

# Greater Metro Denver Healthcare Partnership/ Colorado Urban Workforce Alliance

Western Interstate Commission for Higher  
Education (WICHE)  
March 5, 2015



# Panelists:

- ▶ Judith Emery, Director
  - Colorado Urban Workforce Alliance
- ▶ Kelly Folks, Acting Workforce Division Manager
  - Arapahoe/Douglas Works!
- ▶ Mark Genkinger, Director of Recruitment
  - Denver Health

# Problems Facing Metro Denver Healthcare Industry

- ▶ Demand for healthcare services continued to grow faster than other industries
- ▶ Rapid expansion of major hospital facilities
- ▶ Hospitals faced similar difficulty filling positions
- ▶ Employers asked to serve on multiple committees – multiple requests



# Greater Metro Denver Healthcare Partnership (GMDHP) Overview

- ▶ Who Are We?
  - Industry, workforce, economic development, education
- ▶ How were we formed?
  - Local WIBS, CUWA as convener, Chamber of Commerce/neutrality
- ▶ How are we structured?
  - Industry led and rooted – healthcare industry sector partnership

# GMDHP Structure

## Business Leadership Committee Investment of Training Dollars (Industry Leaders)

### Subject Matter Expert Work Group

Training  
Rec's/Strategies  
(Targeted  
Occupations)

### Education & Training Work Group

Feedback Loop  
(Private/Public Training  
Programs, Workforce &  
Industry)

### Process & Procedure Work Group

Regional Approach  
(Workforce Managers/  
Case Managers)

### Workforce Triage Team

Customized  
Recruitment, Screening  
and Referral

# GMDHP Video

- ▶ <http://www.youtube.com/user/DenHealthPartnership?feature=mhee>

# Lessons Learned

- ▶ Always keep focus on the needs of employers
  - Find an industry champion(s) that will lead the Partnership
  - Use demand driven data
- ▶ Validate the data by industry on an on-going basis
- ▶ Start small, but start



# Lessons Learned

- ▶ Designate a Project Manager – neutral/trusted
- ▶ Define specific roles and expectations for all partners
- ▶ Establish task focused work groups
- ▶ Focus on a quick success
- ▶ Hold minimal and efficient meetings
- ▶ Dedicate Individual Training Account (ITA) dollars for the Partnership



# Lessons Learned

- ▶ Develop Responsive Training
  - Discuss skill gaps with all partners
  - Target occupations
  - Gather feedback and validate with SME's
  - Strategize solutions with training programs
  - Develop criteria for enrollment/funding
  - Work with Workforce Regions/Process and Procedure to enroll



# Lessons Learned

- ▶ Track and report metrics
  - Number of individuals enrolled in training
  - Money invested in training from the Partnership and workforce regions
  - Training outcomes
  - Pre- and post-training salaries and career advancement
  - In-kind and leveraged funding
  - Overall economic impact and cost/benefit ratio
  - Be transparent

# Medical Laboratory Technician and Technologist

- ▶ What challenges did we face?
  - Students dropped out of program during internship
- ▶ Needed to expand programs but limited clinical sites



# Clinical Scholar Training

- ▶ Challenge:
  - Limited Preceptors/Clinical Scholars existed to take on new grad hires and students



# Peri-Operative 101 (OR)

- ▶ Challenges:
  - Need for nurse specialty training in OR
  - OR nurses retiring
  - Need experienced OR nurses



# Lessons Learned



- ▶ Sterile Processing
  - SME's did not establish criteria for enrollment
- ▶ Hospitals had curriculum and shared
- ▶ SME's didn't have forum to discuss issues across the partner facilities

# What We have Achieved/Influenced

- ▶ Influenced training programs
- ▶ Influenced regional workforce approach
- ▶ Achieved one voice and “rooted”
- ▶ Expanded Partnership with new healthcare system and workforce region



# What We have Achieved/Influenced

- ▶ Completed cycle and identified new occupations
- ▶ Collaborated at an extremely high level
- ▶ Hospital and Ambulatory employers recognized SME's
- ▶ Created policy changes



# What We have Achieved/Influenced

- ▶ Reported Metrics – Medical Laboratory Scientist
  - 100% entered employment rate
  - Pre-and post training difference in earnings averaged \$12.24/hour
  - Cost/Benefit Ratio was \$4.15 in value-added earnings for every public dollar spent

# What We Have Achieved/Influenced

- ▶ Workforce provided better customer service
- ▶ Established a replicable model across industries
- ▶ Created ownership
  - People come and go and industry partners remain the same



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