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April 2022
H-1B Rural Healthcare Grants Technical Assistance Resource Bulletin

Grants Management Quick Links

- [Rural Healthcare Resource Page](#) on WorkforceGPS
- [Rural Healthcare Policy Frequently Asked Questions](#)
- [Rural Healthcare Project Manager's Checklist](#)

Announcements

- The **Employer Assistance and Resource Network on Disability Inclusion (EARN),** a free resource funded by the U.S. Department of Labor's Office of Disability Employment Policy (ODEP), was launched in March. Smart organizations are increasingly focusing on and investing in diversity, equity, and inclusion (DEI) efforts, but have historically focused on limited demographic descriptors such as race, age, ethnicity and sexual orientation to guide their work. Too often, these efforts miss a key component of diversity—disability. EARN is working to help employment professionals understand the importance of expanding their DEI efforts to include people with disabilities—reflecting the growing trend toward diversity, equity, inclusion *and accessibility* (DEIA).

- In April, the U.S. Department of Labor's **Chief Evaluation Office** will release two issue briefs from the **Evaluation of the TechHire and Strengthening Working Families Initiative (SWFI) Grant Programs**. TechHire supported young adult participants between the ages of 17 and 29 with barriers to employment. SWFI supported low-income, low- to middle-skilled custodial parents of at least one dependent below the age of 13 or at least one dependent with a disability or developmental delay who might be older than 13. Key takeaways from the brief include:
  1. Successful recruitment strategies included partnerships with other organizations to encourage referrals, direct recruitment, and targeted social media outreach;

2. Case management services facilitated communication with students and helped connect them to support services when needed; and

3. Programs viewed "navigators" or "concierges" as being essential to the helping participants overcome barriers to childcare access.

Strategies and Resources to Increase Opportunities to Establish Partnerships with Healthcare Employers

How can H-1B Rural Healthcare grantees increase their opportunities to establish partnerships with healthcare employers. These resources provide guidance on the strategies to establish and maintain such partnerships.

Resources

Employer Roles in Building Pipelines for Middle-Skill Jobs in Healthcare

This Urban Institute report synthesizes data from employer interviews to describe leading practices that employers and partners use to prepare workers for middle-skill healthcare jobs; and describes the motivations for and challenges associated with establishing employer partnerships and the strategies for organizations interested in building pipelines to middle-skill jobs. The authors from Urban Institute also examine challenges in initiating and sustaining partnerships and present several implications relevant for employers and other organizations seeking to start, enter, or fund health care industry partnerships to build middle-skill pipelines.

Implications

The study draws from these employer perspectives several implications relevant for employers and other organizations seeking to start, enter, or fund health care industry partnerships to build middle-skill pipelines.

- **Be knowledgeable about health care employer needs.** To get employers interested in participating, potential partners need to understand the employers' needs and the health care market context. Listening to what issues employers face, including where shortages and turnover exist and difficulties finding skilled applicants, can increase the chances of developing a successful and sustainable partnership. In addition, successful partners had deep knowledge of health care market trends around specific occupations and changes in health care delivery. This can mean developing more relevant initiatives and better employer partnerships.

- **Assess the relative advantages of different partners.** Employers feel their involvement in middle-skill initiatives is important, but they agree that some activities are better suited to other partners. Activities that are best for employers versus other partners will differ for each effort, so considering the relative advantages of partner roles should be part of developing a new initiative.

- **Understand it takes time to build employer partnerships.** Employers recognized that it takes time to build a trusting relationship with new partners to be assured that their goals are aligned. This up-front time for planning should be built into expectations for partnership development and should be a consideration for funders. Building on developed partner relationships or working through established industry partnerships can address this challenge.

- **Plan to measure outcomes.** Measuring a project's success can help staff at the employer get buy-in from leadership, potentially leading the employer to invest additional resources, incorporate a project into its regular operations, and increase the chances of winning external funds or encourage others to develop similar programs. Less than a complete return-on investment analysis can be persuasive.

- **Leverage funding.** When funding employer partnerships, external seed money might be enough to fund a pilot, cover costs while building employer trust, or see initial positive results. If an initiative is well developed and valuable to an employer, the employer may invest resources to sustain the work. Funding an initiative developed by an industry partnership or other intermediary with well-developed health care employer partnerships is another way to leverage funds for results. Finally, funders should explore ways to leverage funds to encourage employers to consider middle-skill workforce investment as part of other efforts to restructure health care delivery to reduce costs and improve patient outcomes.

Creating Opportunities in Health Care: The Community College Role in Workforce Partnerships

This report from Jobs for the Future highlights the ways in which community colleges are preparing frontline health care workers and low-income individuals for family-sustaining careers in health care careers. A common element among the programs featured was a college's participation in a partnership—whether one-on-one with a local health care employer or in collaboration with employers, workforce development agencies, community organizations, and other funders of and players in local and regional workforce development endeavors.

Voices of Experience: Video on Employer Engagement

This video features three practitioners who discuss promising practices in building a talent pipeline in their initiatives to engage employers. They address their emphasis on developing collaborative partnerships with employers and community colleges to solve common problems, including the establishment of the Talent Network Initiative in New Jersey and the Greater Metro Denver Healthcare Sector Partnership.

Tribal Health Profession Opportunity Grants 2.0 Snapshots

This resource examines several second round Tribal Health Profession Opportunity Grants (HPOG 2.0) and features descriptive results from the HPOG Participant Accomplishment and Grant Evaluation System as well as qualitative data from the Tribal HPOG 2.0 evaluation. The Tribal HPOG 2.0 grants coordinated with a variety of state and local partners, including academic institutions, social service organizations, and employers to implement their programs.

Featured Grantee: Cook Inlet Tribal Council (CITC) Health Profession Opportunity Grants (HPOG) program

Literature Review: Career Pathways Programs
This literature review of evaluative reports on career pathways identifies important implications for successful program design and implementation for programs under The Health Profession Opportunity Grants. There is relatively wide consensus in the literature about the core components and principles of the career pathways framework including the need to engage employers in program design, vocational training, and competency specification.