Front Line Participatory Approaches to Building Skills and Career Tracks

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Project Overview

**Labor/management partnerships**

**Training and Education on 3 levels** for Environmental Service/Building Service workers and in some case Food and Nutrition Services

**Creating a culture and systems change**

**Making** entry level **jobs better** jobs

**Validating** the work of front line workers as part of the care team and contributors to cost savings

**Creating** new jobs

**Developing** a national model, curriculum, and certification

**Building** a national l/m consortium for green jobs in healthcare

Greening Healthcare and Advancing Careers
Across the country we are...

- 11 Employers
- 4 Unions
- 5 joint training funds & a labor management partnership

Our national partners...

- Labor Management Project
- North Seattle Community College
- Practice Green Health
- SEIU Education and Support Fund

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A diverse workforce

Participants by Country of Origin

USA
Ethiopia
Guyana
El Salvador
Ghana
Mexico
Jamaica
Dominican Republic
Philippines

Participants by Gender

Women 50%
Men 50%

Participants by Ethnicity

Hispanic/Latino 27%
African American 50%
Asian 16%
Whites/Caucasians 4%
American Indian/Alaska Native 1%
More than One Race 2%

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Worker Engagement

Without them, none of this is possible...

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Key Activities

- Labor-Management Committees
- Train the Trainer
- Onsite department-wide worker education
- Green Projects
- College Certificate + Green Lead Position

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Frontline, Labor-Management Greening in HealthCare – What contributions can front line workers make and how can we support them doing it.

- High-level facility commitment
- Department-wide education, training and advanced training
- Labor-Management greening projects
Impact

Over **2500** incumbent workers and supervisors completed training

**112** completed the Train-the-Trainer program

**70** completed of college class

**8 of our 11** facilities - new jobs

EVS-led LM projects launched

Continuing projects at Kaiser Permanente, NYU Langone Medical Ctr, NorthWest Hospital and Medical Center, and others
Training on 3 Tracks

- Labor/Management Partnership/Committees
  - Pre-Hire Training
    - Identification of vacancies
    - LocalOne Stops screening
    - 16 Hour pre-hire training
    - Referrals to employers
    - Interviews for hire
  - Incumbent Green Training
    - Creation of National Curriculum (Part A)
    - Creation of Customized (Part B) Curriculum
    - Incumbent Training for EVS workers (Dietary and Maintenance in some institutions)
  - Incumbent Green Training
    - SMART Goals
    - Train the Trainer Selection (L/M)
    - Train the Trainer Training leading to Peer Trainer credential
  - Career Ladder Advancement
    - National Creation of New Job and Certification
    - Customization by region and employer
    - Enrollment and completion of certification
    - Application and Selection Process for new job
    - Placement into Upgraded Job
Our training model

• Education – on green, science, math, vocabulary, and the value of triple bottom line
• Understanding the WIFM for multi-stakeholders
• Training – about what you can do to support cost savings and improve quality care
• Customized – project based learning
• Train the Trainer
• Advanced certificate training
Our buckets of learning

Part A – 6 Buckets
2 hours each
12 hours total

- ENERGY
- WATER
- WASTE Reduction
- Less TOXIC Chemicals
- + Injury Prevention
- + New Technologies/Tools
- Communication
- Reduction of HAIs through EVS work

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Green EVS Training —
Structure, Exercises, Evaluation for incumbent workers

The structure of the model

• 1. Anchoring Exercise – An activity to connect information to participants’ experience

• 2. Core Activity – The main activity that builds upon previously introduced concepts and includes:
  • Vocabulary
  • Math
  • Science
  • Business Case

• 3. Learning Circle – The last activity that asks participants about what they learned and how they plan to put it into practice.

• 4. Evaluation – A form that participants complete at the end of each module.
The questions we ask ourselves

- Does it support critical thinking and problem solving?
- Is there potential for cost savings/avoidance?
- Are workers engaged?
- Does it include some adult basic education?
- And language skills?
- How does it support Labor/management collaboration?
- What is the WIFM?
Worker experience with the Training

• Recognized worker skill and knowledge
• Provided opportunities for workers to express their opinions and to be heard
• Gave workers tools to assess what was working and not
• Engaged workers rather than talking at them
• Hands on
• Many resistant workers began to actively participate in the trainings
• Space for shared experiences

Rodney Trammel, Kaiser- LAMC, Los Angeles

“We must take the initiative to go green, for our patients and for our community.”
Sustainability in Healthcare Certification

- National curriculum developed with colleges in all regions
- College credits
- Curriculum designed for different learning styles of employees
- Co-instructional model - ESL/ABE instructor and content instructor working together
- Management encouraged to attend class as students
- Final projects are green initiatives that can be implemented in their institutions with final presentations to I/m partners
Dual Instructor Model

**BASIC PREPATORY SKILLS**
- Literacy
- Language
- Study Skills
- Communications
- Computer

**WORKFORCE DEVELOPMENT**
- Core Workplace Competencies
- Certificate or other workforce program

**ACADEMIC AND APPLIED LEARNING**
- Project Based Learning
- Capstone
- Presentation
- Research
- Application of quality practice

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Sustainability in Healthcare

Results

• Course was offered by 4 colleges located throughout the country
  – Lehman College (NY)
  – West Valley College (CA)
  – North Seattle Community College (WA)
  – Prince Georges Community College (MD)

• 70 students completed the course
  – Received college credits
  – Awarded a Sustainability in Healthcare certificate

• Final projects where implemented in some of the institutions
• Hired into upgraded jobs
An SIH project at Montefiore Medical Center in the Bronx: Impacting worker and patient health and safety

Hospital Acquired Infection (H.A.I.)

By Nigel Smith(Monts), Carl Samuels(Monts), Jessia Brunson(NYU) and Rafael Ramirez(NYU)

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S.M.A.R.T. GOAL FOR (H.A.I.)

- **Specific**: Simplify explanation for nosocomial infections; take necessary steps to prevent the patient from getting (H.A.I) hospital acquired infections, so the patient stay won’t be longer than needed.
- **Measurable**: EVS workers will have monthly meetings about (H.A.I.), and follow the steps necessary to prevent themselves and the patient from infection. For example, the proper ways to washing their hands going in and out of patient rooms reinforced regularly.
- **Attainable**: Make poster with the proper ways to wash hands, and put them up all through the hospital especially in patient rooms.
- **Realistic**: The broader picture of preventing (H.A.I.) is the responsibility of every individual so we plan to keep reminding everyone about (H.A.I.) hospital acquired infection.
- **Time-Bound**: There can never be a time set for (H.A.I.) prevention, because people forget after a while, but if we keep reminding them over and over, we will reach the goal needed.
How we used our knowledge as Peer Trainers

• Shared the information in classes
• Provided training on hand washing
• Helped workers understand their own interest in not taking infection home
• Explained the risks to the hospital of HAI infections

Let’s sing the birthday song twice to get it right.
Outcomes

• More people washing their hands
• People more careful about cleaning and washing hands because they do not want to take infection home to their loved ones
• More people changing from their uniforms before they go home
• Workers empowered to talk to staff - even doctors - to correct practice on hand washing and placement of waste in proper receptacles
• New Role as a Green Initiative Liaison
Other Cleaning Projects – LA DHS

Education on proper use of chemicals for infection control and health and safety

Labor-management led evaluation of chemicals used, storage & distribution with switch to Green when possible

Reduction in use, cost savings, satisfied nurses, workers and patients

Health and Safety—proper chemicals and use of them is crucial for their effectiveness and reliability for infection control, cleanliness, and over health and safety of the workers and patients.

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LAC+USC and SEIU Local 721 Increased Press Ganey Scores

- Intense Labor-management collaboration on systems change
- Workforce-wide education on cleaning practices and HAI reduction

When Custodians and Management Work Together, Patients Notice a Cleaner Hospital!

Our SEIU 721 LAC+USC Environmental Services (EVS) Labor Management partnership is producing measurable results.

Frontline custodians and managers have been working together to create the best Environmental Services (EVS) system in order to achieve a clean and healthful environment of care for our patients. And patients are responding.

Patients are telling us the hospital is getting cleaner! Patient satisfaction with cleanliness of the hospital environment increased 18 percentage points in the last quarter, according to patient satisfaction surveys conducted by the hospital survey organization Press Ganey.

Our goal and challenge will be to continue to improve upon these results.

Our next step is to roll out our Shift to Shift Communication System on the 6th floor of the Inpatient Tower, starting on March 29. If you have ideas or questions, please contact Carlos Magdaleno at 213-494-8189.

“Our Shift to Shift system can help build teamwork between different shifts so that we can communicate and work more efficiently to support quality patient care.”

— Kevin Kwok and Sam Wong 6th Floor Inpatient Tower Swing Shift

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Microfiber Mops - example

Introduction and training

- Facility introducing Micro-mops
- Custom training designed
- Mops implemented
- Quantifying costs savings

Evaluating Impacts

- L-M led evaluation of micro-fiber mops program
- Mop heads wasted - facility losing money
- L-M led relocation of mop head processing end of shift
- Quantifying costs savings

Health and Safety – Microfiber mops result is less weight to lift and less potential for fatigue, back pain, neck strain, and other upper body injuries. Microfiber holds liquid without dripping leaving a light film of water on the floor which dries quickly, resulting in less opportunities for slips and falls.

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# Red Bag Medical Waste Project

## Why Red Bag Waste
- Worker Safety
- Patient Safety
- Cut down on costs
- Decrease carbon footprint

## SIH Project
- Information distribution
  - Signs
- Education
  - Trainings
- Follow up
  - Assess which areas are disposing of waste properly and not

## Potential Results
- Cost Saving
- Decrease carbon footprint
- Less hospital acquired infections
- Increased worker and patient safety

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Rechargeable Batteries Project

Rechargeable Batteries in Towel Dispensers

- Will reduce purchasing cost by $298/month
- Will reduce eliminate hazardous waste disposal fees $.89/lb.
Reusable Sharp Containers Project

**SMART Goal** – Implement reusable larger sharp containers

- Will reduce costs for the employer
- Will decrease carbon footprint by using reusable containers
- Will reduce injuries by less needle sticks

Additional Projects:
- Styrofoam cups – Bring your own mug to work
- Recycling Concentrated Chemicals plastic #2 bottles and soap dispensers
Participants have developed feasible projects working with EVS mgmt and other departments.
Summary of outcomes

• Reduction in waste – overall
• Increase in recycling
• Reduction of RMW
• Increased use of soap
• Implementation of microfiber mops
• Rationalization of chemicals and less use of toxics
• Improved patient satisfaction scores
• Engagement of workers and improved communication
• Improved labor/management relations
• A culture change
Sustaining the work

• Expanding the work and applying the model to other quality outcomes
• Keeping the partners engaged
• Supporting new jobs
• Building a national network for front line green champions
• Developing and supporting Peer Trainers
• Developing a greater emphasis on metrics
• Seeking supplementary funding
Changing Lives

“...I’ve learned how to make a project happen—to go through the process of brainstorming, gathering data, interviewing people, working within a diverse learning environment, gathering measurements to impact the Triple Bottom Line, and to make and give a PowerPoint Presentation. It’s a way to start some changes. It starts with us. Take this class...you can pick a project and learn how to gather the information needed, then promote and do it!”

-- EVS Worker And SIH Graduate from Washington
Thank you!