



## New Hampshire Health Profession Opportunity Project *Lessons Learned*

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Governor's Commission on Health Care and Community Support Workforce  
 October 25, 2016

## What is HPOP? What is ERI?



- **NH Health Profession Opportunity Project (HPOP)**
  - Federal HHS Administration for Children & Families (ACF) **HPOG** funding
  - Affordable Care Act funds
  - 32 demonstration projects
  - September 30, 2010 – September 29, 2015
  - Almost \$12 million
- **Employer Research Initiative (ERI)**
  - **HPOG University Partnership Grant** from ACF
  - Institute on Assets and Social Policy (IASP) at Brandeis University partnering with NH HPOP
  - 2011-2015
  - Focus on the diversity aspect of the larger HPOP initiative

## Partners

Key Employer and Workforce Partners:

Manchester Community Health Center

**NH DHHS / Division of Family Assistance**

Dartmouth Hitchcock

**Department of Labor Office of Apprenticeship**

Home Care Association of New Hampshire

Manchester Community College

Foundation for Healthy Communities

Bi-State Primary Care Association

New Hampshire Health Care Association

**Workforce Investment Board**

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Research Associate

Funders:

Endowment for Health

Administration for Children and Families (Federal DHHS)




## What is HPOP?

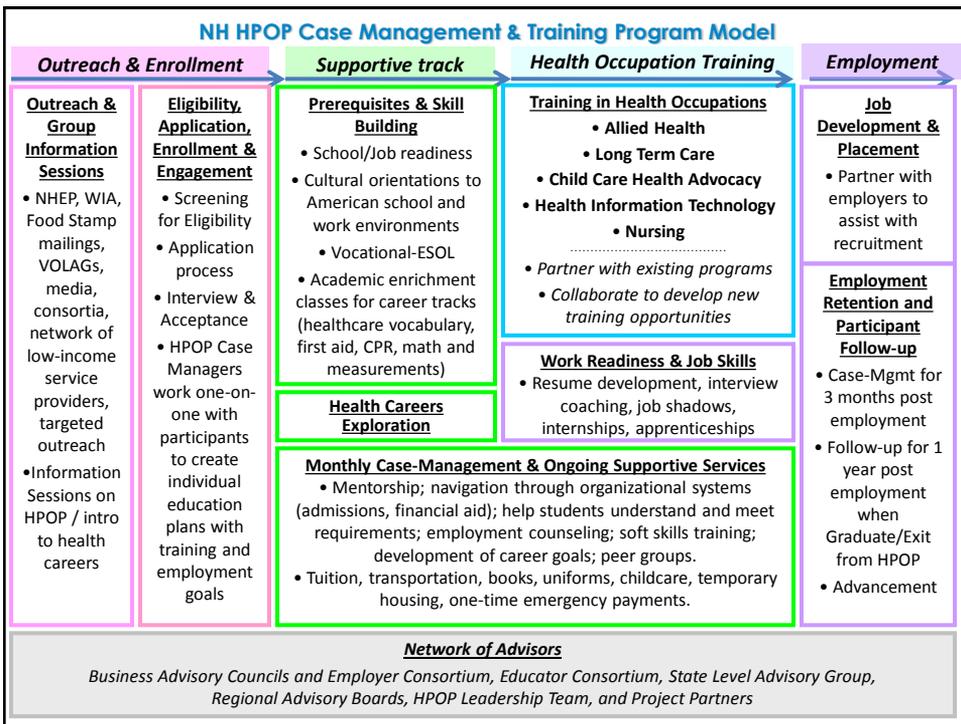


- Partners:
  - Division of Family Assistance (DFA)
  - Department of Labor (DOL) Apprenticeship Office
  - Office of Workforce Opportunity / Workforce Investment Board (OWO/WIB)
- Objective:
  - **To train TANF and other low-income individuals in health occupations that pay well and are projected to be in high demand**
    - Offer advancement opportunities for those already engaged in health careers to advance up their career ladder

# HPOP Goals



- Train ≥ 1000 participants
  - At least 25% racial/ethnic minorities
  - 20% incumbent healthcare workers
  - Sectors
    - Allied Health
    - Long-term Care
    - Health Information Technology
    - Nursing
- Place ≥ 500 HPOP graduates into jobs
- Geographic areas:
  - Nashua, Manchester, Concord, Seacoast
  - Also Laconia, Keene, and Claremont



## HPOP Outcomes



- **1,311** participants enrolled
- **1,051** enrolled in healthcare training
- **845** participants completed healthcare training
- **782** individuals employed
  - **692** employed in healthcare

## HPOP Participants



- 20% incumbent healthcare workers
- **28% racial/ethnic diversity**
- 83% female
- 76% Household Income Below \$19,999
- 11% TANF Participants
- 43% SNAP
- 32% received Medicaid
- 10% received Subsidized Child Care
- 59% received some form of public assistance (unduplicated)

# Workforce Diversity in New Hampshire

Findings from the  
**Employer Research Initiative (ERI)**

## Employer Research Initiative (ERI)



- University Partnership Grant (2011-2015)
- Research rooted in policy and partnership
- Focus on challenges and opportunities in NH health sector given changing demographics
- Win-win workforce development strategies



## ERI:

### Study Of Employment and Advancement Opportunities For Racial, Ethnic And Linguistic Minorities

#### *Primary Question*

- How can NH healthcare employers create a more diverse workforce and foster greater recruitment, retention and advancement of racial, ethnic and linguistic minorities?

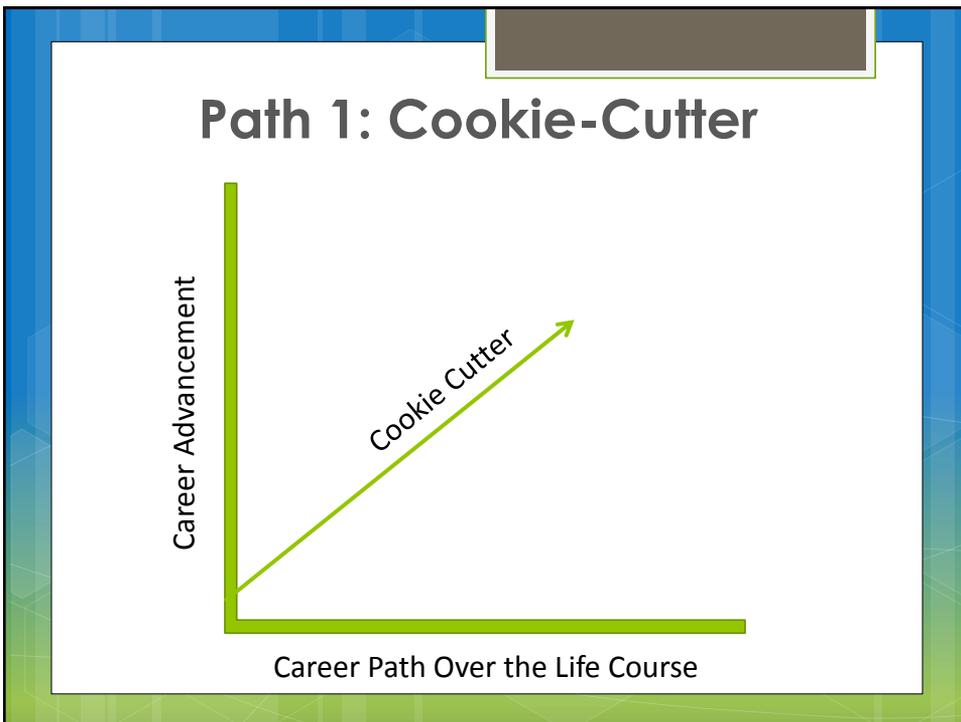
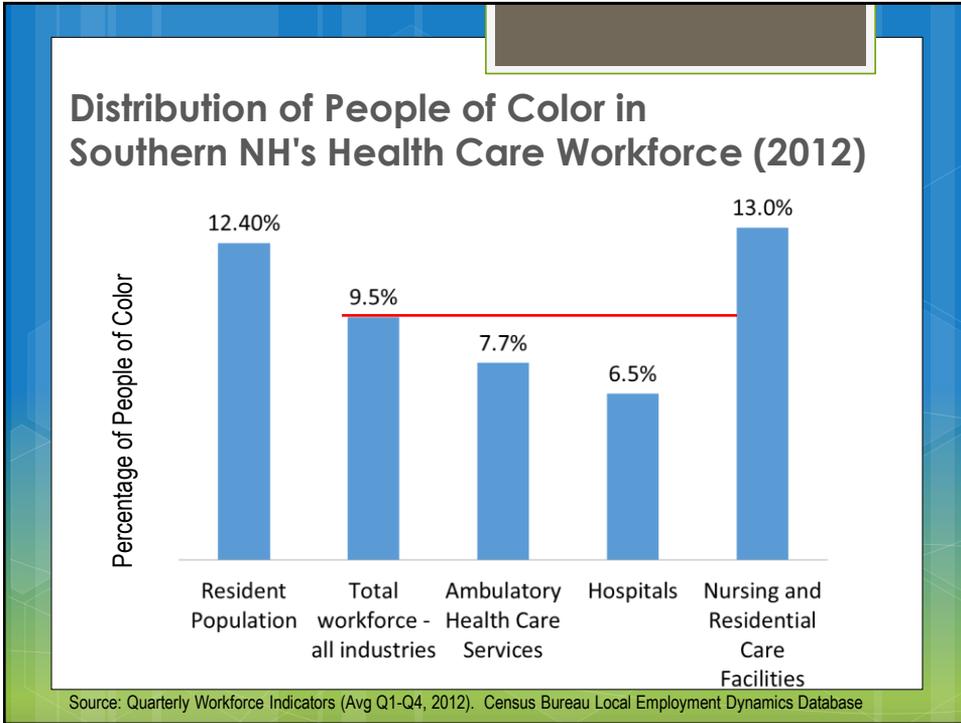
#### *Secondary Questions*

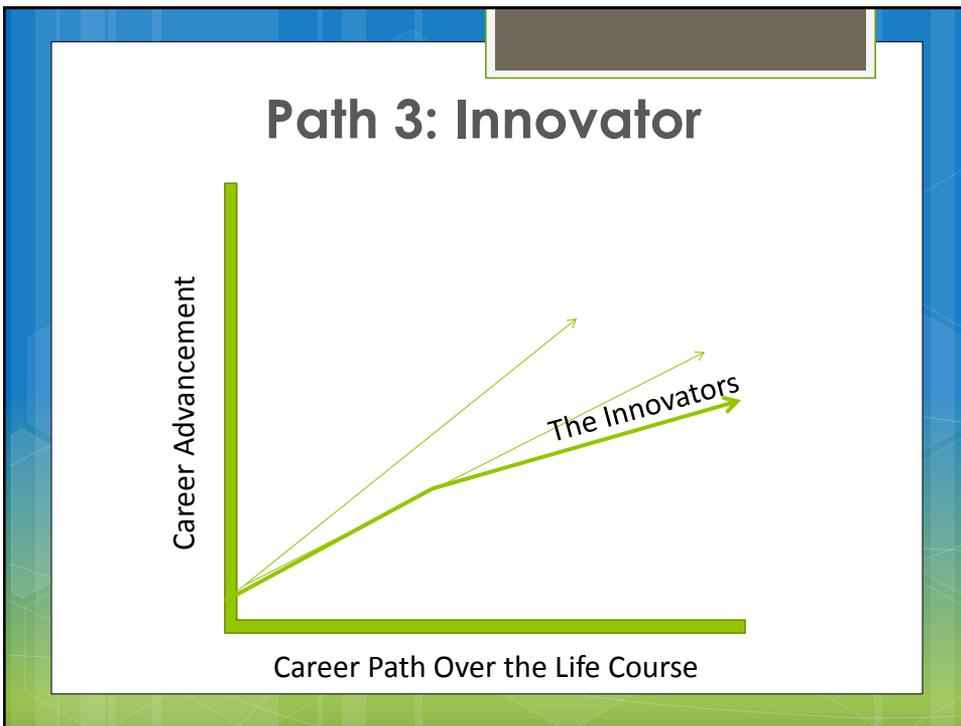
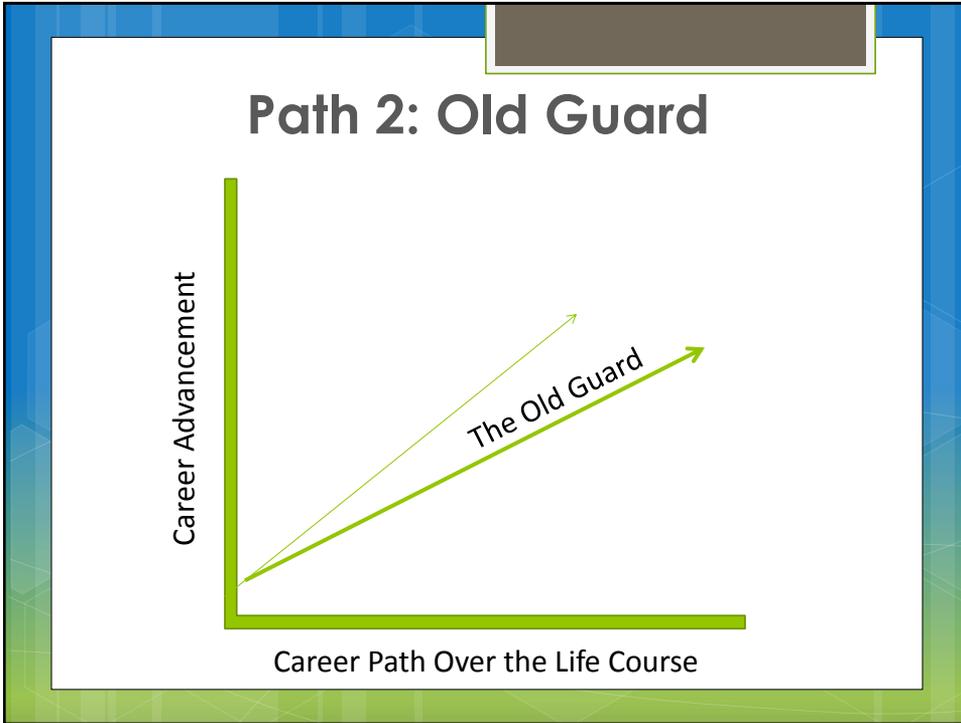
- How can the workforce development field better prepare and support both workers and employers in the healthcare sector to improve minority hiring, retention and career pathways in NH?
- What are the opportunity structures or bridges that need to be developed or leveraged to build and sustain a more diverse and upwardly mobile minority healthcare workforce in NH?

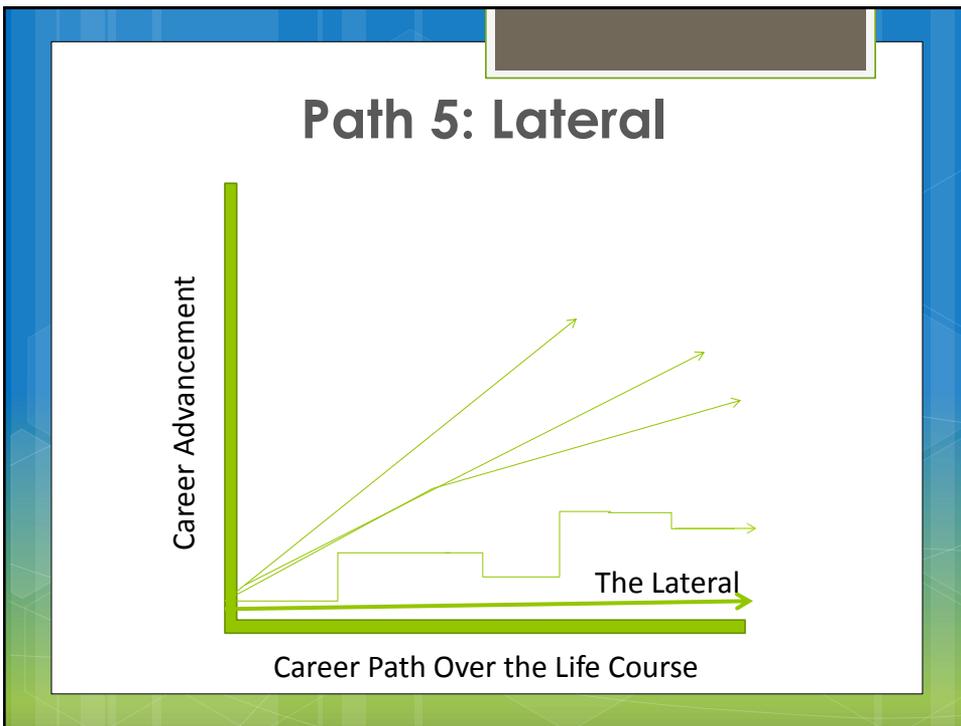
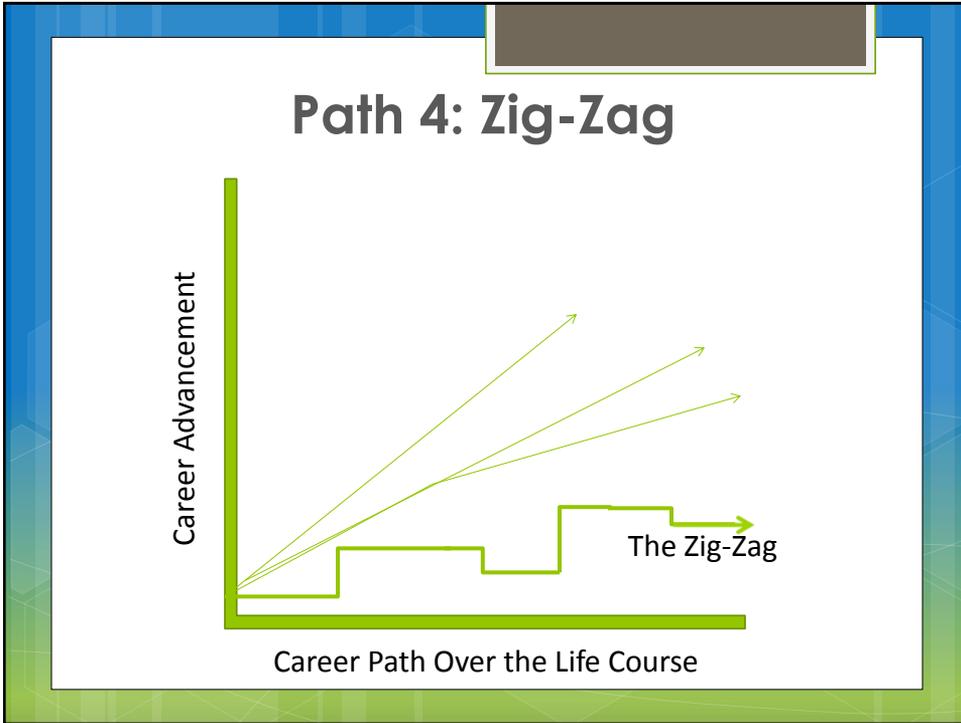
**IASP**  
Institute on Assets  
and Social Policy

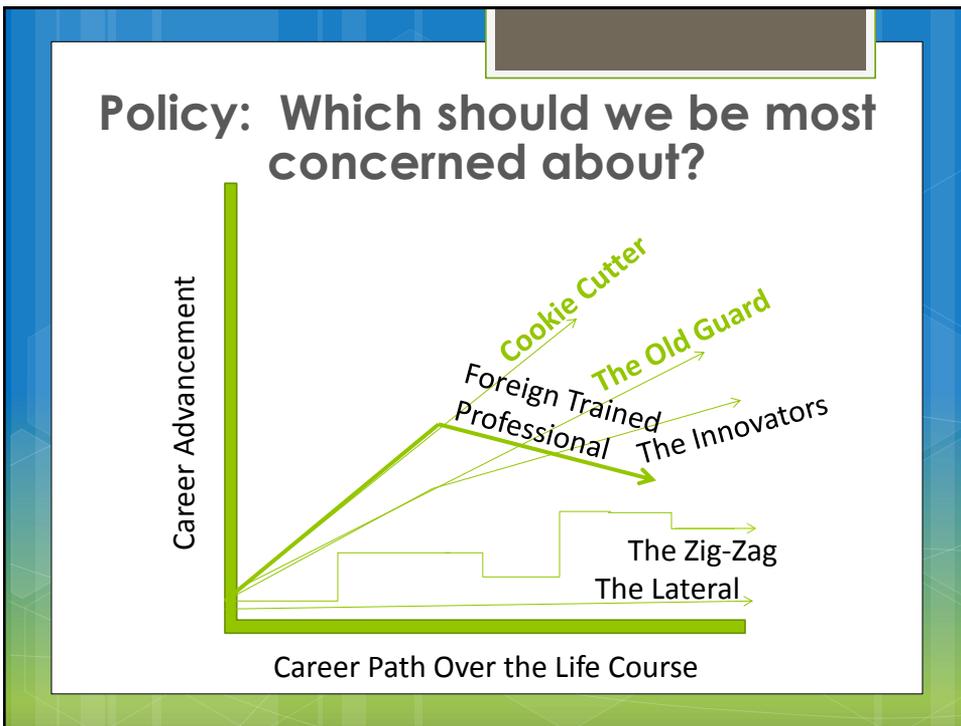
## On Ramps and Career Pathways



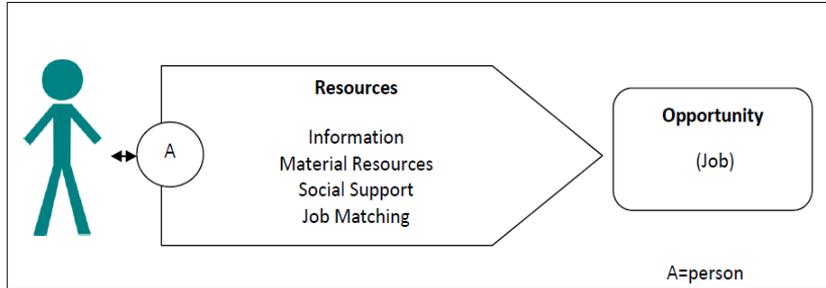




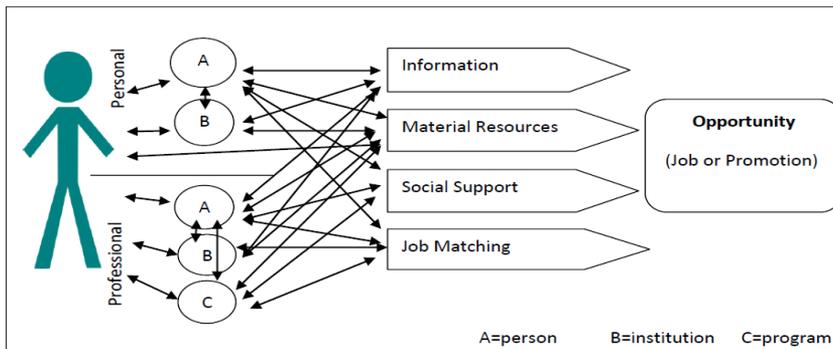




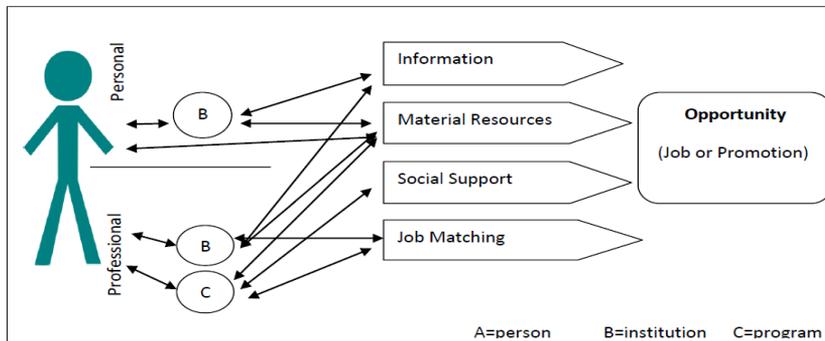
# It's not just what you know, it's who you know



# And the resources available through your networks



## Institutional supports are not enough



## Career Pathways

- Zig-zag v. linear
- Multiple routes to destination
- Roll the dice

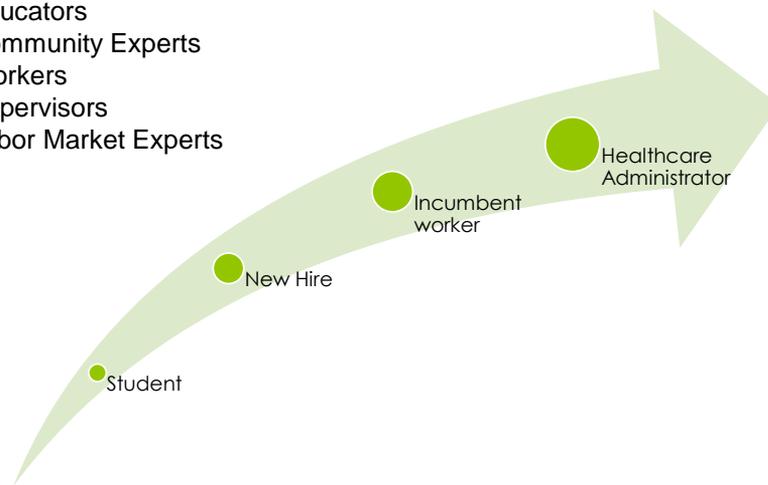


## Networks as Mediators of Inequality

- When I was in school you didn't really see too much [diversity]. **I would prefer to work in a diverse crowd just because I don't feel kind of excluded, which I like.** [I felt excluded] all the time, but I don't really think about that. I don't really think about it at all, but I would prefer to work in a diverse... I'm not racist or anything, but I would definitely like to be in an environment where I kind of see someone that kind of looks like me. I just feel like I would be more motivated and people would reach out to me more... I wish I saw that more in New Hampshire.
- I've heard they have an advantage because they have to hire so many [people of color] ...but **I feel that we need to help our own people** and I think we're at a point where we're just helping so many that we're in a mess. I mean, we really are... there's so many different people from all around the world and they're always all on food stamps. It's like now, wait a minute. I mean I was a single mom and I never got food stamps.

## Moving Beyond Supply and Demand

- Employers
- Educators
- Community Experts
- Workers
- Supervisors
- Labor Market Experts



*Quality workforce and quality care*

## Employers

“There are some who will adamantly say, ‘I will not have a caretaker of color.’ And we will say to them, then you really can’t stay here because we have a diverse workforce and you don’t get to choose the color of the person who ...helps you with your daily living. That’s not a choice you have”

“And I’ll say to a patient, ‘Today you’re having difficulty because this is new. Once you’ve heard this person speak for a while, you’ll begin to become accustomed to the rhythm of the language, you will, and you’ll love her or you’ll love him,’ and they do....”

*Quality workforce and quality care*

## Workers

“People ... don’t necessarily know what being a refugee means, is it an illegal immigrant? ... educating employers on what a refugee is ... is a second barrier we have to break down to get them to just think about hiring this person.”

*(job developer)*

“Sometimes I wonder...(there are) times where I put my name on something like an online application and then I lie? Do I put “Chavez” on there – then I’m not going to get a call back. And I think about that a lot, which is awful...”

*(diverse health professional)*

## Workplace v. Workforce Development



## Seven Elements Framework for a Culturally Effective Organization



## Findings, Challenges & Lessons Learned

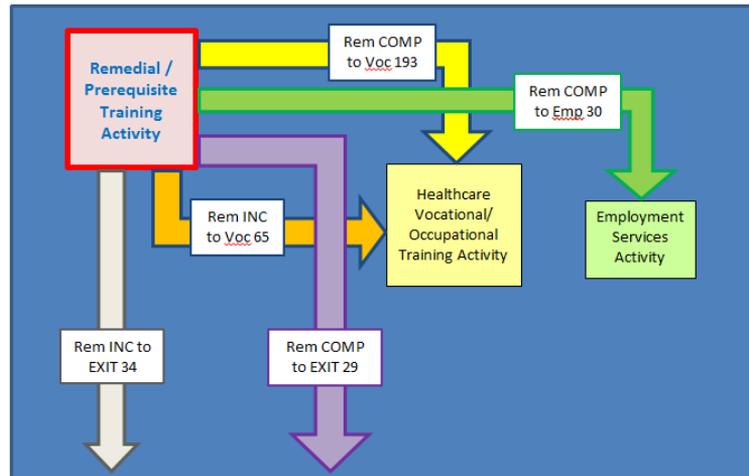


## TANF Participant Profile

11% of HPOP participants were receiving TANF benefits at the time of enrollment

- 94% Female
- 25% employed at intake
- 46% completed training and employment
- 28% enrolled and had no activity
- 67% sought LNA training

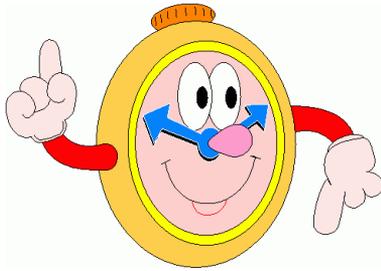
## Remedial Training Pathways (n=351)



## HPOP Participants with the Most Success were...

- Opportunistic
- Strong self-advocates
- Highly motivated to change

## Sense of Urgency



Average time for a successful (completing) participant was 1.6 years

## Nursing

- Most commonly non-completed: RN
- Most commonly completed: LNA
- Many aspiring RNs had unrealistic goals
- Typical HPOP participant benefits from short term goals offered by a nursing career lattice

## Employer Engagement

- Strategic outreach and collaboration with employers
- Ongoing dialogue with healthcare employers
- Convene regional Business Advisory Councils
- Understand employer opportunities/challenges to diversity
- Liaison to DOL Apprenticeship Program
- Deliver well-trained applicants to meet employer needs
- Provide incumbent training
- Employer Based Training pilots
- Assist employers to identify training and technical assistance to increase or manage diversity

**www.nhhealthcareers.org**

New Hampshire Health Careers Log in

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**Welcome to New Hampshire Health Careers**

The New Hampshire Health Professions Opportunity Project (HPOP) offers an opportunity for motivated, eligible, low-income adults to train for and find jobs in health care and human services occupations in New Hampshire — specifically jobs that are projected to be in high demand and pay well. HPOP uses an employer-driven model to identify gaps in skilled health and human service occupations, and to place trained, committed candidates in these jobs for long-term success and self-sufficiency. [More About HPOP](#)

**About HPOP**

- About HPOP
- Recommend a New Resource
- Find a Health Career
- Career Search by Title
- Find Your Career

**HPOP News**

- NLN Foundation Scholarship Award
- Grant Funding Now Available for Healthcare Employees to Advance Their Careers

**User Groups**

**Students and Job Seekers**  
Learn about your options for a career in health or human services, training and education requirements, job openings, and more.

**Educators and Trainers**  
Find tools, best practices, diversity self-assessments, and more for educators and trainers of HPOP students.

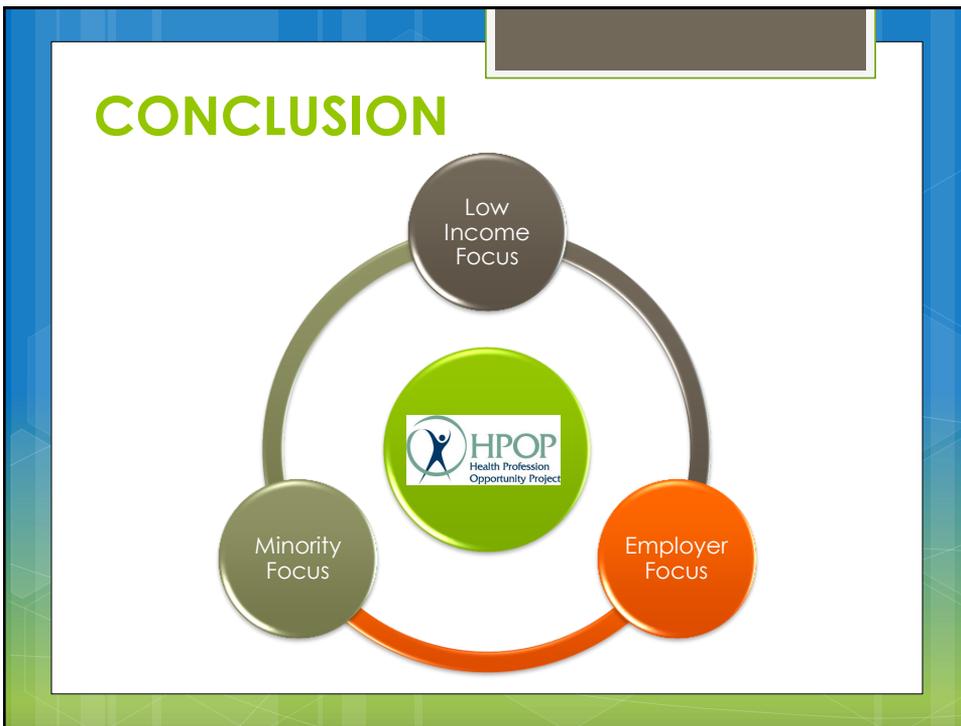
**Businesses and Employers**  
Learn about recruiting HPOP graduates, best practices in diversifying your workforce, outreach, retention, and more.

**Career Coaches and Advisors**  
Learn about connecting students to training, employment, career pathways, and other tools.

**Parents and Families**  
Resources for parents and families. Information and resources about career development for parents of teenagers and young adults, foster parents, and young adults in After Care.

**Community**  
Community resources. Learn how community-based organizations can support career development, education, training, diversity in New Hampshire and get more involved in HPOP.

	GED/Diploma	Certificate	Associate	Bachelor	Master	MD/PhD
<b>Patient Support</b>	<ul style="list-style-type: none"> <li>Direct Support Professional</li> <li>Home Health Aids</li> <li>Medical Interpretation</li> <li>Personal Care Assistant</li> </ul>	<ul style="list-style-type: none"> <li>Medical Interpretation</li> <li>Medication Nurse Assistant</li> </ul>	<ul style="list-style-type: none"> <li>Athletic Trainer</li> <li>Dietetic Technician, Registered</li> <li>Medical Interpretation</li> </ul>	<ul style="list-style-type: none"> <li>Athletic Trainer</li> <li>Behavior Specialist</li> <li>Community Health Worker</li> <li>Health Educator</li> <li>Medical Interpretation</li> <li>Nutritionist</li> <li>Social Worker</li> </ul>	<ul style="list-style-type: none"> <li>Behavior Specialist</li> <li>Child Care Health Advocate</li> <li>Community Health Worker</li> <li>Health Educator</li> <li>Industrial Hygienist</li> <li>Nutritionist</li> <li>Recovery Support Worker</li> <li>Social Worker</li> </ul>	
<b>Medical Support</b>	<ul style="list-style-type: none"> <li>Direct Support Professional</li> <li>EMT/Paramedic</li> <li>Home Health Aids</li> <li>Personal Care Assistant</li> </ul>	<ul style="list-style-type: none"> <li>EMT/Paramedic</li> <li>Health Information Technician</li> <li>Licensed Nursing Assistant (LNA)</li> <li>Medical Assistant</li> <li>Medication Nurse Assistant</li> <li>Orthopedic Technician</li> <li>Phlebotomist</li> <li>Radiation Therapist</li> <li>Sonographer</li> </ul>	<ul style="list-style-type: none"> <li>Dietetic Technician, Registered</li> <li>EMT/Paramedic</li> <li>Licensed Practical Nurse (LPN)</li> <li>Medical Assistant</li> <li>Radiation Therapist</li> <li>Radiology Technician</li> <li>Surgical Technologist</li> </ul>	<ul style="list-style-type: none"> <li>Nutritionist</li> <li>Registered Nurse (Bachelors Degree)</li> </ul>	<ul style="list-style-type: none"> <li>Nurse Midwife</li> <li>Nutritionist</li> <li>Physician Assistant</li> <li>Psychiatric Nurse</li> <li>Registered Nurse (Associates Degree)</li> <li>Registered Nurse Anesthetist</li> </ul>	<ul style="list-style-type: none"> <li>Orthotist, Prosthetist</li> </ul>
<b>Technology</b>	<ul style="list-style-type: none"> <li>Electrocardiographic Technician</li> <li>Nuclear Medicine Technician</li> <li>Pharmacy Technician</li> </ul>	<ul style="list-style-type: none"> <li>Health Information Technician</li> <li>Radiation Therapist</li> <li>Sonographer</li> </ul>	<ul style="list-style-type: none"> <li>Clinical Lab Technician</li> <li>Clinical Lab Technologist</li> <li>Cytotechnologist</li> <li>Medical Technologist</li> <li>Radiation Therapist</li> <li>Radiologic Technologist</li> <li>Surgical Technologist</li> </ul>	<ul style="list-style-type: none"> <li>Registered Nurse Anesthetist</li> </ul>	<ul style="list-style-type: none"> <li>Documetrist</li> <li>Orthotist, Prosthetist</li> <li>Perfusionist</li> </ul>	



## Questions?

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