



2018–2019 ANNUAL REPORT

PATHWAYS TO WORK

United Way
Pathways to Work
Presented by JPMORGAN CHASE & CO.



INTRODUCTION

As a partnership of funders, employers, and training providers working to create innovative solutions for moving entry-level workers into good middle-skill jobs and ensure employers have a pipeline of skilled and ready-to-work employees, Pathways to Work hit its stride in 2018. The partnership formalized industry partnerships, continued investments in training, and launched bold capacity-building initiatives for employers and training providers. Pathways to Work formed a cross sector advisory group of business, economic development, education, nonprofit, philanthropy, and workforce stakeholders to provide strategic input and direction. In addition, Pathways convened a separate group of local private, community and corporate funders several times in 2018 to explore local workforce trends and co-investing opportunities to address these trends. Industry partnerships in healthcare with the North Texas Healthcare Employers Learning Consortium and the Tech Accelerator Industry Partnership in information technology also took shape to understand current and projected hiring needs of middle-skill workers and develop strategies to meet these needs. Training providers were able to improve client and employer engagement outcomes through DFW Workforce Benchmarking Collaborative 2.0. Local adult literacy organizations accessed best practices for helping low-literate adults get on career pathways through the Career Pathways Learning Network. And healthcare employers used national philanthropic funding secured by Pathways to Work to improve retention and career advancement outcomes for Patient Care Technicians. In all, these stakeholder meetings, partnerships, and strategies helped to ensure 368 accessed training. Of which, 266 completed training and 185 secured jobs.

How Pathways to Work Helps Employers, Funders and Training Providers

For Employers

- » Provide technical assistance resources and philanthropic support to help employers pilot or test training or job quality practices.
- » Connect employers with training providers who can help them access skilled and ready to work employees and retain good workers.

For Funders

- » Vet emerging or promising workforce projects, and help funders make workforce-related investment decisions.
- » Provide aligned or co-investing opportunities to funders interested in testing or scaling promising workforce projects.

Training/Service Providers

- » Connect service providers with technical assistance from local and national experts to help providers achieve better outcomes.
- » Help service providers navigate the workforce ecosystem by providing access to labor market information, new partners and services in the ecosystem.

CORE STRATEGIES

- Convene thought leaders to help us develop innovative training strategies that move entry-level workers onto middle-skill career paths in high-growing industries.
- Invest strategically in Training Strategies: Pathways will invest in training strategies and align other sources of philanthropic investments to help more entry-level, unemployed or underemployed workers earn skilled credentials and secure middle-skill jobs.
- Build capacity of employers and training providers to implement innovative training and job quality strategies often in partnership with one another. Pathways provides the opportunity for employers and training providers to pilot and implement best practices to help workers succeed in good jobs and ensure employers have a skilled workforce.

2018 ACCOMPLISHMENTS & HIGHLIGHTS

Convene Thought Leaders	<ul style="list-style-type: none"> » Convened Pathways to Work Advisory Group on February 15, April 11, July 11, October 10 and December 12 to discuss adult learning career pathways strategies in South Dallas, technology hiring trends and job quality strategies in the healthcare sector. » North Texas Healthcare Employers Learning Consortium met on February 12, April 16, June 4, September 17, and November 12 to establish shared competencies for Patient Care Technicians and ensure local education programs are aligned with employer requirements. » Tech Accelerator Industry Partnership met on January 10, March 26 and June 18 to build stronger connections between small businesses and IT training providers and develop shared list of employability skills for middle-skill IT workers.
Invest Resources	<ul style="list-style-type: none"> » Secured investments from National Fund for Workforce Solutions to support training and capacity-building initiatives. » Continued support of entry-level healthcare and IT training offered by El Centro College and Per Scholas.
Building Capacity	<ul style="list-style-type: none"> » Launched DFW Benchmarking Collaborate 2.0 that connected 13 community-based workforce development programs to improve client enrollment and job retention outcomes and sharpen how these programs work with employers. » Hosted the Career Pathways Learning Network to help 5 local adult literacy programs integrate career navigation and job training in existing curriculums » Helped Methodist Health, Parkland Hospital and Health System, and UT Southwestern Medical Center improve job retention, reduce turnover and vacancies, and support career advancement of Patient Care Technicians (PCTs) within the job and to higher skilled positions.

CONVENE THOUGHT LEADERS

Pathways to Work Advisory Group and Funder Forum

Pathways to Work hosted advisory group meetings on February 15, April 11, July 11, October 12, and December 12. The advisory group includes representatives from business, philanthropy, education, nonprofit, and the governmental sector. It helped Pathways staff think through a place-based strategy in Southern Dallas to help more adults get on career pathways, use research on local hiring trends in the technology sector to bring greater diversity to the entry-level IT workforce, and explore how to build the capacity of emerging leaders in Dallas to promote economic mobility.

The partnership also hosted funder forums on March 7, September 12, and December 12, 2018. Topics included strategies for helping low-literate adults prepare for career pathways, public funding and philanthropic giving trends that support workforce development programs, and, policy developments on the federal and state level such as funding cuts or law enactments that can impact philanthropic giving.



April 2018 Meeting of North Texas Healthcare Employer Learning Consortium.

North Texas Healthcare Employer Learning Consortium

In collaboration with DFW Hospital Council Foundation, Pathways to Work facilitated the development of the North Texas Healthcare Employer Learning Consortium with meetings on February 12, April 12, June 4, September 17, and November 12. Clinical and HR staff joined from JPS Health Network, Methodist, Children’s Health, UT Southwestern, and Baylor, Scott & White, Parkland, Texas Health Resources, and Medical City health systems. The hospitals developed a shared list of required competencies they look for in Patient Care Technicians and worked with Collin, Dallas County, and Tarrant County Community College Districts to better align Patient Care Technician training curriculums with hospital needs.

Tech Accelerator Industry Partnership

Pathways to Work contracted with Shen Consulting, Inc. to facilitate roundtable discussions between small business IT companies and IT training providers. The consulting firm already has deep relationships with the small business community, as its key staff most recently served in the US Department of Commerce, Minority Business Development Agency. The meetings have been designed to help small businesses (Fuse Solutions, Techway Services, Simplicity Health Services, MNK Infotech, Sagiss and Azpen), who do not have the human resources capacity of larger firms, learn about training programs and the talent they can provide. Training providers also get valuable insights into hiring trends and the types of technical and soft skills sought by employers. Participating training providers include: Computer Minds, Dev Mountain, NPower, Women’s Center of Tarrant County, Rising Tide Initiative, and Per Scholas. Additional participating stakeholders have included United Way of Tarrant County, Workforce Solutions of Tarrant County, Dallas County Community College District, Dallas Regional Chamber, and Workforce Solutions Greater Dallas.

United Way of Metropolitan Dallas & United Way Tarrant County
Innovation and Global Economic Development Hi-Tech Accelerator Workforce Strategy

Bios

Jennifer Schaumburg – CEO, Fuse Solutions
Jennifer Schaumburg is Fuse Solutions Inc's CEO and Co-founder. She brings 20 years of leadership experience and an unmatched capability to successfully deliver tech services at complex business operations. Additionally, Jennifer and her team maintain responsibility for the operations, marketing, communications and oversee corporate relationships and program management for The Study. Jennifer wears her passion for supporting small business, women in business, applying technology and entrepreneurship on her sleeve. Jennifer's dedication and business acumen drives initiatives that support workforce development and fueling the expansion of entrepreneurship and creating jobs.

Cathi Cook – CEO, Techway Services
Cathi Cook is Founder and CEO of Techway Services, a new generation company providing excellence in IT asset management and managed services. Techway offers asset recovery and recycling, which includes data destruction, reverse logistics and reworking. Techway is proud to be a global environmental disposition company for Dell EMC. A true connector she also seeks out opportunities to help others, and uses her own network to open doors and mentor others. She also has continued to serve as a board member for WBEIC and NSIC in various capacities since 2005.

Conway Bolmer – COO, Simplicity Health Systems
Conway Bolmer serves as the Chief Commercial Officer for Simplicity Health Systems, a healthcare workflow and communications software developer based in North Texas. In this role, Conway oversees all customer-facing strategy and execution. Conway is a dynamic executive with nearly 30 years of healthcare experience. Conway has also provided consulting services to several healthcare technology start-ups, with a focus on strategy, marketing, and operational planning. He served as the Chief Operations Officer for a multi-site provider of outpatient ultrasound imaging. Conway led a 13+ year career with a leading global pharmaceutical manufacturer, where he held senior leadership roles in sales and marketing.

Neha Kurte – CEO, MNK Infotech
Neha has over 20 years of work experience and over 15 years as an entrepreneur. She holds Bachelor's degree in financial accounting and worked for several as Japanese interpreter and translator serving in the Austin and IT industry. She is an accomplished executive with proven ability to create, develop and deploy new sales/marketing strategies that can change company's overall success and financial objectives. Neha started MNK Infotech Inc., a boutique IT firm offering only talent acquisition services in 2004. Now MNK offers Software Development, E-Learning and Training services besides Talent management.

Kevin Greese – Managing Partner, Catalyst Partners
Mr. Greese is an accomplished, well-dispatched and motivated technology executive with progressive operating management experience with the largest Reed wireless network in the United States. He delivers consistently strong leadership results through success in productivity, process, quality, and operating improvements. Producing exceptional results in business, telecommunications product and software development.

Kevin has built and sold two ISPs in Texas. He led the team from the initial capital raise, business plan, and online strategy to rapid network expansion and customer growth. Despite the passing of his partner, as a hands-on leader and manager, he planned and constructed the wireless network, designed and implemented the CRM system, and generated rapid growth through the analytical guidance of all sales and marketing efforts.

Participating employers in Tech Accelerator Industry Partnership.

INVEST RESOURCES

Continued Support of Career Pathways Training

Healthcare Training

Through aligned funding strategies, Pathways helps frontline workers and young adults. Food service or janitorial workers at Parkland Hospital can obtain Patient Care Technician Certification and pursue associate degrees in healthcare-related fields at El Centro College.

Pathways continued to support entry-level healthcare and IT training offered by El Centro College and Per Scholas. The healthcare training program helps low-income students earn the Patient Care Technician certification. What makes this program unique and effective is El Centro College instructors conducting healthcare trainings at Sharing Life Community Outreach. Sharing Life connects students with supportive services and financial education so they can focus on completing training as well as obtaining and retaining employment. Your investment in this partnership helps to cover tuition, exam fees, student supplies, and immunizations. Covering these costs for low-income students is critical as these expenses often keep these students from pursuing careers in healthcare



Education at Work participant LaKayla Bates with her newly earned nursing degree from Brookhaven College.

IT Training

Aligned funding also supports IT training through which veterans, their spouse, and low-income adults earn the CompTIA A+, Network +, and cyber security certifications needed for a variety of middle-skill information technology positions including desktop support specialists, system administrators, and network field technicians. The average annual salaries of these jobs can reach \$65,000. NPower and Per Scholas recruit, assess, and enroll students in training. In addition to classroom time, students also get help preparing for the certification exams, and finding employment once they pass the exams.



IT Support Class at Per Scholas

New Funding from National Fund for Workforce Solutions Supports Expanded Training at Per Scholas

National Fund for Workforce Solutions awarded a two-year, \$150,000 grant to Pathways to Work to train individuals and close talent gaps in the technology sector. Funding for the grant is made possible by The Harry and Jeanette Weinberg Foundation, a long-time supporter of the National Fund and represents resources for helping low-skill workers earn industry-recognized credential and transition into careers with family-sustaining wages. With the investment, Pathways to Work expanded the capacity of Per Scholas to provide full-time, tuition-free IT training that results in CompTIA A+ and Network+ certifications and good paying jobs like help desk associates or network engineers to low-income students.

BUILD CAPACITY

DFW Benchmarking Collaborative 2.0

Pathways to Work launched Phase 2 of DFW Workforce Benchmarking Collaborative in collaboration with Communities Foundation of Texas. The project allowed 13 organizations to select a focus area for which they could then receive individualized technical assistance from Corporation for a Skilled Workforce to make improvements or enhancements. The focus areas ranged from building a data culture where staff embraced and used client data for program development, client recruitment and enrollment, or job placement or retention. These focus areas were directly tied to data results each organization received after participating in the survey portion of DFW Workforce Benchmarking Collaborative 1.0. This survey benchmarked the organizations' client outcomes against similar programs around the country to determine what facets of their programs were performing well and what areas needed improvement.

Participating Organizations of DFW Benchmarking Collaborative 2.0

ORGANIZATION	FOCUS	EFFORTS/OUTCOMES
Catholic Charities Dallas	Building a Data Culture	Overhauled database and reached staff wide agreement on metrics and their meaning.
Catholic Charities Fort Worth	Client Retention	Reduced caseload of case managers so that they could go deeper with clients
CitySquare	Client Recruitment	Hired a client retention specialist and developed a curriculum. Also created retention reports disaggregated by employer
Community Enrichment Center	Client Retention	Implemented a new database and client tracking strategies. Job retention increased at 3, 6 and 9-month marks. Earnings per client increased by \$500.
Community Learning Center	Client enrollment and job placement	Secured philanthropic funding to build a new database and develop new client tracking protocol.
Family Place	Client Recruitment	Increase client enrollments by 60% after making programs mobile and cross training staff so everyone could provide job coaching, teach classes and review resumes.
International Rescue Service	Women Client Enrollment	Increased women participation from 35% to 47% by revamping the Women's Economic Empowerment program to include enhanced wrap around services and teaching career preparation courses in clients' home.
Per Scholas	Job Retention	Developed Alumni peer networks in person and online through Facebook and Slack.
Prisoner Entrepreneurship Program	Client Recruitment	Increased client recruitment by 19% by using new ways (postcards, jail mail service) to market its program in correctional institutions.
Sharing Life Outreach	Client Engagement	Achieved 100% program completion and 71% certification pass rate by using peer coaching and accountability groups.
Senior Source	Job Placement	Achieved 45% job placement rate by increasing the frequency by which staff interacts with clients.
Women's Center	Client Engagement	Increased job retention at the twelve-month mark by increasing the number of coaching sessions facilitated by employment advisors.

Career Pathways Learning Network

Pathways to Work launched the Career Pathways Learning Network in June 2018 to help providers contextualize English and basic education classes with career exploration and industry-specific job skills to prepare low-literate adults for career pathways. Participating organizations included: Aberg Center for Literacy, CitySquare, LIFT, Literacy Achieves, Richardson Adult Literacy Center, and Wilkinson Center, and learning sessions were facilitated by Corporation for a Skilled Workforce. Participants took part in three group sessions to learn about best practices and then participants developed program plans for starting career navigation services or contextualized learning options that help program participants build basic and job-related skills at the same time.

Participating Organizations of Career Pathways Learning Network

ORGANIZATION(S)	PROGRAM PLAN
Aberg Center for Adult Learning	Developed a Career track program for ESL and GED programs to help students identify personal skills, research career interests and develop individualized long-term education and career plans in a 12-week curriculum.
Literacy Achieves	Created a bridge program to help students become Certified Nursing Assistants. Integrated job readiness in existing programming.
LIFT & CitySquare	Developed a bridge program that feeds into CitySquare's existing culinary training program.
Richardson Adult Literacy Center	Created a career bridge program in which success coaches are paired with volunteer teachers to help students set education and career goals.
Wilkinson Center & CitySquare	Constructed a bridge program that feeds into CitySquare's existing construction training program.

Job Quality in Healthcare

Pathways to Work completed its first year of a two year grant with National Fund for Workforce Solutions to help Methodist Health, Parkland Hospital and Health System, and UT Southwestern Medical Center improve job retention, reduce turnover and vacancies, and support career advancement of Patient Care Technicians (PCTs).

Methodist Health

Methodist developed the PCT Preceptor Program to improve PCT training and onboarding modeled after the Nurse Preceptor Program for newly hired nurses. The resulting PCT preceptor course is eight hours offered over one day. The three primary program domains include: Setting the Foundations for Successful Learning; Preceptor Roles and Responsibilities; and Goal Setting and Feedback. As of May 2019, 41 PCTs completed preceptor training. Nearly 100 percent of PCTs rated the trainings' instructors, content, and teaching methods as very effective in post training surveys.

In consultation with Loh-Sze Leung, Methodist created career maps for Registered Nurse as well as the Pharmacy, Respiratory, and Surgical Technician positions. Methodist then developed a job shadowing program for PCTs to shadow one of these positions. Flyers went up throughout two of the system's four hospitals advertising this opportunity. From there, interested PCTs had to schedule an interview with HR staff, and then were given the opportunity to job shadow. To date, 35 PCTs had interviews and 10 have participated in the job shadow experience.



Methodist Health Educational Fair

Methodist also hosted well-attended educational fairs for PCTs on July 25 and August 2, 2018. Ten colleges and universities participated at both events which were well received by employees. Employees were able to learn next steps in which to obtain their educational goals. In addition, the Benefits Department representative was onsite and available to provide information about tuition reimbursement.

Finally, Methodist held a PCT appreciation week in November 2018 with the theme of “We are thankful for you”. The weeklong event included PCT breakfasts, roving snack carts delivered by staff nurses, a PCT cup with free drinks all week long, and PCT name badge preceptor pins for those who completed the PCT preceptor class. Large cards were delivered to each unit for staff to write notes of appreciation for their PCT colleagues. Staff nurses and nursing leaders were involved in the planning and added various unit specific activities. Between the two campuses, approximately 400 PCTs took part in the events. Going forward, Methodist will adopt Parkland’s ROSE Award program.

Parkland Hospital and Health System

Parkland completed an organization wide job architecture review, multi-year effort that takes a closer look at job codes. The effort collapsed job codes (eg: Nurse 1 instead of Nurse 1 and the department). It also created job families (service, management, executive) and outlined associated competencies with each level. This allows for more succinct pathways for supervisors to communicate opportunities to their staff and for employees to refer to as they figure out their next career move.

Parkland also launched a system of individual talent portfolios for PCTs. PCTs can access to their talent portfolio which is available in an online Learning Management System (LMS) to view their employee information, experience profile, education, required licenses and certifications, professional memberships/committees, honors/awards, projects, community involvement, conferences/courses, and leadership and functional experience. Trainings have been held to teach employees how to update their profiles and upload documentation into the new system.



Parkland Hospital Rose Award Winners

Finally, Parkland launched the ROSE Award, designed intentionally to mirror the Daisy Award for nursing. The award will be given monthly to inpatient and outpatient unlicensed assistive personnel. Winners receive a certificate as well as a rose badge clip, pin, free reserved parking for the month, movie tickets, and cookies for their unit. The first winners were announced in June 2018.

UT Southwestern Medical Center

UT Southwestern increased base pay for PCTs in March 2018 and September 2019. It also began offering bonuses for PCTs that received their certifications in May 2018 and January 2019. PCTs also received a set of new scrubs in June 2019 UT Southwestern also hired a PCT Coordinator in April 2018 to develop and launch its new PCT Residency Program. The Residency started in February 2019 and is on competencies in the National Certified Patient Care Technician certification. The curriculum prepares individuals to sit for the NCPCT certification exam as well as for the CNA exam. Neither certificate is required for completion, but UTSW has implemented a certification bonus, so PCTs have an incentive



FUT Southwestern Medical Center Residency Program

to obtain certification. Completion of the PCT residency will also serve as promotion pathway for other positions in the hospital. As of May 2019, one cohort of 10 PCTs have completed the residency program. The course helped PCTs improve their skills in key areas. PCTs who went through the program reported that they enjoyed the classes, particularly the hands-on skills training and simulation scenarios, and they wished they had even more time for these portions of the residency.

Finally, UT Southwestern launched Parkland’s monthly PCT recognition program, ROSE Program, in January 2019. The hospital also created and disseminated PCT appreciation posters, hosted a lunch & learn, and honored three PCTs at its annual awards gala.

Impact

368 PEOPLE
SERVED IN CAREER
PATHWAYS TRAINING

266 PEOPLE
WHO COMPLETED
TRAINING AND EARNED
CREDENTIALS

185 PEOPLE
WHO SECURED
EMPLOYMENT
IN TARGETED INDUSTRIES

FUNDERS

Direct Funders

Capital One Bank
Capital One Foundation
IBM
JP Morgan Chase
Holloway Family Foundation
Pure Point Financial

Aligned Funders

City of Dallas
Communities Foundation of Texas
Dallas Women's Foundation

Attends Funder Forums

Dallas Foundation
State Farm

EMPLOYERS

Baylor
Children's Health
JPS Health
Medical City Healthcare
Methodist Health System
Parkland
Texas Health Resources
Fuse Solutions
Techway Services
MNK Infotech
Sagiss
Azpen Innovation
Simplicity Health Systems

TRAINING PROVIDERS/ COMMUNITY-BASED ORGANIZATIONS

Goodwill Industries
Catholic Charities
Community Education Center
Wilkinson Center
Sharing Life Outreach
LIFT
Aberg Center for Adult Literacy
Buckner Family Services
Community Council of Greater Dallas
Irving Cares
Community Learning Center
Interfaith Family Services
Akola Project
The Family Place
Housing Crisis Center
International Rescue Service
Allen Community Outreach
My Possibilities
Metrocrest
Skillsquest
Jewish Family Services
Quest for Success
Literacy Achieves
Inspiring Tomorrow's Leaders
Senior Source
Women's Center of Tarrant County
Per Scholas
Mansfield Mission Center
Bridge Builders
CitySquare
Prisoners Entrepreneurship Program
Richardson Adult Literacy Center



ABOUT UNITED WAY OF METROPOLITAN DALLAS

United Way of Metropolitan Dallas is a community-based social change organization that puts opportunity in the hands of all North Texans. Working with our determined supporters, we lead the charge to improve education, income and health—the building blocks of opportunity. We invite all change-seekers in our community to Live United to achieve lasting results right here at home. To learn more about our mission, visit www.UnitedWayDallas.org/Focus.