Community Incentives Matching Program | Application

Description: State government will partner with communities across South Dakota to help meet community specific workforce development needs. The business, education, government and other sectors must work together to develop a community cross-sector plan. The Community Incentives Matching program will match 1:1 community dollars to help implement that plan. This is a one-time grant.

Application due to SDWINS@state.sd.us by 5 p.m. CDT Nov. 21, 2014.

Please complete the following information.

Fiscal Agent: Yankton Rural AHEC	Primary Representative (if different):
Address: 1000 West 4th Street, Suite 5, Yankton,SD 57078	Address:
Point of Contact and Title: Sandy Viau-Williams, Executive Director	Point of Contact and Title:
Phone Number: 605-655-1400	Phone Number:
E-mail: sandy.viau@yrahec.org	E-mail:

Lead community representative from each sector:

Business: Anthony Erickson (Avera Sister James Care Center), Anthony Timanus (Avera Rosebud Country Care), Carol Deurmier (St. Michaels' Hospital/Avera), Chad Breidenbach (Sunset Manor/Avera), Danny Van Gerpen (Good Samaritan Center Tripp), Gale Walker (Avera Bormann Manor), Julie Ramey (Good Samaritan Center Scotland), Julie Schenkel (Good Samaritan Center Tyndall),Chris Hahn (Menno Olivet Care Center), Michele Juffer (Good Samaritan Center Wagner),Rocky Nelson (Good Samaritan Center Corsica).

Education: Josh Svatos, General Manager Regional Technical Education Center,

Government: Gregory County Commission, Bon Homme County Commission, Gregory Economic Development,

Other: Yankton Rural Area Health Education Center (Yankton Rural AHEC), Avera Education & Staffing Solutions (AESS)

Amount Requested: $ $50,000

Please describe the community's match, including the amount and sourcing: Each business identified in the "Business" section above has contributed $▮▮▮▮for a total of $▮▮▮▮cash match. Yankton Rural AHEC has committed $▮▮▮▮cash match. All Rural Rewards partners contribute time and talent to move this project forward. Yankton Rural AHEC will supply administrative personnel to ensure project full-fills the Scope of Work.

This application is non-binding. If your community is selected to receive matching Future Fund dollars under this program, the State and your fiscal agent will sign a formal contract detailing the terms and conditions of participation.

Budget Detail

Please briefly outline the budget details involved in this project: In order to provide free Certified Nurse Aide Training to individuals a revolving fund will be developed. This project will be used to jump start the sustainability aspect of the project providing Certified Nurse Aide (CNA)Training at no cost to 28 qualified candidates from within the 7 county area. Upon successful completion of CNA Training, collaborating partners that hire these individuals will reimburse Rural Rewards in the amount of $1,750/applicant thus building the revolving fund to ensure sustainability. These funds will in turn be used to train additional workers thereby sustaining Rural Rewards. $10,000 will be used to host two Certified Nurse Aide Institutes (one each in Mitchell and Yankton) to train 10 high school students. Students from the entire YRAHEC service area will be accepted into the CNA Institutes. $31,000 will be used for marketing/advertising to recruitie participants into the program. Yankton Rural AHEC will manage the program. Yankton Rural AHEC will provide $▉▉▉▉▉as cash match while our Rural Rewards partners will provide $▉▉▉▉▉as cash match. Yankton Rural AHEC will provide programatic oversight for this project as in kind. Travel, indirect costs, and staff salaries are included in programmtic oversight. Please review Attachment A/Budget.

Narrative

The narrative may be no longer than five pages. In addition to detailing the targeted workforce need and the proposed activity addressing this need, it should discuss the process the community used to determine this need and how other community sectors were involved. Attach with application.

Consultant Report Checklist

If your community completed the checklists included with the State's workforce consultant final report, please attach the consultant report checklist with the application. If your community used another method to evaluate its planning for workforce development needs, please be sure a discussion of this process is included in your application's narrative section.
This application is non-binding. If your community is selected to receive matching Future Fund dollars under this program, the State and your fiscal agent will sign a formal contract detailing the terms and conditions of participation.

RURAL REWARDS: A CALL TO CARE
Recruiting and Training Certified Nursing Assistants in South Central South Dakota to
Address Long-Term Care Facility Staffing Shortages

- By 2025 in South Dakota the population over age 65 will double; reaching 24% of the State's population.[1]
- In 2000, 37% of SD's population was between the ages of 18 and 44, an age bracket that represents most of the front line healthcare job seekers. By 2025 this share will fall to under 29%.[2]
- The central…portion of the state will witness a 20% decline in the size of the working-age population.[3]
- **Forecasts indicate a significant and widespread shortage of Certified Nursing Assistants**. [4]

TARGETED WORKFORCE NEED

1. *Having enough people with the right skills and competencies is key to success[5]*
2. *Employers need more ways to access and support a workforce with needed skills and competencies[6]*
3. *Students and job seekers need more accurate views of career opportunities and employer expectations[7]*

The Rural Rewards project represents a collaborative effort of 11 long-term care facilities (LTCFs) in south central South Dakota to address an existing recruitment and training problem by utilizing a different training methodology. It is targeted at the following counties: Bon Homme, Charles Mix, Davison, Douglas, Gregory, Hutchinson, and Yankton.

With the passage of OBRA[8] in 1987, front line, direct care givers in LTCFs across the US are required to be certified, meeting federally set, national standards. In other states, this training takes place primarily in a community college or vocational school setting. In South Dakota this training occurs primarily within the workplace, most often the LTCF where the worker is employed. Training in this manner is very expensive with no guarantee the employee will successfully pass the certification exam; nor is the LTCF guaranteed the newly-trained employee will remain on the job.   National research indicates half of all hourly workers leave new jobs within the first 120 days.[9] It is estimated training a new employee in this manner costs an employer $3,500 to $4,000. By utilizing on-line training options and group clinical training sessions, this cost can be reduced to $1,750 per student (costing half the current training methodology). Training provided in a high school setting may reduce this cost to $1,250 or less.

Turnover among direct care healthcare workers is a significant financial drain on LTCFs and may cost as much as 14 times base annual pay.[10] The average pay rate for certified nursing assistants in central South Dakota is $11.03/ hour (SD Dept of Labor 11/2014). Other calculation tools use 7 times the base pay rate which equates to $160,596. The 2007 Abt Associates Inc. report showed the turnover rate among CNAs at 74.5% nationally and 36.6% in South Dakota.[11]   A 2010 report by the American Health Care Association shows SD CNA turnover rates at 49.4% reflecting a 12.8% increase in a three year period[12]. Adding to the continued need for CNAs to be hired and trained is the understanding that working as a nursing assistant is perceived as the first step in a career ladder which may culminate as a Registered Nurse, Physician Assistant, Physician, or another healthcare role; may bachelor or master degreed healthcare college programs require applicants to be a Certified Nursing Assistant. While progressing to an advanced professional level is positive and desirable, it does create open positions at the support level.

Long-term care facilities in South Dakota contribute an estimated $1,026,600,000 to the state's economy, and contribute $40,400,000 in state and local taxes.[13] This represents 16,170 jobs (direct, indirect, and induced. At the national and state level, these numbers are interesting; however, at the county and community level they represent the names, faces, and hands caring for our vulnerable, elder population. The population of the seven counties included the Rural Rewards Project is 73,039, representing slightly less than 9% of the state's population of 833,354 (US Census Bureau). Healthcare represents 17.7% of the workforce in the private sector.[14] The Nurse Aide subset reflects 12.9% of the healthcare workforce, ranking third in annual demand for workers, and ranked 5th in 2011 for number of job openings at 1,689 positions.[15]

Statistics are not available reflecting the amount of "churn" among the CNA workforce in SD. Churn is highest among the lowest paying jobs. Churn is a term used to describe attrition, or the situation where staff moves between organizations: CNA Sue accepts a position at LTCF Beta creating an open position at LTCF Alpha. LTCF Alpha fills that position with an applicant from LTCF Cosmos creating yet another open position; and so the cycle

continues. Using this scenario, three job openings were created by filling one position. This movement of employees between facilities has a significant financial impact on LTCFs. When viewed at the county level it can mean the difference between an LTCF being fully staffed or providing less than optimal care to residents due to staffing shortages, or perhaps even requiring the LTCF to not accept new residents. Rural Rewards is working to minimize the phenomena by recruiting individuals that are new to healthcare rather than moving existing staff from one organization to another.

Compounding this problem is the low unemployment rate in the aforementioned counties. Also impacting this problem are the actual numbers of working age persons reflected by unemployment rates. For example, Douglas County had an average 3.4% unemployment rate during 2012; this equates to only 60 persons identified as unemployed in the county.[16] While Yankton and Davison Counties also enjoy low unemployment, 4.0% and 3.3% respectively, the actual number of individuals unemployed was only 885 persons.[17] Within the seven counties to be served by this project, the average number of persons unemployed in 2012 was 1,505.[18] Females make up 48.8% of the population in these counties; CNAs are predominantly female which narrows the unemployed pool of potential applicants to 734.4 persons. Efforts will be made to recruit applicants from other industries which may be experiencing a workforce decline due to lower demands for products and/or services. While a low unemployment rate is desirable, when it is coupled with an aging population which needs increased levels of service, it can lead to devastating results in healthcare when staffing shortages may force a healthcare facility to close its doors.

Although this project focuses primarily on LTCFs, there are 11 hospitals, 22 assisted living facilities, 17 home health care services, and 17 hospice programs, all of which may also hire CNAs. Other organizations that may hire CNAs within this area are: a federal prison, Indian Health Service clinics, Veterans Administration clinics, State mental health hospital/clinic; Community Behavioral Health Clinics and Community Health Clinics, Rural Health Clinics, and other medical clinics

PROPOSED ACTIVITY AND TIMELINE

Ensuring applicants possess the fortitude, interest, skills, and ability to become a CNA will be incorporated into the project by working closely with the three SD DOLR offices in the region served. Employment Program Specialists will be key contacts to ensure applicants to the program are a good fit with the work to be performed. Adult applicants will be encouraged to participate in the "Career Insight" interest inventory assessment tool, and will also be encouraged to complete a "Key Training Assessment" to determine their level on the National Career Readiness Certificate program (NCRC). The Career One Stop® provides an Industry Competency Model specific for long-term care support services.[19],[20] Should an applicant to the program need additional skills development they will be encouraged to work closely with an Employment Specialist at a SD DOLR office to ensure they possess the basic skills necessary to successfully complete CNA training and certification. To ensure success in the training, certification, and testing process, applicants will need to show proficiency at a Bronze Level (3), preferably Silver Level (4) of the NCRC. High school student applicants will be asked to provide information from their participation in SD My Life indicating an interest/aptitude for healthcare.

The CNA training requirements are set by the Federal and State Government to include didactic and clinical training totaling 75 hours. This project will contract use of Avera CNA On-Line Training Solutions©. This on-line training program is approved by the SD Board of Nursing and meets all federal/state requirements. Key to this training is access to a computer and the internet. For applicants without home computer/internet access, those LTCFs collaborating in the project will provide access to these tools. Each student will be loaned the required textbook – "*The Nursing Assistant: Acute, Subacute, and Long-Term Care*", 5th Edition by JoLynn Pullliam, Pearson. The first part of CNA training is on-line and therefore self paced. An eight hour Skills Training/Review is offered on a regular, published schedule. The clinical training component will be offered at Rural Rewards partner locations. Clinicals trainers in these locations are approved to train per SD Board of Nursing requirements. Certification testing will be offered once per month at a predetermined location and time.

Once training is complete and the applicant is certified, they will be coached in job seeking and interview skills. A profile of each applicant will be provided, with their permission, to Rural Rewards partners for consideration to fill open positions. Facilities that are not Rural Rewards partners may also hire these trained individuals; however, only Rural Rewards partners will receive the applicant profile.   Non-participating LTCFs or other employers that hire a Rural Rewards trained individual will be billed $2,250 to cover the cost of the training (per OBRA). Rural Rewards

partners will pay $1,750 per hired employee. This will provide sustainability for the Rural Rewards Training Program once the Community Incentives Matching Program is completed. (See Attachment A for Budget, Attachment B for signed MOUs.)

Rural Rewards Recommended Training Schedule – Recareering Adults/ High School Students

TIMELINE	WORK TO BE COMPLETED	LOCATION	COMPLETED
Weeks 1-4	✓ <u>On-line Modules 1-24</u> (32 hours of reading and videos ✓ <u>Quizzes</u> – 24 chapter quizzes – unlimited attempts to pass ✓ <u>Final Test</u> – student must achieve a minimum score of 80%. 2 attempts allowed ✓ <u>8 hour skills Assessment and Review</u>	At home/school At partner facility – schedule posted on website	
Weeks 4-7	✓ Clinical Training – 16 hours	At partner facility – schedule posted on website	
Weeks 8-12	✓ Certification Exam ✓ Prepared resume, job coaching, submit applications, accept employment	At partner facility – schedule posted on website At home working with Rural Rewards Program Specialist	

Certified Nursing Assistant Institute – High School Students (ages 16-19)
Mitchell – TBD July 2015/Yankton June 1-12, 2015

TIMELINE	WORK TO BE COMPLETED	LOCATION	COMPLETED
Week 1	✓ <u>On-line Modules 1-24</u> (32 hours of reading and videos ✓ <u>Quizzes</u> – 24 chapter quizzes – unlimited attempts to pass ✓ <u>Final Test</u> – student must achieve a minimum score of 80%. 2 attempts allowed	➢ Either Mitchell or Yankton	
Week 2	✓ 8 hour skills Assessment and Review ✓ Clinical Training – 16 hours ✓ Certification Exam	➢ Either Mitchell or Yankton	

RURAL REWARDS PROJECT TIMELINE

TIMELINE	WORK TO BE COMPLETED
January	• Convene Rural Rewards Partners in Face to Face meeting to review Scope of Work • Set Training Schedule • Approve & Implement a 12 month Marketing/Public Relations Plan - aggressive • Accept applicants into the program
February	• Confirm CNA Institute locations/partners (RTEC, MMC, MTI, DWU) • Accept applicants into the program/train/test/refer as appropriate • Host monthly Partner teleconference – Program Updates
March	• Send CNA Institute brochures/applications to school counselors in targeted counties • Accept applicants into the program/train/test/refer as appropriate • Host monthly Partner teleconference – Program Updates

April	• Receive/Review/inform students accepted into CNA Institutes
	• Accept applicants into the program/train/test/refer as appropriate
	• Convene Rural Rewards Partners for Face to Face meeting to review Scope of Work
	• Contact/meet with High School Principles to discuss CNA training offered in their school beginning Fall 2015
May	• Accept applicants into the program/train/test/refer as appropriate
	• Confirm students accepted into CNA Institutes
	• Host monthly Partner teleconference – Program Update
June	• Accept applicants into the program/train/test/refer as appropriate
	• Conduct Yankton CNA Institute
	• Host monthly Partner teleconference – Program Update
July	• Accept applicants into the program/train/test/refer as appropriate
	• Conduct Mitchell CNA Institute
	• Convene Rural Rewards Partners for Face to Face meeting to review Scope of Work
August	• Accept applicants into the program/train/test/refer as appropriate
	• Follow up/meet with High School Principles to discuss CNA training offered in their school beginning Fall 2015
	• Provide CNA Training brochures/applications to school principles and counselor for High School Training
	• Host monthly Partner teleconference – Program Update
September	• Accept applicants into the program/train/test/refer as appropriate
	• Receive/Review/inform students accepted into CNA High School Training cohort
	• Host monthly Partner teleconference – Program Update
October	• Accept applicants into the program/train/test/refer as appropriate
	• Conduct Orientation for students in the High School Training
	• Begin CNA course work for High School Training cohort to be completed by mid December
	• Host monthly Partner teleconference – Program Update
November	• Accept applicants into the program/train/test/refer as appropriate
	• Monitor High School Training cohort
	• Host monthly Partner teleconference – Program Update
December	• Accept applicants into the program/train/test/refer as appropriate
	• Complete High School Training cohort
	• Convene Rural Rewards Partners for Face to Face meeting to review Scope of Work
January	• Accept applicants into the program/train/test/refer as appropriate
	• Complete Scope of Work Final Report to SDWINS

COMMUNITY PROCESS/COMMUNITY SECTOR INVOLVEMENT

On May 14, 2014 a group of 26 individuals (see Attachment C) representing LTCFs, SD DOLR, USDA, career counseling centers, Avera Health, Good Samaritan Centers, Golden Living Centers, and Yankton Rural AHEC met in Parkston to discuss the challenges of recruiting and retaining certified nurse aides in the seven county area. At that time the group came together as "Healthcare In Crisis"; the project name was later changed to "Rural Rewards" to reflect a more positive approach. The group used the Einstein quote that "the definition of insanity is repeatedly doing the same thing and expecting different results" as a starting point. Although the current method of training CNAs was effective in 1987, it no longer meets the needs of LTCFs. All facilities represented identified the need to approach recruitment and training differently than they have in the past. The group reached consensus on the need to create a paradigm shift in how CNAs are trained and perceived in the community. Topics identified include: 1)Train collaboratively, 2) look to recruit new workers into the field, 3) identify ways to partner with local high schools (CTE), 4) identify career growth opportunities to be accomplished without the need to leave the community, 5) the need for regional marketing to attract new workers to healthcare, identify champions – Why I Love My Job , 6) the need to dispel myths regarding pay, benefits, and growth potential, 7) the need to raise the position to that of professional rather than "a job you get when there are no other options", 8) the need to train pre-hire; potential employees can explore the position without leaving a current job, 9) explore potential for immigrant populations to help meet need, 10) work with Veterans Organizations, neighboring Indian Reservations and the State of SD. Please see Attachment C for support for Rural Rewards from a cross section of supporters.

Many participants of this workgroup attended the Workforce Summit in Mitchell. Upon review of the Roadmap presented in the Governor's Workforce Summits: Final Report it became evident that many of the recommendations from the Summits were discussed and included in the development of the Rural Rewards project.

Yankton Rural AHEC, established in 1979, has worked to fill the healthcare pipeline, connect college students to healthcare careers in rural communities, and thus communities to better health since its inception. More recently Yankton Rural AHEC has 1) partnered with the USD Sanford School of Medicine (SSOM) to re-establish the AHEC program in SD, 2) conceptualized, implemented and developed the Rural Experiences for Health Professions Students (REHPS) program which is part of SDWINS[21], 3) partnered with the SD Office of Rural Health to manage the Scrubs Camp program, 4) partnered with the SD Office of Public Health Preparedness & Response and USD SSOM to host Disaster Day Training for over 1400 healthcare professionals from 11 different disciplines, 5) partnered with the Sioux Falls VA Health System to provide four PTSD and TBI training events for behavioral professionals, 6) partnered with the Yankton School District on a Governor's CTE grant to provide certified nurse aide training to high school students in Avon, Bon Homme, Gayville-Volin, Irene-Wakonda and Yankton School Districts, and 7) annually sponsor CNA Institutes in Yankton (since 2009) and Mitchell (since 2013) as well as working with high school and college students for career exploration/development. Yankton Rural AHEC is uniquely positioned to execute Rural Rewards: A Call to Care because working with the healthcare sector and high school and college students is our primary mission. Rural Rewards has the capacity to accept additional partners and grow to serve other areas of South Dakota. Our goal, over time, is this will become recognized as a Best Practice model in South Dakota and Rural Rewards will expand to other regions of our state.

"South Dakota Wins…when every citizen of our state
– no matter where he or she lives – has access to the same quality healthcare."[22]

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[1] *Evaluation of Long-Term Care Options for South Dakota*, Abt Associates Inc., 2007, prepared for Dept of Social Services, State of SD, Office of the Secretary

[2] *Evaluation of Long-Term Care Options for South Dakota*, Abt Associates Inc., 2007, prepared for Dept of Social Services, State of SD, Office of the Secretary

[3] *Evaluation of Long-Term Care Options for South Dakota*, Abt Associates Inc., 2007, prepared for Dept of Social Services, State of SD, Office of the Secretary

[4] *Evaluation of Long-Term Care Options for South Dakota*, Abt Associates Inc., 2007, prepared for Dept of Social Services, State of SD, Office of the Secretary, SD State Plan on Aging, October 1, 2009 – September 30, 2013

[5] *Governor's Workforce Summits: Final Report Overview*, Accenture, September 2014

[6] *Governor's Workforce Summits: Final Report Overview*, Accenture, September 2014

[7] *Governor's Workforce Summits: Final Report Overview*, Accenture, September 2014

[8] Omnibus Budget Reconciliation Act, 1987

[9] Society for Industrial & Organizational Psychology, Inc., A.D. Krauss, 2010

[10] *The First 90 Days*, Michael Watkins, 2003; Society for Industrial & Organizational Psychology, Inc., A.D. Krauss, 2010

[11] *Evaluation of Long-Term Care Options for South Dakota*, Abt Associates Inc., 2007, prepared for Dept of Social Services, State of SD, Office of the Secretary

[12] Report of Findings: Nursing Facility Staffing Survey 2010, American Health Care Association, October 2011

[13] American Health Care Association using Impact Analysis for Planning software and data, Minnesota IMPLAN Group, Inc. 2009

[14] State Integrated Workforce Plan: Workforce Investment Act Title 1, Wagner-Peyser Act, SD Dept of Labor and Regulation, revised November 2012

[15] State Integrated Workforce Plan: Workforce Investment Act Title 1, Wagner-Peyser Act, SD Dept of Labor and Regulation, revised November 2012

[16] SD Dept of Labor & Regulation, Labor Market Information Center, Labor Force Statistics in cooperation with the US Bureau of Labor Statistics. https://apps.sd.gov.applications/ld54lmicinfo/labor/LFLISTPUBM.ASP

[17] SD Dept of Labor & Regulation, Labor Market Information Center, Labor Force Statistics in cooperation with the US Bureau of Labor Statistics. https://apps.sd.gov.applications/ld54lmicinfo/labor/LFLISTPUBM.ASP

[18] US Dept of Commerce, State and County Quick Facts. http://quickfacts.census.gov/qfd/states

[19] www.careeronestop.org/CompetencyModel

[20] www.careerinfornet.org

[21] South Dakota Workforce Initiatives Annual Report 2013-2014, http://www.southdakotawins.com/images/data/files/annual_report_2013_2014.pdf

[22] South Dakota Workforce Initiatives Annual Report 2013-2014, http://www.southdakotawins.com/images/data/files/annual_report_2013_2014.pdf

RURAL REWARDS: A CALL TO CARE   JANUARY 2015 - DECEMBER 2015
BUDGET

CASH MATCH:

Rural Rewards Partners $██████
Yankton Rural Area Health Education Center $██████

                              Subtotal: $50,000

GRANT:

SDWINS: $50,000

PROJECT TOTAL: **$100,000**

EXPENSES:

Training:

        28 applicants* @ $1,750 each $49,000
        Includes background check, text book, on-line training,
        facility based training, one certification exam

        2 C.N.A. INSTITUTES $10,000
        Includes textbook, on-line training, clincal training,
        scrubs top, meals, one certification exam for 10 high
        school students. One CNAI each in Yankton & Mitchell

        High School C.N.A. Training $10,000
        Accept 2 high school students each from Charles
        Mix, Douglas, Gregory, Hutchinson Counties
        into C.N.A. training to include textbook, on-line and
        clinical training, scrubs top and one certification exam for
        8 high school students

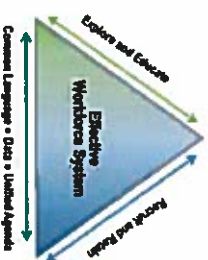Marketing: $31,000
        Facebook $4,000
        Internet $4,000
        Print (newspaper/posters/flyers) $9,000
        Radio/TV $8,000
        Other (convenience stores/signage) $6,000

                PROJECT TOTAL: **$100,000**

*35 will be accepted into the program expecting a 20% attrition rate

Creating a Roadmap | Business
Explore and Educate

The Business sector can use the following self assessment questions to evaluate where it stands in helping to forward South Dakota's workforce efforts.
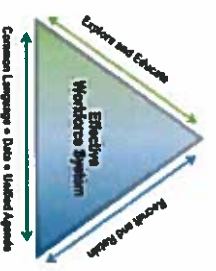

Explore and Educate Assessment			
Strategy	**Assessment Questions**	**Y**	**N**
	Rural Rewards		
Experience-based Learning:	Does your business collaborate with educators to offer internships and apprenticeships?	X	
Targeted Awareness Campaigns for In-Demand Skills:	Does your business engage with students and schools to raise awareness of career opportunities within your company and industry? *Can do more – hard to track*	X	
Industry Recognized Certifications:	Does your business participate on industry boards and lead discussions on establishing industry recognized certifications? Does your business hire based on certifications?	X	
Up-to-date Information on In-Demand Skills:	Does your business provide transparent and up-to-date information on hiring needs to educators, on its company website, etc.? *Add to RR website*		X
Business-Driven Curricula:	Does your company provide input to educators on the skills and experiences graduates need to qualify for employment? *Can do more – need to track*	X	

After completing your Explore and Educate checklist, use these guiding questions to start developing your action plan.

- What are your business or industry's greatest workforce needs? *Front line staff – CNA's*
- Where do you see the greatest opportunity to meet these workforce needs? *Students – recareering adults · immigration*
- Who will be your most important partners? *What role should these partners play? Schools – Tech ed – DOLR*
- How can you best engage these partners? *Frequent + Consistent Communication – invite to join partnerships*
- What are the most important outcomes related to Explore and Educate for your business or industry? *Train – hire more CNA's*

Creating a Roadmap | Business
Recruit and Retain

| Recruit and Retain Assessment				
Strategy	**Assessment Questions**			**Y**	**N**
New Pools of Qualified Candidates:	Does your business actively pursue and develop labor pools outside of its traditional employee base? Does your business run specialized campaigns and messaging to recruit target populations within and outside of the state? *No to First Question – Yes to Second*	X	X
Cross-Sector Recruiting Partnerships:	Does your business have established sourcing partners to help fill in-demand positions? Does your business post hiring needs with the Department of Labor and Regulation (DLR) and work with DLR to fill those positions?	X	X
Job Matching on Skills and Competencies:	Does your business have recruitment tools that screen applicants based on skills? Are job descriptions updated regularly to show the skills and credentials required to actually perform the job? *yes*	X	X
In House Development of Existing Workers:	Does your business look internally to fill open positions before recruiting externally? Is regular and specialized training provided to employees? Do line managers have responsibility for developing the workforce?		X
Clarity and Visibility Around Career Opportunities:	Does your business have clear and distinct career pathways? Are these widely published? Is there an internal job board showing all internal opportunities? *NO need to develop*	X	X

Not Consistantly

Action Questions

After completing your Recruit and Retain checklist, use these guiding questions to start developing your action plan.

- What are your business or industry's greatest workforce needs? *–Consistency in recruitment efforts / recruit avits/*
- Where do you see the greatest opportunity for your business or industry to meet these workforce needs? *–Consistency in recruitment*
- Who will be your most important partners? What role should these partners play? *– RR, HS, College, tech ed., DOLE*
- How can you best engage these partners? *Frequent, Consistant Communication – Ask to be partner*
- What are the most important outcomes for Recruitment and Retention in your business or industry? *Consistency in recruitment*

all deliver same message / about Pros & Cons of job / Create paradigm shift

Creating a Roadmap | Business
Common Language, Data, and a Unified Agenda
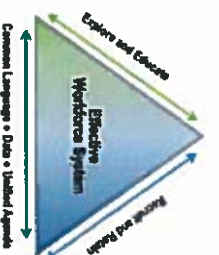
Common Language ● Data ● Unified Agenda

Strategy	Assessment Questions	Y	N
Common Language:	Does your business post job descriptions that include the skills and competencies required for that opening?	X	
Real Time Data:	Does your business access real time data to understand the supply of labor available to fill open positions?		X

Action Questions

After completing your checklist for Common Language, Data, and a Unified Agenda, use these guiding questions to start developing your action plan.

- What are your business or industry's greatest workforce needs?
- Where do you see the greatest opportunity for your business or industry to use skills and competencies to describe your workforce needs?
- Where do you see the greatest opportunity for your business or industry to use real time data about labor sources to meet your workforce needs?

Handwritten notes:

Review workforce data — individual partners — not all

Recruiting/training CMH's — Realistic Expectations

Realistic expectations — cross training — expanded training

recc'ruet existing staff

Add workforce needs to website

Work to develop a collaborative approach to recruitment & training

Creating a Roadmap | Community
Explore and Educate
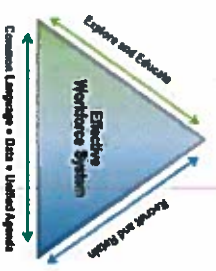
Others in the community can use the following self assessment questions to evaluate where they stand in helping to forward South Dakota's workforce efforts.

Explore and Educate Assessment			
Strategy	Assessment Questions	Y	N
Targeted Awareness Campaigns for In-Demand Skills:	Does your community work with business and education to help raise awareness of local career opportunities? *Some do/Some don't Some Want to but don't know how*	x	x
Career Counselor Resources:	Does your community provide information to career counselors regarding the career opportunities available locally?	x	x
Up-to-date Information on In-Demand Skills:	Does your community evaluate local labor supply and demand data? Does your community adjust programs based on the results? *Some do / Some don't*		X

Action Questions

After completing your Explore and Educate checklist, use these guiding questions to start developing your action plan.
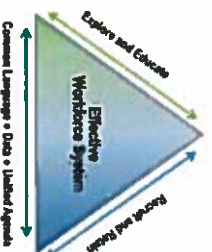
- What are your community's greatest workforce needs? — *partnering w/ healthcare is new*
- Where do you see the greatest opportunity for your community to meet these workforce needs? — *Communication & focus*
- Who will be your most important partners? What role should these partners play? *Schools, logal on positives by life stage*
- How can you best engage these partners?
- What are the most important outcomes for your community related to Explore and Educate? *open communication*

of the 7 counties: 4 approved Proclamation to support R.R.
1 declined to support
2 have no agenda items

developmental corporations have reached out but are more comfortable with Bricks+Mortar than training & technology

| Recruit and Retain Assessment			
Strategy	**Assessment Questions**	**Y**	**N**
Community Enhancements and Marketing:	Does your community study what types of amenities and infrastructure job seekers are looking for in a community? Is there an understanding of the cost of living relative to other areas? Is there a long term community development plan? Does your community bring stakeholder groups together to talk about areas of greatest need?	X	X
Job-Matching on Skills and Competencies:	Is there a common understanding of the skill-base in your community and skill needs of local businesses?	X	
Workforce-Oriented Community Supports:	Does your community study the education, work and support needs of its community members? Is there a long term housing strategy? Are support resources located in areas of high demand? *Yes & No*	X	X

After completing your Recruit and Retain checklist, use these guiding questions to start developing your action plan.

Action Questions
- What are your community's greatest workforce needs?
- Where do you see the greatest opportunity for your community to meet these workforce needs?
- Who will be your most important partners? What role should these partners play?
- How can you best engage these partners?
- What are the most important outcomes for recruitment and retention in your community?

Handwritten notes:

Because we are in Rural locations in 70 counties, answer is Yes + No. Need to develop awareness of health care needs in all communities. Need to do a better job of recruiting / focusing on non-manufacturing jobs.

Review Report Planning Districts prepared for 50 Office of Rural Health a few years ago.

Creating a Roadmap | Community
Common Language, Data, and a Unified Agenda
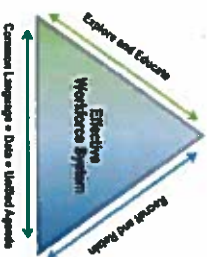
Effective Workforce System — Explore and Educate — Common Language ● Data ● Unified Agenda — Structure and Fund

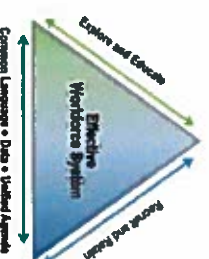| Strategy	Assessment Questions	Action Questions	Y	N
Common Language:	Does your community talk about labor market challenges and opportunities in terms of skills and competencies?			

Common Language ● Data ● Unified Agenda

After completing your checklist for Common Language, Data, and Unified Agenda, use these guiding questions to start developing your action plan.

- What are your community's greatest workforce needs? — *Front line health care workers — upskill the*
- Where do you see the greatest opportunity for your community to use skills and competencies to describe your workforce needs? — *profession*
- Where do you see the greatest opportunity for your community to use real time data about labor sources to meet your workforce needs? — *Show the growth in this employment sector — talk about it!*

Some of the communities represented in Rural Rewards do a very good job w/ these areas — others do not.

Creating a Roadmap | Job Seekers
Explore and Educate

Individuals can use the following self assessment questions to evaluate where they stand in helping to forward South Dakota's workforce efforts.

Explore and Educate Assessment			

Strategy	Assessment Questions	Y	N
Career Exploration Tools:	Do you understand the various career paths available to you? Do you have access to tools and resources to help you understand career opportunities? Do you use those available tools to explore potential options?		
Experience-based Learning:	Are you aware of the implications of pursuing internships or apprenticeships? Have you identified potential internships or apprenticeships that would help advance your career?		
Targeted Awareness Campaigns for In-Demand Skills:	Do you know where to go to access information from educational institutions, businesses and your community to become more knowledgeable about career opportunities?		
Community Enhancements and Marketing:	Do you understand what the cost of living in your community is relative to others? Have you articulated the community amenities most important to you?		

Action Questions

After completing your Explore and Educate checklist, use these guiding questions to start developing your action plan.

- What are your short and long-term career goals?
- What additional information do you need about career opportunities to help you define your career goals?
- How do your career goals inform your personal investment in your education, training and/or job search?
- Where do you see opportunity to get experience-based learning that can forward your career goals?
- Who and what are your most important sources of information and support?
- How can you best engage your supporters?

This will be posed to all applicants — to Rural Rewards & 1 word as the basis for lmctidial trackers

Creating a Roadmap | Job Seekers
Recruit and Retain
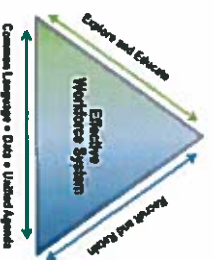
Recruit and Retain Assessment			

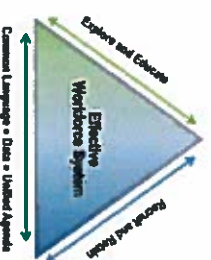| Strategy	Assessment Questions	Y	N
Job-Matching on Skills and Competencies:	Is your resume organized in terms of the skills and competencies you have built? Do you search for jobs with similar skill requirements?		
In House Development of Existing Workers:	Do you take advantage of training opportunities presented within your company? Do you provide your employer with input on the types of training that would enhance your job performance?		
Clarity and Visibility Around Career Opportunities:	Are you aware of the career tracks and opportunities available to you within your current organization?		
Workforce-Oriented Community Supports:	Are you aware of the various community supports provided within your community? Do you communicate to your community leaders about what additional support programs are needed?		
Action Questions			

After completing your Recruit and Retain checklist, use these guiding questions to start developing your action plan.

- What information or support would help you to best articulate your current skills, competencies and experiences?
- What types of training and skill development would be most useful in advancing your career goals?
- What additional information do you need about the career progression opportunities at your current organization?
- Where do you see the greatest opportunity to engage your community leaders about support programs that would be helpful to you and your peers in advancing your career?

[Handwritten note: This will be posed to all applicants to Rural Rentals & used in marketing data]

Creating a Roadmap | Job Seekers
Common Language, Data, and a Unified Agenda

Common Language ● Data ● Unified Agenda

Strategy	Assessment Questions		Y	N
Common Language:	Do you know which career tracks are relevant to you based on your current skills and competencies?			
Real Time Data:	Do you utilize real time information about labor supply and demand to inform your job search? Do you know the types of jobs matching your area of study or training?			
	Action Questions			

After completing your checklist for Common Language, Data, and Unified Agenda, use these guiding questions to start developing your action plan.

- What are the range of careers available matching the skills, competencies and experiences you have or are building?
- What are the specific types of jobs in-demand today requiring the skills, competencies and experiences you have or are building?
- Where are there opportunities to use information about the number of people in your education or training program or with your similar skill set to inform how you conduct your job search?

[handwritten note:] This will be passed to all applicants to Rural Rewards + usful w/ tracking data

Bon Homme County
PROCLAMATION
In Support of Certified Nurse Aide Training Efforts
By the Rural Rewards: A Call to Care

WHEREAS, Bon Homme County recognizes that the healthcare industry provides significant economic stability to our communities and citizenry; and

WHEREAS, Bon Homme County recognizes the need to retain a strong healthcare system in our county such as those provided by the St. Michaels Hospital, Scotland Good Samaritan Center, and Tyndall Good Samaritan Center; and

WHEREAS, Bon Homme County is experiencing increasing numbers of persons over the age of 65 and decreasing numbers of persons between the ages of 18 and 64; and

WHEREAS, Bon Homme County recognizes the need to recruit and retain a qualified healthcare workforce to meet the increasing needs of an aging population; and

WHEREAS, Bon Homme County recognizes that Rural Rewards: A Call to Care is a partnership between healthcare facilities in the south central region of South Dakota to attract and retain a much needed workforce to the healthcare sector; and

WHEREAS, Bon Homme County recognizes that Rural Rewards: A Call to Care will provide free Certified Nurse Aide Training to qualified applicants in Bon Homme County to help meet these needs;

Now, therefore, the Bon Homme County Commission does hereby proclaim support of the efforts of Rural Rewards: A Call To Care to recruit, train and retain a qualified healthcare workforce in Bon Homme County.

Dated this ___18th___ day of November, 2014 by the Bon Homme County

Commission and attested to by _Tamara Brunken_, Bon Homme County Auditor.

Gregory County
PROCLAMATION
In Support of Certified Nurse Aide Training Efforts
By the Rural Rewards: A Call to Care

WHEREAS, Gregory County recognizes that the healthcare industry provides significant economic stability to our communities and citizenry; and

WHEREAS, Gregory County recognizes the need to retain a strong healthcare system in our county such as those provided by the Avera Rosebud Country Care Center; and

WHEREAS, Gregory County is experiencing increasing numbers of persons over the age of 65 and decreasing numbers of persons between the ages of 18 and 64; and

WHEREAS, Gregory County recognizes the need to recruit and retain a qualified healthcare workforce to meet the increasing needs of an aging population; and

WHEREAS, Gregory County recognizes that Rural Rewards: A Call to Care is a partnership between healthcare facilities in the south central region of South Dakota to attract and retain a much needed workforce to the healthcare sector; and

WHEREAS, Gregory County recognizes that Rural Rewards: A Call to Care will provide free Certified Nurse Aide Training to qualified applicants in Gregory County to help meet these needs;

Now, therefore, the Gregory County Commission does hereby proclaim support of the efforts of Rural Rewards: A Call To Care to recruit, train and retain a qualified healthcare workforce in Gregory County.

Dated this _____18th_____ day of November, 2014 by the Gregory County

Commission and attested to by _____, Gregory County Auditor.

November 20, 2014

Sandy Viau-Williams
Yankton Rural Area Health Education Center
1000 West 4th Street, Suite 5
Yankton, SD 57078

Dear Ms. Viau-Williams:

I enthusiastically support your application to the SDWINS Community Incentives Matching Program to train Certified Nursing Assistants in south central South Dakota thereby ensuring the delivery of health care services in rural and frontier communities in a seven county area. I understand Rural Rewards: A Call to Care proposes to recruit and train 46 individuals as certified nursing assistants, provide long-term care facilities front-line care staff, and encourage participants to explore a healthcare career ladder. Participants will be tracked longitudinally to determine not only if they remain employed in the healthcare sector, but to what level they advance on a career ladder over time.

Specifically, I understand the Gregory County Commission has signed a Proclamation in support of Rural Rewards: A Call to Care to recruit, train and retain a qualified healthcare workforce in Gregory County. I lend my support to this effort. I support and encourage the inclusion of high school students from Gregory in not only the Certified Nursing Assistant Institutes in both Mitchell and Yankton but within our local community as well.

I am keenly aware of the impact a strong healthcare workforce has on our community and its ability to provide care to our citizens as well as the financial impact it has for our entire county. Providing healthcare in our community is foundational to our continued prosperity.

I look forward to working with you in your efforts to expand Rural Rewards: A Call to Care.

Sincerely,

Berle Johnson
Gregory Economic Development Director

November 20, 2014

Sandy Viau-Williams
Yankton Rural Area Health Education Center
1000 West 4ᵗʰ Street, Suite 5
Yankton, SD 57078

RE: Rural Rewards: A Call To Care

Dear Ms. Viau-Williams:

I enthusiastically support your application to the SDWINS Community Incentives Matching
Program to train Certified Nursing Assistants in south central South Dakota thereby ensuring the
delivery of health care services in rural and frontier communities in a seven county area. I
understand Rural Rewards: A Call to Care proposes to recruit and train 46 individuals as certified
nursing assistants, provide long-term care facilities front-line care staff, and encourage
participants to explore a healthcare career ladder. Participants will be tracked longitudinally to
determine not only if they remain employed in the healthcare sector, but to what level they
advance on a career ladder over time.

Specifically, RTEC will host a two-week CNA Institute for High School students June 1-12, 2015.
Additionally, RTEC will host monthly the 8 hours skills review component of nurse aide training
for individuals enrolled in Rural Rewards.   This project builds on the work Yankton Rural AHEC
and RTEC have completed with CTE in the following school districts: Avon, Bon Homme,
Gayville-Volin, Irene-Wakonda, and Yankton. Our joint effort will expand CTE offerings to
additional school districts in Charles Mix, Douglas, Gregory and Hutchinson counties (CNA/CTE
training currently provided in Bon Homme and Yankton counties).

RTEC has enjoyed a positive relationship with Yankton Rural AHEC beginning in 2009, and looks
forward to our continued efforts to expand workforce in this region of South Dakota via Rural
Rewards: A Call to Care.

Sincerely,

Josh Svatos
General Manager
 RTEC

MEMORANDUM OF UNDERSTANDING

For Healthcare in Crisis: Recruiting and Training Re-careering Adults as Certified Nursing Assistants in South Central South Dakota to Address Long-Term Care Facility Staffing Shortages
between
Yankton Rural Area Health Education Center (Yankton AHEC)
and
XXXXXXXXXXXXXXXX

1. PURPOSE: The purpose of this Memorandum of Understanding (MOU) is to establish a mutual framework governing the respective organizational relationships, responsibilities, and activities between the Yankton AHEC and XXXXXXX. This MOU is primarily for establishment and on-going work of a collaborative effort with a consortium of long term care facilities to provide management oversight to the Healthcare in Crisis (HIC) program. The areas of responsibility and relationships presented herein provide the concept under which the program will be executed.

2. BACKGROUND: These collaborators are committed to support the recruitment, training, and retention of re-careering adults trained as Certified Nursing Assistants ("CNA") in south central South Dakota. We wish to formalize this collaboration to allow for development of a program to support CNA training for re-careering adults in a formal, on-going manner to provide consistency.

3. RESPONSIBILITIES OF THE PARTIES:
   a. The Yankton AHEC will coordinate the program within its structure. The Yankton AHEC will be responsible for the daily operational structure of the Healthcare in Crisis program, employment of persons responsible for the direction and work of the program, work with the long term care consortium and other interested entities and local communities. Additionally, the Yankton AHEC will manage grant and other funding necessary to provide for the sustainability of the program.

   b. The long term care consortium (LTCC) members will work with the Yankton AHEC to identify students, communities, and staff within said communities to host re-careering training. The LTCC will work with the Yankton AHEC to support the on-going efforts of the HIC program as it relates to community activity surrounding training sites and recruitment efforts. The LTCC will provide an individual to attend HIC program meetings.

4. FUNDING:
      a. The Yankton AHEC will submit grant applications to fund the HIC program as well as to seek funding from other sources. The Yankton AHEC will work with the LTCC to develop and implement a sustainability plan.

b.   Once training sites have been identified, Yankton AHEC will work with the LTCC to identify community resources to support the HIC program, i.e. Chambers of Commerce, service organizations, local healthcare facilities, and local governments.

c.   LTCC members that contribute a Membership Fee will enjoy voting rights to guide the work of the HIC program.

5.   APPLICABLE LAWS: The applicable statutes, regulations, directives, and procedures of the State of South Dakota shall govern this MOU and all documents and actions pursuant to it.

6.   DISPUTE RESOLUTION: In the event of a dispute, the parties agree to use their best efforts to resolve the dispute in an informal fashion through consultation and communication, or other forms of non-binding alternative dispute methods/actions that are mutually acceptable to the parties. The parties agree that, in the event such measures fail to resolve the dispute, they shall refer it to such other entity as agreed to by the parties.

7.   RESPONSIBILITY FOR COSTS: If liability of any kind is imposed on the HIC program, Yankton AHEC will accept accountability for its own actions, but the LTCC shall remain responsible for providing necessary funding to discharge the liability and all related costs for their actions.

8.   COMMUNICATIONS AND COORDINATION REPRESENTATIVES: To provide for consistent and effective communication between the Yankton AHEC and LTCC, the participants will meet via telecommunication on a regular basis to execute the business of the HIC program. Each party shall appoint a principal representative to serve as its central point of contact on matters relating to this MOU. The principal representatives for this MOU are listed below.

Sandy Viau-Williams
Executive Director
Yankton Rural AHEC
Yankton, SD

XXXXXXXXXXX
Administrator

9.   MISCELLANEOUS:

a. Other Relationships or Obligations. This MOU shall not affect any pre-exiting or independent relationships or obligations between the parties.

b. Survival. The provisions of this MOU that require performance after the expiration or termination of this MOU shall remain in force notwithstanding the expiration or termination of the MOU.

c. Severability. If any provision of this MOU is determined to be invalid or unenforceable, the remaining provisions shall remain in force and unaffected to the fullest extent permitted by law and regulation.

10.   REVIEW: This MOU will be reviewed annually to ensure adequate identification of support requirements. Additional reviews may take place when conditions or circumstances require substantial changes or development of a new MOU. Minor changes may be made at any time by amending the existing MOU or attaching a memorandum to the MOU. Changes must be coordinated and initialed by a representative of all parties.

11.   AMENDMENT, MODIFICATION AND TERMINATION: Notwithstanding the minor changes described in paragraph 10 above, this MOU may be amended or modified only by written, mutual agreement of the parties. Any party may terminate this MOU by providing written notice to the other parties. The termination shall be effective upon the sixtieth calendar day following notice, unless a later date is set forth.

12.   EFFECTIVE DATE: This MOU becomes effective upon the date of the last approving signature and will remain in effect indefinitely until superseded, rescinded, or modified by written, mutual agreement of all parties.

13.   ACCEPTANCE OF MOU:

_____   _____
Sandy Viau-Williams   DATE
Executive Director
Yankton Rural AHEC
Yankton, SD

_____   _____
XXXXXXXXXX   DATE