**Guidelines - Quality Home Care Workforce Program – Employer-Based Training in Far Rockaway**

**Program Name:** Quality Home Care Workforce Program in Far Rockaway  
**Contact:** Anna Leise, Director of Healthcare Training: 212-618-6790 or aleise@sbs.nyc.gov.  
**Application deadline:** 5 pm on Friday, February 10, 2017. Submit by email to aleise@sbs.nyc.gov.

1. **Program Overview**
   The Quality Home Care Workforce Program is an initiative of the New York Alliance for Careers in Healthcare (NYACH) that aims to provide home care agencies with qualified home health aides (HHAs) and HHAs with quality training and employment. NYACH is an industry partnership housed at the Workforce Development Corporation (WDC). The WDC is an independent not-for-profit created by the City of New York (City) specifically for the purpose of assisting the City in developing and funding workforce initiatives and works closely with the City’s Department of Small Business Services (SBS) to contribute to the economic vitality of the City by promoting workforce development and job creation through public and private partnerships. The WDC, on behalf of NYACH and in partnership with the Paraprofessional Healthcare Institute (PHI), developed an enhanced training program model (Enhanced Training) that supports home care employers in the recruitment, screening, and training of potential HHAs, and uses an enhanced training curriculum that better prepares HHAs for the job (see section 2 for further detail on the Enhanced Training). In the third year of this program, NYACH and the WDC seek an employer partner (“Employer Partner”) to provide four cohorts of the Enhanced Training in Far Rockaway, Queens. One of the four cohorts will be comprised of a group of participants who have completed an English as a Second Language (ESL) Bridge to HHA Training and Employment program run by Queens Public Library (the “ESL Bridge Program”).

The program will run from February to July 2017 and will involve multiple program partners. The Rockaway Workforce1 Career Center—a center funded by the City of New York— that connects Rockaway residents to training and job opportunities, will recruit and pre-screen training candidates. The home care agency selected as the Employer Partner for the program through this competitive application process will interview candidates, determine which will continue into training, and commit to hire those who successfully complete the training. The Employer Partner will then conduct training at the Rockaway Workforce1 Career Center using the curriculum developed by NYACH in partnership with PHI or a curriculum of the employer partner’s choosing that meets the specifications detailed in section 7 of these guidelines. Throughout the training, the Employer Partner will provide supportive case management to participants. The Employer Partner will also be required to contract with a technical assistance consultant who will train Employer Partner instructors to implement the curriculum. The selected technical assistance consultant must meet the criteria specified in section 7 of these guidelines. Following the completion of the training, the Employer Partner will onboard and hire successful graduates and share their employment and retention data with NYACH and the WDC. NYACH and the WDC will provide program oversight and coordination for the duration of the program.
2. **Purpose of Program**

In New York State, the required minimum training for a home health aide (HHA) is seventy-five (75) hours, and can leave many HHAs feeling unprepared for the challenges of the job, especially those related to communication and problem solving. This in turn can lead to poor retention for employers and ultimately impacts the quality of care for home care recipients.

To help homecare agencies improve their retention rates and quality of care, and to provide HHAs with quality training and employment, NYACH and the WDC seek to support wider use of the Enhanced Training, both in the short and long term. The Enhanced Training curriculum, which is approved by both the NYS Department of Health and NYS Department of Education, is approximately one hundred and twenty (120) hours and taught in a participatory manner. Key features include a **hands-on teaching approach** that builds on participants’ experiences, incorporates role playing, and focuses on **communication and problem solving**. In addition, the program uses a **teaching assistant/peer mentor** who is an experienced home health aide and a **case manager**, to enhance the level of classroom participation and provide support to trainees. This Enhanced Training was successfully piloted in 2014-15 with 78% of trainees hired into HHA positions and 92% of trainees stating that the course prepared them well for the job, compared to a national average of 82.2% reported in a U.S. Department of Health and Human Services survey in 2007.¹

The ESL Bridge Program helps home care agencies meet their needs for a bilingual and culturally competent workforce while also improving career opportunities for limited English speakers. In this program, Queens Public Library offers a two-month, 200 hour English language course at their Seaside location that is contextualized for HHA training and employment, and leads directly into HHA training and employment. The ESL Bridge Program curriculum is designed to bring students from a high intermediate level of English proficiency to an advanced one.

NYACH and the WDC seek one Employer Partner to offer four cohorts of the Enhanced Training in Far Rockaway, one of which will be comprised of students who have completed the ESL Bridge Program. The goals of the program are to provide Far Rockaway residents, including those who speak English as a second language, with high quality training and employment in the healthcare field, to help the selected homecare agency improve their HHA retention rates and quality of care, and to integrate use of the Enhanced Training into the Employer Partner’s long term HHA training strategy.

The selected Employer Partner can enter into a contract with the WDC at a maximum budget of up to $99,999 to train up to 80 jobseekers, or four training cohorts with up to 20 participants each, with one cohort comprised of students who complete the ESL Bridge Program.

3. **Partnership Overview**

<table>
<thead>
<tr>
<th>Partner</th>
<th>Role</th>
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<tbody>
<tr>
<td>Employer Partner</td>
<td>Interview and enroll training participants, including participants in the ESL Bridge Program; commit to hire all participants who successfully complete the training; conduct and pay for all state-mandated checks (including background checks) as well as any employer-mandated checks.</td>
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4. **Recruitment and Hiring Process**
   a) The Rockaway Workforce1 Career Center will conduct outreach and recruitment for the program and will use a screening and assessment process that includes an hour-long information session, a group interaction exercise, and a 15 minute individual interview. This process can be modified based on the selected Employer Partner’s needs.
   b) The Employer Partner will then interview and select candidates for training. Upon selecting candidates, Employer Partners must also do the following:
      i) Ensure that participants submit references and any other required human resources paperwork prior to placement into the cohort.
      ii) Conduct any state or employer required pre-employment checks before training begins. **Each participant must receive clearance on pre-employment checks prior to cohort placement.**
      iii) Schedule student physicals (medical examinations). These should be complete within the first week of class.
   c) The Employer Partner makes a commitment to hire all participants who successfully complete the training and become certified.

**Exhibit 1: Recruitment and Hiring Process Overview**

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
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<tbody>
<tr>
<td>Rockaway Workforce1 Career Center</td>
<td>Recruit and conduct initial screening of jobseekers for HHA training and employment</td>
</tr>
<tr>
<td>Queens Public Library</td>
<td>Recruit candidates for and provide the ESL Bridge Program, which prepares limited English speakers to enter one of the four HHA training cohorts</td>
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<tr>
<td>Technical Assistance Consultant</td>
<td>Provide Employer Partner a train-the-trainer session and ongoing technical assistance on implementing and sustaining the Enhanced Training</td>
</tr>
<tr>
<td>Workforce Development Corporation (WDC)</td>
<td>Serve as fiscal and contracting agent for the program; provide funding and program oversight</td>
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<tr>
<td>New York Alliance for Careers in Healthcare (NYACH) and NYC Department of Small Business Services (SBS)</td>
<td>Bring industry and education partners together to address workforce demands; provide program oversight; evaluate program effectiveness</td>
</tr>
</tbody>
</table>
*Note: this process will be slightly different for the one cohort that is part of the ESL Bridge Program. For that specific cohort, Queens Public Library will conduct a modified version of the outreach and recruitment program described in 4a in order to recruit and screen candidates to begin the ESL Bridge Program. Employer Partners will interview candidates and make a commitment to hire contingent on successful program completion prior to the beginning of the ESL Bridge Program. Pre-employment checks should also be completed in advance of the start of the ESL Bridge Program. Those students that successfully complete the ESL Bridge Program will automatically be enrolled in the Enhanced Training.

5. **Eligibility**
   a) Home care agencies are eligible to apply if they:
      i) Have at least one physical location in New York City;
      ii) Employ HHAs within the five boroughs of New York City; and
      iii) Have a HHA training program that is currently approved by the New York State Department of Health.
   b) Training candidate eligibility must meet applicable federal guidelines and will be determined by Workforce1. Candidates are eligible for training if they:
      i) Are a resident of one of New York City’s five boroughs;
      ii) Are 18 years of age or older;
      iii) Do not earn more than a pre-deduction wage of $30,000/year; and
      iv) Meet all applicable Federal Selective Service requirements.

6. **Application Evaluation**
   a) The maximum contract award to the selected Employer Partner is $99,999.
   b) Each submitted application will be evaluated by a committee using the following system:

<table>
<thead>
<tr>
<th>Category</th>
<th>Points Award</th>
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<tbody>
<tr>
<td>Employment and retention</td>
<td>40 points</td>
</tr>
<tr>
<td>Organizational commitment and plan/ability to sustain use of Enhanced Training</td>
<td>15 points</td>
</tr>
<tr>
<td>Capacity - key managerial/project management staff</td>
<td>15 points</td>
</tr>
<tr>
<td>Training experience</td>
<td>10 points</td>
</tr>
<tr>
<td>Value add of partnership to the Employer Partner</td>
<td>10 points</td>
</tr>
<tr>
<td>Cost competitiveness</td>
<td>10 points</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>100 points</strong></td>
</tr>
</tbody>
</table>

c) Grants will be awarded to one applicant whose application receives the highest technical scores and is determined to be the most advantageous to the WDC in achieving its goals for the program, taking into consideration factors or criteria which are set forth in these program guidelines. Final award shall be subject to a due diligence check* and the timely completion of contracting between the WDC and the selected applicant.

d) The WDC reserves the right to conduct either in-person or phone interviews of applicants as the WDC deems necessary in order to obtain additional information.

*The WDC will conduct due diligence to ensure awardees can responsibly complete the program.

7. **Training Program**
a) The selected Employer Partner is required to deliver each cohort of the program in approximately 17 days over the course of approximately four (4) weeks (Monday-Thursday with Fridays left open for HR and other appointments). The Employer Partner shall administer approximately 120 hours of classroom training for each cohort and arrange for the completion of Supervised Practical Training at a clinical site.

b) If the Employer Partner chooses to use a training curriculum other than the one developed by NYACH in partnership with PHI, the Employer Partner must provide an outline of the curriculum they plan to use as well as one lesson plan. The chosen training curriculum must be approved by the NYS Department of Health and NYS Department of Education. Additionally, the Employer Partner must demonstrate how it meets the following objectives identified by NYACH and the WDC during the first two years of implementation of the Enhanced Training:
   i) Is adult-learner centered (includes role-plays, dialogues, and return demonstrations)
   ii) Focuses on communication and problem-solving skills
   iii) Exceeds the minimum seventy-five (75) hours mandated by New York State
   iv) Materials accommodate low literacy (written at no higher than a 6th grade reading level)

c) The Employer Partner must notify the Metropolitan Regional Area Office of the NYS Department of Health that they are using the Enhanced Training.

d) The Employer Partner must designate at least one instructor, one teaching assistant/peer mentor and one case manager per cohort. The Employer Partner must also designate an individual to act as program manager and program administrator.

e) The Employer Partner will select and contract with a WDC-approved technical assistance consultant who will provide a train-the-trainer workshop and technical assistance to teaching staff on implementation of the Enhanced Training curriculum.
   i) The selected technical assistance consultant, whose selection will be subject to WDC approval, must meet the following criteria:
      (1) Expertise in the homecare industry and curriculum implementation, demonstrated by at least five years of experience in each area; and
      (2) Willingness to commit to providing a train-the-trainer workshop and ongoing technical assistance throughout the four cohorts of training.
   ii) The Employer Partner will require lead instructor(s) (a Registered Nurse as required by law) and teaching assistant/peer mentor (a certified HHA) to attend a train-the-trainer workshop with the chosen technical assistance consultant in order to become familiar with the Enhanced Training.
   iii) The Employer Partner is expected to work with the technical assistance consultant to integrate the Enhanced Training into HHA training practice on a longer-term basis. This means attending the train-the-trainer session, welcoming intermittent classroom observation and coaching, and meeting with the technical assistance consultant at the end of the program and six months after program has ended.

8. Personnel
   a) Instructor(s) must be a licensed Registered Nurses and will be responsible for providing the following services:
      i) Deliver all training;
      ii) Support participants in their understanding of course material and the rewards/challenges of being an HHA.
   b) The Teaching Assistant/Peer Mentor must be a certified HHA with at least 6 months experience and will be responsible for providing the following services:
i) Assist participants in understanding the role and responsibilities of an HHA;
ii) Provide overall support to participants as they transition from training to work (e.g. accompanying aides on one of their first home visits, providing phone support to aides during their first couple weeks of work); and
iii) Support instructor(s) in delivering all training.
c) The Case Manager will be responsible for providing the following services:
   i) Support participants in reducing barriers to training completion (e.g. travel to training, child care, HR requirements, resolvable background check issues);
   ii) Observe class at least 3 times during the training to understand first-hand any issues that arise; and
   iii) Act as advocate for participants and liaison between participants and instructor and hiring manager.
d) The Program Manager will be responsible for providing the following services:
   i) Oversee the Program and ensures all deliverables are met; and
   ii) Participate in weekly check-in calls with NYACH/WDC to discuss Program status.
e) The Program Administrator* will be responsible for providing the following services:
   i) Complete and submit all program paperwork (e.g. contract, reports, training, clinical, and onboarding calendar, student attendance sheets, employment data, payroll validation, reimbursement documentation, end-of-class survey—see section VII below); and
   ii) Participate in weekly check-in calls with NYACH/WDC.

*Note: the Program Manager and Administrator may be the same person.

9. **Administrative Requirements**

The Employer Partner must do the following:

a) Sign and execute a contract with the WDC to receive funding. The WDC will collect original Certificates of Insurance (general liability, workers’ compensation and all other legally required insurance), and conduct due diligence on the selected applicant prior to contracting.

b) Provide NYACH/WDC a training, clinical, and onboarding calendar upon executing the contract.

Note: The calendar for the cohort that forms part of the ESL Bridge Program should allow for no more than 5 days between the end of the ESL course and the start of Enhanced Training.

c) Contract with a technical assistance consultant of the Employer Partner’s choice to provide training and technical assistance on implementation of the Enhanced Training.

d) On a weekly basis, share data on candidates recruited, screened, and interviewed. Recruitment data sharing template to be provided by NYACH/WDC.

e) Participate in weekly check-in calls with NYACH/WDC and Workforce1 to discuss recruitment and/or screening progress and challenges.

f) Provide payroll validation (pay stubs) at 10 weeks post-training for all participants hired.

g) Provide employment data for all HHAs hired from each training cohort at 10 weeks, 3 months, 6 months, and 12 months post-training.

h) Provide employment data, such as training completion rate, hire rate, hours, and retention, for a comparison group of HHAs hired by the Employer Partner in the six months prior to program participation. This information will be collected at ten weeks, 3 months, 6 months, and 12 months post-training.
i) Submit reimbursement requests and documentation to the WDC within 21 days of the completion of each training cohort.

j) Keep participant activity logs and sign-in sheets for each instance of training and share with the WDC/NYACH. Employer Partners are required to keep these logs on file and available for audit for at least six years after training completion.

k) Administer an end-of-class survey (provided by the WDC) to get feedback from participants on the class and share results with WDC/NYACH.

10. Reimbursement for Training Costs and Performance Based Payment Model
   a) The WDC will reimburse up to 70% of total training costs (the “Award”). The Employer Partner is responsible for the remaining 30% of training costs. Costs associated with the technical assistance consultant must be included in the 30% of training costs covered by the employer.
      i) Up to 80% of the Award will be awarded through reimbursement and up to 20% will be awarded based on performance (performance payment). The performance payment will be paid out based on validated hires. Official paystubs, payroll (e.g. exported from QuickBooks or from the payroll company) will be required to validate hires. If at least 80% of the participants completing any training cohort are hired, the Employer Partner will receive the full performance payment. If the rate of hire is less than 80%, the performance payment will be pro-rated based on the percentage of Program completers hired.

Exhibit 2: Sample budget breakdown

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total training budget</td>
<td>$120,000</td>
</tr>
<tr>
<td>Maximum Award</td>
<td>$84,000</td>
</tr>
<tr>
<td>Available for reimbursement</td>
<td>$67,200</td>
</tr>
<tr>
<td>Available based on performance (10 weeks post-training)</td>
<td>$16,800</td>
</tr>
</tbody>
</table>

b) Eligible training costs for reimbursement include:
   i) Wages paid to internal staff:
      (1) Time spent on recruitment and human resources activities such as screening and processing paperwork;
      (2) Preparatory time for instructors and instruction time; and
      (3) Administrative oversight.
   ii) Books, printing, uniforms, MetroCards and consumable materials;
   iii) Space that is rented specifically for HHA training; and
   iv) The cost of physicals (medical examinations) for any participant without the means to pay, and if these are not covered by the employer by standard practice.

c) Ineligible training costs. The following is a non-exhaustive list of costs that are ineligible for reimbursement and cannot be calculated as part of the Employer Partner’s contribution:
   i) Fringe benefits - only an employee’s base salary can be factored into the cost of training;
   ii) Equipment, including leased equipment such as copiers or laptop computers;
iii) Renovation of facilities;
iv) Staff time that is not related to the Program;
v) Purchase of software/tools to track outcomes (it is the Employer Partner’s responsibility to track outcomes and produce documentation to verify that the outcomes have been met); and
vi) Items that produce goods or services for sale.

d) **Eligible training cost reimbursement.** Reimbursement requests must be submitted to the WDC within 21 days of the completion of each Program cohort. Acceptable reimbursement documentation, demonstrating approved training related expenses incurred, must comply with the following:

<table>
<thead>
<tr>
<th>Expense Category</th>
<th>Supporting Documentation</th>
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</table>
| Instruction/preparation              | 1. Payroll or general ledger report
                                             2. Invoice (invoice must include: staff name, title, hours and dates of training or preparation, hourly wage and total cost) |
| Books or other training materials    | 1. Receipts, cancelled checks, or general ledger report
                                             2. Invoice, if applicable                                                                 |
| External Training Space              | 1. Cancelled check or general ledger report
                                             2. Invoice                                                                                   |

**Important Information on Reimbursements:**
- The total amount reimbursed is capped at the contracted award amount.
- Reimbursements are only made on eligible and properly documented costs incurred.
- Reimbursements take approximately four (4) weeks to process. If any documentation is missing or unclear, reimbursement may be delayed or withheld.

11. **Outcomes.** Target outcomes for this project are:
e) At least 80% of training enrollees complete the training
f) At least 80% of training completers hired by Employer Partner.
g) Full time (30 hours or more) employment for HHAs within ten (10) weeks post-training.
h) At least 80% retention 3 months after employment begins.

An additional goal of the Program is to be able to determine post-training whether the training produced better quality care and retention as compared to standard training programs. It is expected that this determination will be made through the use of comparison data, such as the training completion rate, hire rate, hours, and retention for a comparison group of HHAs working at the same agency through a different training program.

**Please submit applications to aleise@sbs.nyc.gov by 5 pm on Friday, February 10, 2017.**

If you have questions about these guidelines please direct them to Anna Leise, Director of Healthcare Training at aleise@sbs.nyc.gov or (212) 618-6790.