

# PATHWAYS TO WORK

## 2016 ANNUAL REPORT

Pathways to Work is a partnership between employers, funders, and training providers working to equip hardworking individuals with the training needed to get and keep better paying jobs in high-growth industries.



## INTRODUCTION

The Dallas economy continues to grow by leaps and bounds. The unemployment rate is among the lowest in the country. Nearly 400 individuals moved to the area per day between 2015 and 2016, no doubt following the strong job growth, especially among middle-skill jobs. These jobs require education past high school but not a four-year college degree. Many middle-skill positions pay well and offer gateways to career advancement.

Yet, the economy isn't working for everyone. Nearly one in four Dallas residents live in poverty, and working full-time is not the anti-poverty panacea than many have hoped. At least 31,000 people in Dallas are full-time workers, but still live in poverty. Also, many of these workers are unable to capitalize on the flourishing job market because they lack the education and training required by these jobs.

In 2016, Pathways to Work expanded its efforts to help more low-wage workers get on career pathways, and secure better paying jobs. The initiative grew its base of direct and aligned funders, supported new training opportunities, and helped community-based organizations strengthen programs operations through targeted technical assistance.

## STRATEGIC OBJECTIVES

1. Invest in training partnerships that help low-skill, low-wage workers obtain middle-skill credentials required by many healthcare and information technology jobs.
2. Coordinate training providers, employers, and funders to ensure programs focus on building skills of greatest need to employers and target funding towards the most impactful training programs and strategies for helping employers find skilled workers, and workers secure better paying jobs.
3. Build capacity of training providers by assessing their current training, job placement, and retention efforts are developing tools to enhance their programs.
4. Measure the impact of training partnerships.

## 2016 ACCOMPLISHMENTS & HIGHLIGHTS

1. Secured continuing investments from JP Morgan Chase, Bank of America, Capital One Bank, Capital One Foundation, and ORIX Foundation; new support from IBM; and aligned funding from Communities Foundation of Texas and Dallas Women's Foundation.
2. Provided support to Per Scholas to assist with the development of a second training program to help workers obtain the CompTIA Network+ certification.
3. Received consulting assistance from National Fund for Workforce Solutions via a grant from W.F. Kellogg Foundation to develop a sustainability plan.
4. Provided a planning grant to Serve West Dallas to support a work-based healthcare training for older youth ages 18-24 living in West Dallas.
5. Continued support of a healthcare career pathways program in Mesquite that helps workers earn Certified Nursing, Phlebotomy, and EKG Certifications
6. Helped Parkland Hospital secure funding for its Education at Work program which helps the hospital's food service and janitorial workers access training and tuition assistance for higher-skilled clinical jobs.
7. Organized two learning symposiums for local community-based organizations.
8. Launched the DFW Workforce Benchmarking Collaborative and assessed the client outcomes of 24 community-based workforce programs in Dallas and Fort Worth.
9. Hosted a best practices forum for eleven local hospitals to hear how healthcare systems in Baltimore and Boston help entry-level workers move into higher-skilled positions, and arranged a site visit to Boston for a more in depth look at the city's healthcare training programs following this forum.
10. Facilitated information exchanges between IT staffing agencies and training providers to promote a better understanding of hiring trends in the IT sector, and local IT certification programs.

## STRATEGIC OBJECTIVE #1

Invest in training partnerships that help low-wage, low-skill workers obtain middle-skill credentials required by many healthcare and information technology jobs.

### IT TRAINING

**Per Scholas** received funding from Pathways to Work to begin a second training program that offers the CompTIA Network + certification to complement its CompTIA A+ certification course. The Network+ program is the next step along a career pathways in the IT industry after workers receive their A+ certification. By becoming Network+ certified, students are qualified for jobs as system administrators and network support technicians with annual salaries that can reach \$65,000. Through a partnership with CitySquare, Per Scholas is also able to offer supportive services and financial education to their students.



*Pictured: Training Participant at Per Scholas*

### HEALTHCARE TRAINING

**Nurse Aide Certification/Healthcare Career Pathways Program**, spearheaded by El Centro College and Sharing Life Outreach, a nonprofit based in Mesquite, provides stackable healthcare credentials to low-income students. El Centro College conducts these career pathway trainings at Sharing Life Outreach. Students enroll into the program on a college semester schedule. In the first eight weeks, they focus on certified nursing assistant coursework. Then they move onto phlebotomy or community health worker coursework for the remainder of the semester. Students that obtain their phlebotomy credential can return the next semester to pursue the EKG credential. These credentials are stackable, so students who earn them in a progressive fashion are qualified to receive additional certifications over time. For instance, students who attain the nursing assistance, phlebotomy, and EKG certifications also receive the patient care technician certification. The average hourly starting wage for Patient Care Technicians is \$11-13/hour.



*Pictured: Training Participants at Sharing Life Outreach*

## HEALTHCARE TRAINING (CONT.)

**Sharing Life Outreach** connects students with supportive services and financial education so they can focus on completing training as well as obtaining and retaining employment. The investment from Pathways to Work covers tuition, exam fees, student supplies, and immunizations. According to El Centro College, covering immunizations expenses is key as these costs often keep low-income students from pursuing healthcare career pathways.

**Parkland Hospital's Education at Work Program** connects food service, housekeeping or janitorial staff with job training needed for higher-skilled and better-paying positions within the hospital. Program participants can first earn the Patient Care Technician Certification, and get promoted to that position within twelve weeks. Then they receive additional tuition assistance to enroll in a healthcare associate degree program at El Centro College. This program helps workers increase their wages from \$10.25 as an entry-level worker to at least \$24.00 as a clinical technician with an associate's degree. One participant remarked at a reception to launch the program, "Because of Education at Work, I will be the first member of my family to attend college. I am so grateful for this opportunity."

## STRATEGIC OBJECTIVE #2

Coordinate training providers, employers, and funders to ensure programs focus on building skills of greatest need to employers, and helping workers secure better jobs.

Pathways to Work collaborated with training providers, employers, and funders to host educational forums, coordinate site visits to "best in class" programs, plan new training partnerships, and facilitate information exchanges between employers and training providers.

## FORUMS

Pathways to Work held **educational forums for local funders** from community, corporate, and private foundations that invest or have an interest in workforce development. These forums were designed to give local funders a place to explore labor market trends, program innovations, and public policy changes. Forum dates and topics from 2016 included:

May 19, 2016	Laurie Larrea, Workforce Solutions Greater Dallas	Federal and State Workforce Development and Income Supports Funding Streams
Oct 4, 2016	Taryn MacFarlane and Marty Miles, Corporation for a Skilled Workforce	National Workforce Benchmarking Network and DFW Benchmarking Collaborative
Dec 8, 2016	Garrett Groves, Center for Public Policy Priorities	Demographic, Education, and Income Trends Facing Texas and the DFW Region

## CAREER PATHWAYS IN HEALTHCARE

**A Best Practices Forum**, held on June 7, 2016 in partnership with DFW Hospital Council Foundation and Parkland Hospital brought together local leaders of eleven hospitals and health systems to discuss best practices for moving frontline workers along healthcare career pathways. The forum featured presentations by Larry Beck, Past President of The MedStar Good Samaritan Hospital in Baltimore, Maryland and MJ Ryan, Workforce Development Director of Partners HealthCare in Boston, Massachusetts. Both shared their expertise on developing training and work-based learning programs to move youth and entry level workers into higher skilled positions.



*Pictured (Left): Representatives DFW Hospital Council Foundation, The MedStar Good Samaritan Hospital, Parkland Hospital, Partners HealthCare, and Pathways to Work*

*Pictured (Right): Career Pathways in Healthcare – A Best Practices Forum participants*

## SITE VISITS

Following the career pathways in healthcare best practices forum, Pathways to Work organized a site visit to Boston, Massachusetts September 29-30, 2016.

Representatives from Parkland Hospital, Dell Seton Medical Center in Austin, Workforce Solutions Greater Dallas and Capital Area, and Pathways to Work traveled to Boston to get an in depth look into the city's employer-led workforce development programs in healthcare and collaborations among nonprofit training organizations and employers to build a healthcare talent pipeline.



*Pictured: Site Visit Participants*

### **Highlights of the trip included:**

1. Meeting with the Boston Healthcare Careers Consortium, a partnership of local healthcare organizations, educational institutions, and the public workforce system to improve healthcare education pathways.
2. Visit to Partners HealthCare System's pre-employment class, a free 8-week long training program. The program has successfully helped hundreds of graduates secure various positions within the healthcare system such as Administrative Assistant, Unit Coordinator, Operations Associate, Patient Service Coordinator, Practice Assistant, Laboratory Aide/Assistant, and Operating Room Assistant.
3. Tour of Bridges to College Program operated by JVS Boston, the largest workforce training organization in the City of Boston. The Bridges to College Program offers short-term, college-level training in biotechnology and health information technology.

## SITE VISITS (CONT.)

Pathways to Work also organized visit to the Nurse Aide Certification / Healthcare Career Pathways program in Mesquite on September 8, 2016. Funders toured the training facilities at Sharing Life Outreach and met the instructor from El Centro College and current students like Keyuna. She worked a string of minimum wage jobs in order to support her young family. One day Keyuna came to Sharing Life Outreach in need of emergency food assistance, but she ended up enrolled in the healthcare career pathways program. Keyuna earned enough skilled credentials to become a patient care technician, and her future is brighter than ever.

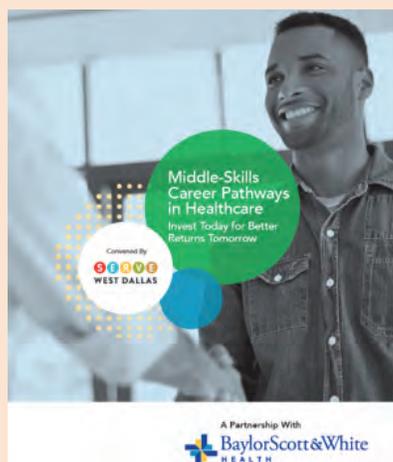


*Pictured: Certified Nursing/Healthcare Career Pathways Participant Keyuna and her family*

## NEW TRAINING PARTNERSHIP IN WEST DALLAS

Several stakeholder groups, ranging from business, education, and human services sectors, collaboratively developed a training partnership that helps Opportunity Youth, ages 18-24, living in West Dallas, get healthcare training and paid work experience at Baylor University Medical Center (BUMC). Key stakeholders include Anthem Strong Families, Baylor Scott & White, Dallas Independent School District, El Centro College, Mercy Ministries, Young Life, and Serve West Dallas, who has also acted as the lead convener.

The participants of the training partnership are also known as “Healthcare Pathways Fellows.” Once they enter the program, they are taken through a battery assessments to identify and address any issues that could impede success in the program. Then the Healthcare Pathways Fellows begin character-building classes, and receive introductory healthcare skills training. Once training is completed, the Healthcare Pathways Fellows go through BUMC’s hiring process and are connected with paid entry-level healthcare jobs. BUMC employees serve as mentors to the Healthcare Pathways Fellows who also continue to receive case management as well as character and career development support while working at the hospital. They can also enroll in associate-level degree programs for a variety of middle-skill healthcare jobs.



With program planning support provided to Serve West Dallas by Pathways to Work, the organization developed a Return on Investment model for the program which estimates that the program will have a conservative first-year projected return on investment (ROI) for employers of \$1.23 for every \$1.00 of program funding. The second-year ROI increases to \$3.11.

## STRATEGIC OBJECTIVE #3

Build capacity of training providers by assessing their current training, job placement, and retention efforts, and developing tools to help improve their work

Investments in capacity-building made by Pathways to Work took on a variety of forms. The Initiative launched learning forums and the DFW Workforce Benchmarking Collaborative for training providers. With Pathways to Work's support, Parkland Hospital traveled to Boston to see employer-led upskilling practices in action which helped the hospital develop a similar program of its own. Pathways to Work also invested in its own efforts by securing resources provided by National Fund for Workforce Solutions to develop a sustainability plan.

## LEARNING SYMPOSIUMS

In collaboration with Communities Foundation of Texas, Pathways to Work hosted two learning symposiums, on April 5 and November 29, 2016 for 25 community-based organizations to hear from experts in the workforce field, and network with one another. At the April symposium, organizations learned how to access local and statewide labor market data from Workforce Solutions Greater Dallas, and about Dallas County Community College District's "Work Ready U Program."

In November, organizations got a sneak peek into the initial findings from the DFW Workforce Benchmarking Collaborative, which assessed the client outcomes of 24 community-based workforce programs in Dallas and Fort Worth.



*Pictured: Learning Symposium Participant*

## CULTIVATING EMPLOYER LEADERSHIP

With the support of Pathways to Work, Parkland Hospital was recognized by CareerSTAT, an employer-led national collaboration of health care leaders, for investing in frontline healthcare workers.

Parkland Hospital also participated in the Boston site visit, to learn more healthcare training programs led by employers like Partners HealthCare, the largest healthcare network in Massachusetts. The visit, and additional funding provided by United Way of Metropolitan Dallas, helped Parkland Hospital launch its Education at Work Program.



*Pictured: Parkland Hospital's Talent Development Staff*

## DFW WORKFORCE BENCHMARKING COLLABORATIVE

Pathways to Work also joined forces with Communities Foundation of Texas and JP Morgan Chase to roll out the **DFW Workforce Benchmarking Collaborative**. The goal of the collaborative is to understand how local community-based job training, placement and retention efforts stack up against national benchmarks. Since 2008, the Workforce Benchmarking Network has collected aggregate performance and outcome data from more than 300 community-based workforce programs nationwide. In recent years, community-based workforce programs in cities like Baltimore, Chicago, and Minneapolis-Saint Paul have provided performance and outcome data through online surveys to determine how their regions' efforts compare against the national dataset.

Corporation for a Skilled Workforce facilitated a series of peer learning forums on March 22-23, May 4, July 27, and October 5, 2016 for the organizations who participated in the benchmarking survey. The series began with an introductory 1.5-day long workshop in March during which the organizations received an in depth orientation to the key principles of benchmarking and tools for building an organizational culture that values data and uses it to drive program improvements. In the subsequent forums, the participating organizations assembled teams of managerial and frontline staff to learn how to apply benchmarking tools to specific programmatic areas like client recruitment or employer engagement, and develop action plans. In the time between each forum, Corporation for a Skilled Workforce checked in with each organization on their action plan implementation.



*Pictured: Corporation for a Skilled Workforce facilitating a peer learning forum for the DFW Workforce Benchmarking Collaborative.*

## THREE-YEAR SUSTAINABILITY PLAN

Through the support of National Fund for Workforce Solutions and W.K. Kellogg Foundation, Pathways to Work joined a small cohort of eight workforce funding collaboratives located in the Southern United States in receiving funding and technical assistance to develop a three-year sustainability plan. The final sustainability plan will give Pathways a roadmap for preparing, training, and placing more frontline workers in middle-skill jobs by growing the base of funders, sustaining and expanding its training partnerships and industry organizing projects and improving the capacity of training providers and employers to help frontline workers advance their careers.

### **Elements of the plan include:**

1. A description of our key work streams and an evaluation plan for how Pathways to Work will measure impact.
2. A refreshed value proposition and brand identity that helps Pathways convey the value it brings to the local ecosystem.
3. A resource development plan for growing the base of pooled and aligned funding as well as co-investments.
4. A staffing and advisory board structure to promote shared ownership of Pathways to Work.

## STRATEGIC OBJECTIVE #4

Measure outcomes of training partnerships to increase the initiative's overall impact. 270 individuals served and 149 enrolled in training as of December 2016.

### PARTICIPATING STAKEHOLDERS

#### Direct Funders

Bank of America  
Capital One Bank  
Capital One Foundation  
IBM  
JP Morgan Chase  
ORIX Foundation

#### Aligned Funders

Communities Foundation of Texas  
Dallas Women's Foundation  
United Way of Metropolitan Dallas

#### Employers Who Participated In Forums

Baylor Scott & White  
Business Centric  
Children's Medical Center Dallas  
Cook Children's Medical Center  
JPH Health  
HCA North Texas Division  
Methodist Health System  
Parkland Hospital  
Tenet Healthcare  
Texas Health Resources  
UT Southwest Medical Center

#### Grantees

Corporation for a Skilled Workforce  
El Centro College  
Per Scholas  
Serve West Dallas

#### Community-based Organizations & Training Providers

Anthem Strong Families  
Assistance Center of Collin County  
Catholic Charities of Dallas  
Catholic Charities of Fort Worth  
CitySquare  
Community Enrichment Center  
Community Learning Center  
Dallas Library  
Dickerson Center  
The Family Place  
Frazier Revitalization  
Goodwill Industries of Dallas  
Goodwill Industries of Fort Worth  
HIS Bridge Builders  
Inspiring Tomorrow's Leaders  
Interfaith Family Services  
International Rescue Service  
Jewish Family Services  
LIFT  
Metrocrest Social Services  
Miles of Freedom  
New Friends New Life  
NPower  
Oasis Center  
On the Road Lending  
Per Scholas  
Prison Entrepreneurship Program  
The Senior Source  
Serve West Dallas  
Sharing Life Outreach  
SkillQuest  
Wilkinson Center  
WiNGS