reviews



Each component works together for apprenticeship





AWARENESS

Apprenticeship only works if everyone is aware!

- **Company culture**
 - Newsletters
 - Marketing materials
 - Blogs
 - Recognition - Highlight apprentices for reaching milestones!
- Inform Stakeholders & Vendors
- Mention in internal /external meetings
- National Apprenticeship Week (*3rd week in Nov*)



LIFT UP THIS WORK!

CHALLENGES

Equity & Access

- Maintaining equity and access throughout implementation & coordination
- Employers asked for this!

Career Pathways

- HRSA is about upskilling both entry level and incumbent workers
 - What about the career next step?
 - Career ladder for an HIV case manager look like?

Wage Equity & Stipend Funding

- Nonprofits pay different wages, can cause shifting and turnover in roles
- Stipends are exceptional, but also a challenge once they're gone.



SUSTAINABILITY!



POSSIBILITY:

Establish an Apprenticeship Committee

Equity at every step!

Advisory committee to oversee and maintain the apprenticeship program.

- **Provides feedback on the model (*what's working?, what's needed?*)**
- **Support program design changes**
- **Helps advance equitable access to the program**
- **Should be made up of employers, administrators, education partners**
- **Gets feedback from apprentices**



POSSIBILITY: Wage Equity

MILESTONES FOR WAGE INCREASE:

- Apprenticeship is paying an individual a fraction of the full wage to start.
- Gain skills/education = receive increases until full wage.

QUESTIONS:

- How do we help ensure wage equity?
- What are skill and education milestones for wage increases?
- Do we factor in stipends?
- Does the group create a pledge or charter to agree on wages?

Occupational Step	Wage	Milestone
Entry	\$\$	Apprentice starting wage
Step 1	\$\$	Upon meeting <u>XX</u> milestone
Step 2	\$\$	Upon meeting <u>XX</u> milestone
Completion Wage	\$\$	Completion. This is awarded after meeting expectations in both the on-the job learning and all related instruction.



POSSIBILITY: Career Pathways

Apprenticeship can add structure and formalize work outlines throughout a company.

Incentivize mentors!

- Mentors share their knowledge
- Receive incentive for extra work / stepping up
- Encourages apprentices to one day become mentors

Summary: Employers commit to mentorship, pay bumps and assess apprenticeship competencies

QUESTION:

How to establish this within agencies?

Commit to pay bumps, and assess apprentice competencies





Questions & Challenges



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