

**WORKFORCE INNOVATIONS FOR A NEW NEVADA**

**WORKFORCE DEVELOPMENT PROGRAM APPLICATION**

**AUTHORIZED PROVIDER INFORMATION**

<b>Name:</b> College of Southern Nevada, Division of Workforce and Economic Development		
<b>Address:</b> 2409 Las Verdes		
<b>City:</b> Las Vegas	<b>State:</b> Nevada	<b>ZIP Code:</b> 89102
<b>Point of Contact:</b> Luz Castro	<b>Phone:</b> 702.651.4031	<b>Email:</b> luz.castro@csn.edu

**COMPANY INFORMATION**

<b>Name:</b> Hallmark HomeCare, HomeCare Assistance, Homewatch Caregivers			
<b>Number of Primary Jobs Created:</b> 250	<b>Wages:</b> HHA Mean Wage - \$13.60 CNA Mean Wage - \$16.58	<b>Industry:</b> Healthcare	<b>Capital Investment:</b> \$72,000

**PROGRAM OBJECTIVES**

**Overview**

The following Nevada-based institutions and organizations have come together to develop a plan of action to address increasing access to nursing pathways, partners include the following organizations and institutions:

- The State of Nevada Board of Nursing (the Board)
- The College of Southern Nevada (CSN)
- BrightStar Home Health Care
- Hallmark Home Care
- Homewatch Caregivers
- Home Care Assistance

The proposed strategy establishes increased capacity to on-ramp into healthcare through Home Healthcare or Nursing Assistant programs with new infusions of technology certifications and correspondingly meets to the needs of the employer partners to fill current and projected workforce openings. Beyond the strong economic value of creating new health jobs in southern Nevada, this approach will support efforts to mitigate the current economic burden incurred by the state due to chronic diseases and hospital readmissions. Students that complete the program will represent the future of health care with skills and competencies in the use of technology to improve patient and community health outcomes.

The program certificates will be offered both online and in-person, giving students the flexibility of different modes of matriculation. Hands-on training components in technology and clinical skills will be student-centered with increased access through planned expansion of available local clinical training sites as part of this program.

### **Training for Current and Future Health Care Needs**

The state of Nevada mirrors the health profile of the overall population of the United States with major expenditures and morbidity due to chronic diseases. For example, chronic diseases are major causes of mortality and disability in Nevada, with the accompanying burden of high health care costs borne by the state. Beyond policy efforts in other sectors to improve the built environment to mitigate the increasing rates of chronic diseases, the health workforce plays a major role in reducing the cost of care and improving health care outcomes.

The use of technology is ubiquitous in health and health care and has proven success with improving community and population health outcomes, improving the care transition process and reducing hospital readmissions and medical errors. Advances in health information technology have also led to strengthened and sustained processes and infrastructure to support individual and population health, and to improve collaborative efforts between health care and other sectors. Yet limited attention has been given to formally incorporating technology for health into the training of the current and future health workforce in Nevada. This is especially important for nurses and home health aides who bridge the gaps between clinical care, community and home-based care settings.

This program proposes to develop both an increase in workforce in nursing and home health but also will infuse new technology training and the necessary skills to become effective bridges between clinical and community settings. This will help improve transitions from clinical to community settings, with strong potential to improve population health outcomes, reduce health disparities, and to control health care costs.

### **Training Overview**

#### Health Career Certificates

- Home Health Aide: Approximately 160 contact hours, \$1,640 including fees
- Certified Nursing Assistant: Approximately 360 contact hours, \$2350.50 including fees

#### Technology Certificates

- Fundamentals of Health Information Technology: Approx. 80 contact hours, \$750 including fees
- Fundamentals of Telehealth: Approximately 120 contact hours, \$1,000 including fees

Certificates will be delivered in online and in-person formats with the goal to increase access for working students.

The HHA certificate includes mental health first aide training as well as the American Heart Association - BLS for Providers CPR. Additional certificate training in health information technology will strengthen the skills and competencies of HHAs in data entry and documentation of procedures performed as part of their duties. This will strengthen approaches to patient-centered care, and reduce errors during care transitions. It also prepares a technology-ready and competent workforce at the entry point of the health career pipeline.

Successful matriculation of the CNA certificate also requires students to submit copies of a negative 2-step TB skin test or a positive TB test and negative chest x-ray, negative drug screen, physical

examination, medical insurance, and valid American Heart Association - BLS for Providers CPR card. Credits earned for the certified nursing assistant can be applied to the licensed practical nurse training (LPN), registered nurse (RN) or bachelor's degree in nursing (BSN). The CNA certificate provides additional credit for admission into other health professions such as lab technology, medicine and dentistry. Additional training in telehealth and health informatics strengthens the skills and competencies of CNAs in transitional care and remote care in rural settings; facilitates chronic disease management, as well as reduces medical errors. It also prepares a technology-ready and competent workforce at the entry point of the health career pipeline.

Qualifications for admission into the technology certificate program include successful matriculation with certificates for the HHA and CNA. These certificates will be restructured to allow seamless integration into the curriculum of the technology certificate program. The State Board of Nursing will assign continuing education credits to technology certificates. These certificates will be open to other nursing providers in the state, branding Nevada as a state as a leader with a technology-ready and competent health workforce.

The telehealth certificate will allow nurses to maintain their employment while completing the training. It will be offered in blended learning format, (online and in-person clinical didactic training). This certificate aims to strengthen certified nursing assistant skills in transitional care and to reduce all cause 30-day hospital readmission after hospital discharge. The goal for Nevada is to contribute to the Triple AIM goal that defines economic benefits of a well-trained workforce by reducing the costs of care for Medicaid patients. The CSN and the Board will co-develop the telehealth certificate to assure its alignment to the workplace context, patient-centered care, and continuing education requirements.

### **Qualifications**

The College of Southern Nevada is a public institution and must have open enrollment. However, selection criteria are already in place for admission into the home health aide, certified nursing assistant and community health worker programs. Successful admission and completion of the HHA and CNA certificates at CSN will qualify an individual for admission into the technology certificate programs. Individuals who are currently working as HHAs, CNAs and with certificates are also eligible to apply to the technology certificate program. Candidates may also be selected by referral from existing employer partners or those that join the program after it commences. The State of Nevada Board of Nursing will promote nursing pathways through their education and training initiatives. Graduates of CCSD's Career and Technical Academy CNA programs may also apply to the technology certificate programs after graduation. This process will be managed by the Board, and will facilitate a technology-ready workforce upon or soon after high school graduation.

Candidates must show proof of residency in the state of Nevada to qualify for in-state tuition at the College of Southern Nevada, a state education institution. Additional qualifications for the HHA and the CNA include successfully passing a drug screening test and background test. Individuals must show strong commitment to work within the health professions upon graduation.

**Funding Disbursement**

The College of Southern Nevada, home health care agencies and health care employers have indicated that the costs of tuition and board certification examinations are major barriers to entry into the health professions. Therefore, full tuition and fees will be covered for this program and individuals will be required to work within the health professions upon graduation. Individuals who complete the training program will receive a certificate for either the HHA or CNA, along with the relevant certificates in technology as determined by employer needs.

**PROGRAM OUTCOMES**

**Proposed:**

- Increase trained health workforce (HHAs and CNAs)
- Accelerate onramps to healthcare career pipeline
- Embed technology education and certificates into healthcare professional pipeline
- Meet growing needs of community based healthcare employers
- Increase Nurse trainer capacity in southern Nevada

**WORKFORCE DIVERSITY ACTION PLAN**

The College of Southern Nevada strives to place diversity as an overarching principle and accreditation theme that impacts every area of our institution. Moreover, we make it a priority to continually plan and establish CSN’s identity, ensuring it remains consistent with our values as a whole.

Applicant and all associated parties agree to implement initiatives in the attached workforce diversity action plan.

**Statement to Comply with Federal & State Law:**

The College of Southern Nevada is committed to providing a place of work and learning free of discrimination on the basis of race, color, national origin, disability (whether actual or perceived by others), religion, age, sex/gender (including pregnancy related conditions), sexual orientation, gender identity or expression, genetic information, veteran status (military status or military obligations) in the programs or activities which it operates. Where discrimination is found to have occurred, CSN will act to stop the discrimination, to prevent its recurrence, to remedy its effects, and to discipline those responsible.

The following individual has been designated to handle inquiries regarding non-discrimination policies at CSN and are responsible for coordinating compliance efforts concerning, Executive Order 11246, Title VI and Title VII of the Civil Rights Act of 1964, Title IX Educational Amendments of 1972, Title II of the Americans with Disabilities Act, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination Act of 1990: Eric J. Gilliland, MBA, Senior Director of Employee Relations, Office of Institutional Equity, & Title IX Coordinator, CSN Charleston Campus, 6375 West Charleston Blvd.; Bldg. E, Office E-424, Las Vegas, NV 89146, Phone: (702) 651-7481

**STATEWIDE PORTABILITY PLAN**

**Potential or Existing Plan:** These certificates fulfill the skills and competencies as required for quality, patient-centered and community-centered care. They lead to a technology-competent workforce that addresses the Triple AIM goals of improving population health outcomes, improving patient experience with care and reducing the cost of care. The skills and competencies are pertinent to both the rural and urban context, with training tailored to the nuances of the clinical or home-based environment in which providers work.

**COST ESTIMATES**

**July 1, 2018 to June 30, 2019 Cost Estimates**

**CERTIFIED NURSING ASSISTANT**

ITEM	COST	QUANTITY	TOTAL
Tuition	\$727.50	50	\$36,375
Related Course Fees	\$1623.00	50	\$81,150
Exam and Licensure	\$200	50	\$10,000
Expansion of Board-Certified CNA Clinical Sites	\$12,000	2	\$24,000
Equipment including SIM Arms	\$2,000	4	\$8,000
Recruitment and Advertising	\$1,000	1	\$1,000
		<b>SUBTOTAL</b>	<b>\$160,525</b>

**HOME HEALTH AIDE**

ITEM	COST	QUANTITY	TOTAL
Tuition and Fees	\$1,640	200	\$328,000
Online Conversion for HHA Program	\$10,000	1	\$10,000
Recruitment and Advertising	\$5,000	1	\$1,000
		<b>SUBTOTAL</b>	<b>\$339,000</b>

**TECHNOLOGY CERTIFICATES**

ITEM	COST	QUANTITY	TOTAL
Fundamentals of Health Information Technology	\$750	100	\$75,000
Fundamentals of Telehealth	\$1000	100	\$100,000
Equipment including Telehealth	\$20,000	2	\$40,000
		<b>SUBTOTAL</b>	<b>\$215,000</b>

**PERSONNEL EXPENSES**

ITEM	COST	QUANTITY	TOTAL
CSN (HHA & CAN Instructor Salary & Fringe)	\$80,000		\$80,000
		<b>SUBTOTAL</b>	<b>\$ 80,000</b>
	<b>TOTAL</b>		<b>\$794,525</b>

TRAINING FACILITIES		
Facility Name: College of Southern Nevada		
Address: 2409 Las Verdes St	City: Las Vegas	Hours: Varies

**WORKFORCE DIVERSITY ACTION PLAN**

College of Southern Nevada aims to recruit a well-trained, diverse workforce. This Workforce Diversity Action Plan outlines key considerations and actions steps that will be used to help accomplish workforce diversity goals.

In order to develop this diverse workforce, it is important to consider ways to engage all segments of the population in (1) **recruiting**, (2) **interviewing**, and (3) **hiring**.

**AGENCY SUPPORT**

The Nevada Governor’s Office of Economic Development (GOED) will provide leadership, guidance and facilitation, in order to ensure that interactions between state agencies and the Clients are efficient and effective.

The Nevada Department of Employment Training & Rehabilitation will provide assistance to the Clients. DETR will utilize connections with local workforce boards and community organizations who work closely with underserved and underrepresented segments of the community.

The Nevada Department of Veterans Services (NDVS) will provide support and assistance to DETR in order to facilitate direct engagement with local military installations and organizations.

The Nevada Department of Education (NDE) and Nevada Governor’s Office of Science, Innovation and Technology (OSIT) will work with GOED to develop and implement Career and Technical Education (CTE) pathways that will prepare Nevada students to be successful members of the Client’s workforce. As part of this initiative, close attention will be paid to how these CTE programs can be tailored towards underserved and underrepresented segments of the community.

**ACTION PLAN**

*DETR, state agencies, and the Clients will develop specific plans over time, but the following action plan describes broad steps and considerations that will be considered throughout.*

The Clients, in collaboration with DETR and other appropriate offices and agencies, will develop, implement and evaluate strategic outreach and recruiting initiatives targeted towards underserved or underrepresented segments of the community.

During and after each part of the process, the Clients will assess the success of their efforts to understand the relative success of recruiting, interviewing and hiring underserved or underrepresented segments of the community. This is part of a continuous improvement feedback process that will assess performance and inform necessary modifications to the strategy.

This process will help identify gaps and barriers that may be preventing diverse segments of the community from applying for positions. For example, this process may highlight segments of the community that have been blatantly overlooked in recruiting, or may expose necessary improvements to non-English language postings that have not been well-translated, or could identify efforts that are particularly successful at engaging diverse segments of the community.

## **RECRUITING STRATEGIES**

### **General**

Marketing campaigns (e.g. radio, TV, print, social media) will be tailored to reach diverse audiences, promote awareness of job opportunities, and direct interested individuals to the Clients', DETR and workforce development partner offices, job fairs, and other community events. Job announcements will also be posted at major web sites and job boards.

Examples of successful efforts include but are not limited to:

- Posting job announcements in multiple languages
- Advertising on non-English speaking radio stations
- Implementing social media campaigns
- Holding job fairs at local churches, schools, Tribal centers or other community gathering places where traditionally underserved or underrepresented segments of the community are likely to frequent

### **Adults & Youth**

DETR will work with the Clients to create skill-based profiles for the Clients' workforce positions in order to understand basic requirements for each position and to identify potential opportunities for targeted recruitment.

For manufacturing positions, DETR will compare position skill-profiles with existing profiles in the Nevada Job Connect Operating System (NJCOS). Using this information, DETR will identify diverse candidates who may be suited to the position, and will actively recruit individuals via phone, email and traditional mail.

Recruiting will also occur at DETR and workforce development partner offices throughout the Northern Nevada. Cumulatively, these offices provide service to thousands of Nevadans each year. Many of these offices are located within traditionally diverse communities. Primary locations provide individualized job-matching, job preparation workshops, STEM workshops, skills-based assessments and other supportive services.

GOED and DETR will also work with workforce partners and NDE to identify locations for job fairs or recruiting campaigns at area high schools with diverse populations. Working with career counselors and CTE programs, this will provide a pipeline of youth who are trained and ready to work at the Client's facility as well as increase awareness among parents/family and the community as a whole of career opportunities.

### Professional Positions

Management, engineering, accounting, human resource and other professional positions will also be actively recruited in diverse communities. In addition to marketing campaigns, DETR will work with the Client to engage professional diversity organizations who can distribute openings to their members.

*In addition to the strategies outlined above, specific initiatives will be utilized to target the following segments of the community:*

### Veterans

GOED and DETR will work with NDVS to recruit veterans and veteran families for positions at the Clients' facilities. NDVS will facilitate direct engagement with local military installations and organizations, and assist DETR in assembling skill profiles for eligible persons.

- Hold job fairs at local military installations and post on veteran-based job sites
  - Fallon Naval Air Station
  - Nevada National Guard
  - Nevada Green Zone Initiative

### Persons with Disabilities

Persons with disabilities will be assisted by DETR's Bureau of Vocational Rehabilitation (BVR). BVR provides services, technology, education, training and workforce support to more than 5,200 individuals with disabilities in Nevada each year. BVR will assist the Client with recruitment and retention of these individuals, and will customize work readiness and training, as needed. BVR's services ensure that individuals can meet the same performance standards and expectations as other employees. BVR can provide funding for on- and off-site training tailored to specific needs, and pays for the salaries of potential employees while they are learning, and also for job coaching, instruction at Nevada colleges, assistive technology and additional on-the-job supports. BVR will also provide the Client with information related to accessing additional tax incentives related to employing individuals with disabilities.

GOED and DETR will also work with community organization and partners that specialize in working with individuals with disabilities, including:

- UNR, DETR

### Individuals with Criminal Records

GOED will work with the Clients to understand which level of convictions may preclude an ex-offender from applying for a position, consistent with best practices established by the National Workrights Institute or other similar organization. DETR will also work with the Nevada Department of Corrections and area education institutions to determine if an appropriate training program can be developed and implemented for incarcerated persons or ex-offenders.

## **INTERVIEWING**

DETR will work with the Client to interview candidates for each position. DETR will provide locations in local Job Connect offices and identify other sites within or in close proximity to diverse communities in order to mitigate potential transportation issues that may prevent qualified candidates from interviewing for a position.

DETR and the Client will also work to mitigate linguistic or cultural barriers by developing interview questions while paying close attention to how questions are phrased and how interviews are conducted.

## HIRING

Once the Client makes a determination to hire a candidate based on the candidate qualifications and best fit for the position, DETR will work with the Client to understand if, how or why underserved or underrepresented segments of the community are or are not being hired. This evaluation will be conducted at the Client's request, and will only be used to inform improvements in recruiting, interviewing or training programs implemented by DETR, CSN or the State.

DETR will also work with the Client to understand potential barriers that might prevent candidates from being retained by the Client over the long term. These potential barriers include, but are not limited to, transportation, childcare or the need for continuing education. DETR will work to identify potential grants, model programs or other opportunities that the Client or State could apply for, provide or develop, to mitigate such barriers and help ensure that the diverse workforce is hired and retained.

## DEFINITIONS

### Availability

Availability is an estimate of the percentage of minorities and women in the relevant labor market who are qualified and interested in positions

### Inclusion

Inclusion is a culture that connects each employee to the organization; encourages collaboration, flexibility, and fairness; and leverages diversity throughout the organization so that all individuals are able to participate and contribute to their full potential.

### Racial & Ethnic Categories

As currently defined in federal regulations:

- **American Indian or Alaska Native:** A person having origins in any of the original peoples of North and South America (including Central America) who maintains cultural identification through tribal affiliation or community attachment.
- **Asian:** A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian Subcontinent, including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
- **Black or African American:** A person having origins in any of the black racial groups of Africa.
- **Hispanic or Latino:** A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.
- **Native Hawaiian or Other Pacific Islander:** A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
- **White:** A person having origins in any of the original peoples of Europe, the Middle East, or North Africa.

### Underserved

Community-specific data should be used to better understand the composition of the workforce and to identify potential gaps or opportunities for additional engagement. In addition to traditional characteristics such as

national origin, language, race, color, sexual orientation, etc., this Action Plan also seeks to identify opportunities to engage family members of veterans and individuals who may be homeless, disabled, formerly incarcerated, elderly, or youth who may be disconnected from school and employment.

**Underrepresented**

A situation in which the number of women or members of a minority group within a category of civil service employment constitutes a lower percentage of the total number of employees within the employment category than the percentage that women or the minority group constitutes within the civilian labor force of the United States.

**Underutilized**

Underutilization occurs when the percentage of employees of a minority group is less than the availability percentage for that group. Underutilization is calculated for employees in each job group. The declaration of underutilization does not amount to an admission of impermissible conduct. It is neither a finding of discrimination nor a finding of a lack of good faith affirmative action efforts. Rather, underutilization is a technical targeting term used exclusively by workforce diversity planners who seek to apply good faith efforts to increase in the future the percentage of utilization of minorities and women in a workforce.

**Workforce Diversity**

Workforce diversity is a collection of individual attributes that together help agencies pursue organizational objectives efficiently and effectively. These include, but are not limited to, characteristics such as national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, and family structures. The concept also encompasses differences among people concerning where they are from and where they have lived and their differences of thought and life experiences.