
Johns Hopkins Health System

Project R.E.A.C.H.

(“Resources and Education for the Advancement
of Careers at Hopkins”)

11th Quarterly Report on Activities and Outcomes
(October 1, 2006 – December 31, 2006)

to the
President’s High Growth Job Training Initiative
U.S. Dept. of Labor

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Project REACH: snapshot of achievements so far...

- *The total number of participants over the life of the Project so far is **940**.*
- *Project REACH has assessed **781** different individual participants, or over **83%** of the total, through **2,000** assessment events.*
- ***203** employees were engaged in training at the end of this quarter.*
- ***266** different employees in total, or **28.3%** of all REACH participants, have now completed some form of training; since many have completed more than one type of training, there have been **291** training type completions.*
- ***80** participants, or **30.1%** of training completers, have been promoted; they account for **8.5%** of all REACH participants.*
- *The average wage gain of those promoted is **\$1.35** per hour, or **12.1%** over their previous average earnings. This gain represents moving up to an average wage level of **\$12.52** an hour after training, compared to **\$11.17** before training. Individuals received wage gains ranging up to an additional **\$9.47** an hour. The average new wage for those participants moving from declining to emerging jobs is **\$13.97** an hour, which is equal to a **13.8%** gain.*

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1. New developments on Project REACH this quarter

This is the eleventh quarterly report to the U.S. Department of Labor on the activities and outcomes of the Johns Hopkins Health System's "Project REACH" ("Resources and Education for Advancing Careers at Hopkins"). This incumbent worker career advancement program has a "President's High Growth Job Training Initiative" grant with a no-cost grant extension from the U.S. Dept. of Labor's Employment and Training Administration (ETA). This report covers the use of grant funds for the period October 1 through December 31, 2006. Also included are cumulative data for the Project since it became active in July 2004. The most important summary tables and charts appear in the main text, while ancillary material is in the Appendix.

The main developments in *infrastructure, processes, operations* and *activities* of Project REACH during this eleventh quarter were as follows:

- One career coach position has been retired to reflect downsizing of the Project, leaving still three FTE coaches on staff.
- The "tail end costs" for completing the planned training of existing REACH participants have been estimated and addressed for JHH and affiliates, for FY 2007. Planning is now underway for FY 2008. Meetings with the REACH Steering Committee for planning FY 2008 are now in progress.
- The Grant Manager has been conducting a series of meetings with participating Departments, organizational affiliates, training providers and other partners, to ascertain and record for future use, the "lessons learned" so far, and to gather all written materials.
- The Grant Manager gave a presentation about Project REACH to the School-to-Work initiative in Kentucky, in October 2006.

2. REACH participants, assessments, training, and promotions

Table 1 gives the complete *summary* statistics on Project REACH participants, assessments, training (whether ready for training, engaged in training, or completed training), withdrawals, and promotions, for each of the five training initiatives. Participants are tracked in the initiative they were allocated to on the basis of the self-reported information on their original application form. (Some individuals may move through different training initiatives over the course of the Project, as they engage in "serial learning" opportunities). The main points are:

- The end-of-quarter (12/31/06) cumulative total number of REACH participants is 940. As with the previous quarter, this situation reflects the maturation of the program, with emphasis now squarely on helping participants complete their training, gain promotions to new positions, perform in their new roles, and retain their new jobs. The previous quarter's

strategy of accepting no new applications for any training that cannot be completed during the lifetime of the Project was continued this quarter.

- Almost two-thirds of participants (601, or 63.9%) are in training initiative #5 (“upgrade into critical skill shortage areas”). The only other initiative with more than 10% of all participants is #4 (“high potential workers”), with 18.2%. Together, these two initiatives account for over 82% of all trainees.
- 781 different individuals have received some form of assessment over the life of the Project, and 2,000 assessment events have been conducted.
- 203 individuals were engaged in training this quarter.
- Over the life of the Project, 266 individuals have completed their training.
- 80 individuals have received a job promotion.

Table 1. Summary statistics of Project REACH participants: applications, assessments, training, and promotions, by initiative

TRAINING INITIATIVE AT TIME OF APPLICATION	CUMULATIVE (7/1/04-12/31/06)											THIS (11th) QUARTER'S NEW PARTICIPANTS (10/01/06-12/31/06)						
	PARTICI- PANTS		WITHDRAWN /INACTIVE		ASSESSMTS			TRAINING			PROM- OTED		PARTI- CIPANTS	ASSESSMTS		TRAINING		PROM- OTED
	(no.)	(col. %)	(no.)	(row %)	EVTS (no.)	INDVIDS (no.)	(row %)	ENGD (no.)	(no.)	(row %)	(no.)	(row %)		EVTS (no.)	INDS (no.)	ENGD (no.)	COMP (no.)	
	(no.)	(col. %)	(no.)	(row %)	(no.)	(no.)	(row %)	(no.)	(no.)	(row %)	(no.)	(row %)	(no.)	(no.)	(no.)	(no.)	(no.)	
1. Retain/grow at-risk	36	3.8%	0	0.0%	98	36	100.0%	4	36	100.0%	0	0.0%	0	0	0	0	1	0
2. GED/Dip prep	27	2.9%	6	22.2%	40	20	74.1%	15	13	48.1%	0	0.0%	0	0	0	2	3	0
3. Decl to emerg jobs	53	5.6%	7	13.2%	143	47	88.7%	14	15	28.3%	9	17.0%	0	0	0	0	0	0
4. High-potential wkrs	171	18.2%	55	32.2%	255	101	59.1%	22	38	22.2%	6	3.5%	0	0	0	0	3	0
5. Upgrade into crit skill shortage	601	63.9%	55	9.2%	1,360	537	89.4%	140	145	24.1%	65	10.8%	0	0	0	0	0	0
Not allocated to any Initiative	52	5.5%	9	17.3%	104	40	76.9%	8	19	36.5%	0	0.0%	0	0	0	0	0	0
TOTAL	940	100.0%	132	14.0%	2,000	781	83.1%	203	266	28.3%	80	8.5%	0	0	0	2	7	0

"PARTICIPANTS" = number of applications received and allocated to an initiative based on self-reported information at time of application. Many individuals will move through multiple initiatives during the life of the Project. "THIS QUARTER" participants are only those applying new during this quarter. Assessment and training taking place this quarter on previous quarters' applicants is included under "CUMULATIVE".

"EVTS" = number of assessment events (an individual may be administered more than one assessment event).

"IND" and "INDVIDS" = number of unique individuals assessed (regardless of number and type of assessments administered).

"RDY" = applicants already assessed and waiting for start of training course.

"ENGD" = applicants engaged in training; "COMP" = applicants who have completed training; individual applicants taking more than one course may appear in both "ENGD" and "COMP" columns.

Table 2 focuses more specifically on those participants *engaged* in training at present, and breaks out the different training types by the applicants' original training initiatives. The main points are:

- At the end of this (11th) quarter, 203 unique individuals, or almost 22% of REACH participants are still actively engaged in training. Over two-thirds of those engaged (140, or 69% of the total number of trainees) are in training initiative #5 (“upgrade into critical skill shortage areas”). The only other initiative with over 10% of the total engaged trainees is #4 (“high potential workers”) with 22 trainees, or 10.8% of the total.
- Of the 203, the largest single number engaged in any type of training program this quarter is for “Basic Skills Enhancement”, which had 118 trainees, or 57.6% of the total engaged, followed by accelerated GED, with 22, or 10.7%.
- The clinical/non-clinical training course types had 65 participants enrolled this quarter, or 32% of the total. Within this clinical/non-clinical group there are 17 types of training. The individual training types with the most trainees engaged this quarter is “LINC” (Ladders in Nursing Careers, including LINC 1 and LINC 2) with 18 trainees, Registered Nurse with 11, and Radiology Technician training with 9.
- Out of the total of 22 individual training types (17 clinical and 5 other), the four main ones with more than ten students engaged in each – “Basic Skills Enhancement,” “Accelerated GED,” “LINC”, and “Registered Nurse” – together account for 169 of the 205 trainees, or 82% of the total number of participants engaged in some form of training.

Table 2. All Project REACH participants *engaged* in training at the end of the 11th quarter, by initiative and training type

TRAINING INITIATIVE *	UNIQUE INDIVIDUALS ENGAGED IN TRAINING		BECAME INACTIVE AFTER ENGAGED	TRAINING TYPES IN PROGRESS AS OF 12/31/06																							TOTAL ALL TYPES
				BUSI-NESS SKILLS	ACCEL GED	DECL TO EMERGING JOB TRNG	CLER ASSOC	BASIC SKILLS ENHNCMT	CLINICAL / NON-CLINICAL TRAINING																		
									LINC **	REG NUR	LAB TECH	MLT	MT	MED COD	PSC 2	CORE SERV	ACC TECH	PRE-CLIN	CLIN ASSOC	OCC THPY	RAD TECH	RESP THER	PHAR TECH	PHYS THER	SURG TECH	SUB-TOT	
(no.)	(col. %)	(no.)	(no.)	(no.)	(no.)	(no.)	(no.)	(no.)	(no.)	(no.)	(no.)	(no.)	(no.)	(no.)	(no.)	(no.)	(no.)	(no.)	(no.)	(no.)	(no.)	(no.)	(no.)	(no.)	(no.)		
1. Retain/grow at-risk	4	2.0%	0	0	0	0	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	
2. GED/Dip prep	15	7.4%	2	0	14	0	0	1	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	2	17
3. Decl to emerg jobs	14	6.9%	2	0	1	0	0	10	0	0	0	0	2	0	0	0	0	0	0	1	0	0	0	0	0	3	14
4. High-potential wkrs	22	10.8%	0	0	3	0	0	15	1	0	0	0	0	0	0	0	0	0	0	1	1	0	0	1	4	22	
5. Upgr. into crit skill shrtg	140	69.0%	18	0	4	0	0	82	16	10	2	4	1	4	0	0	1	0	0	7	3	0	1	5	54	140	
Not allocated to any Init've	8	3.9%	0	0	0	0	0	6	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	8	
TOTAL (nos.)	203	100.0%	22	0	22	0	0	118	18	11	2	4	1	6	0	0	1	0	2	0	9	4	0	1	6	65	205
TOTAL (%)			10.8%	0.0%	10.7%	0.0%	0.0%	57.6%	8.8%	5.4%	1.0%	2.0%	0.5%	2.9%	0.0%	0.0%	0.5%	0.0%	1.0%	0.0%	4.4%	2.0%	0.0%	0.5%	2.9%	31.7%	100.0%

* Participants' training initiatives are based on self-reported information at time of application. Many individuals will move through different initiatives over life of Project.

** includes both LINC and LINC-II.

"LINC" = "Ladders in Nursing Careers". "PSC 2" = "Patient Services Coordinator". "CLIN ASSOC" = Clinical Associate. "PHAR TECH" = Pharmacy Technician. "PRE-CLIN" = "Pre-Clinical".

"MLT" = "Medical Lab Technician". "MT" = "Medical Technology". "OCC THPY" = Occupational Therapy. "RAD TECH" = "Radiology Technician". "RESP THER" = "Respiratory Therapist".

"OJT-D/C" = On-the-job training for "Data Coordinator". "CORE SERV" = "Core Services". "DECL TO EMERGING JOB TNG" = "Digital Film Clerk". "ACC TECH" = "Anesthesiology Critical Care Technncian".

"MED COD" = "Medical Coding". "CORE SERV" = "Core Services". "REG NUR" = "Registered Nurse".

Table 3 focuses more specifically on those participants who have *completed* their training. Participants are counted by each of the five training initiatives they were allocated to at the time of their application. The main points are:

- Of the 940 REACH participants to date, 266 individuals, or 28.3% of the total, have completed some form of training. Given that many individuals have completed more than one type of training each since the start of the project, the number of training course completions is higher, at 284.
- The initiative with the highest *absolute* number of unique individuals completing their training is #5 (“upgrade into critical skill shortage areas”) with 145, or 24.1% of the total number of completers throughout REACH. The training initiative with the highest *share* of its participants having completed training is #1 (“retain/grow at risk), where 36 – or *all* those who originally entered REACH with this initiative -- have completed training.
- The individual training course with by the largest number of completing individuals is “Business Skills”, with 131, or 45% of all training course completions. This total is far ahead the second largest training type (“Basic Skills Enhancement” with 40 or 13.7%), and the third largest (“Clinical Associate”, with 34 or 11.7%). Together, these three course types account for 205 course completions, or 70% of the total of 291 course completions.

Table 4 shows, for the first time ever, the number of “serial trainees” – i.e. those who have participated in more than one type of training under Project REACH. The main points are:

- Of the 940 total participants, 452, or almost half (48.1%) have participated in at least *one* type of training.
- 211 participants, or almost half of the 452 (46.7%, or 22.4% of the 940 total participants), are, or have been, in at least *two* types of training.
- 3 participants have participated in *three* types of training.

**Table 3. Project REACH participants who have *completed* training, by initiative and training type
(cumulative to end of 11th quarter)**

TRAINING INITIATIVE *	PARTICIPANTS	UNIQUE INDIVIDUALS WHO HAVE COMPLETED TRNG		TRAINING TYPES (7/1/04-12/31/06)																				TOTAL ALL TYPES			
		TOTAL	IN-ACTIVE	BUSINESS SKILLS	ACCEL GED	DECL TO EMERGING JOB TRNG	CLER ASSOC	BASIC SKILLS ENHANCEMENT	CLINICAL / NON-CLINICAL TRAINING																SUB-TOT C/NC		
									LINC II	REG NUR	LAB TECH	MLT	MT	PSC 2	CORE SERV	ACC TECH	OJT-D/C	PRE-CLIN	CLIN ASSOC	OCC THPY	RAD TECH	RESP THER	PHAR TECH			SURG MATS MGMT	
		(no.)	(no.)	(row %)	(no.)	(no.)	(no.)	(no.)	(no.)	(no.)	(no.)	(no.)	(no.)	(no.)	(no.)	(no.)	(no.)	(no.)	(no.)	(no.)	(no.)	(no.)	(no.)		(no.)	(no.)	(no.)
1. Retain/grow at-risk	36	36	100.0%	0	36	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	38
2. GED/Dip prep	27	13	48.1%	0	3	9	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	2	14
3. Decl to emerg jobs	53	15	28.3%	0	2	0	11	0	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	19
4. High-potential wkrs	171	38	22.2%	2	20	4	4	1	9	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	39
5. Upgrade into crit skill shortage	601	145	24.1%	15	53	5	2	6	25	0	2	6	0	3	6	4	5	1	0	34	0	0	3	7	0	71	162
Not allocated to any Initiative	52	19	36.5%	1	17	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	19
TOTAL (nos.)***	940	266	28.3%	18	131	20	18	8	40	0	2	7	0	3	6	4	5	1	2	34	0	0	3	7	0	74	291
TOTAL (%)					45.0%	6.9%	6.2%	2.7%	13.7%	0.0%	0.7%	2.4%	0.0%	1.0%	2.1%	1.4%	1.7%	0.3%	0.7%	11.7%	0.0%	0.0%	1.0%	2.4%	0.0%	25.4%	100.0%

* Number of applicants per initiative is based on self-reported information at time of application. Many individuals will move through initiatives over life of Project. 205 0.7045
 *** Some individuals have completed more than one type of training (e.g. Business Skills and GED); hence "Total" number for "ALL TYPES" of training may not equal "Total" number for unique individuals.
 "LINC" = "Ladders in Nursing Careers" (incl. LINC I and II). "PSC 2" = Patient Services Coordinator. "PRE-CLIN" = Pre-Clinical. "CLIN ASSOC" = Clinical Associate. "PHAR TECH" = Pharmacy Technician.
 "MLT" = "Medical Lab Technician". "MT" = "Medical Technology". "OCC THPY" = Occupational Therapy. "RAD TECH" = "Radiology Technician". "RESP THER" = "Respiratory Therapist".
 "OJT-D/C" = On-the-job training for "Data Coordinator". "CORE SERV" = "Core Services". "DECL TO EMERGING JOB TNG" = "Digital Film Clerk". "ACC TECH" = "Anesthesiology Critical Care Technnician". "SURG MATS MGMT" = "Surgical Materials Management".

**Table 4. Project REACH's "serial trainees"
(cumulative to end of 11th quarter)**

TRAINING INITIATIVE *	TOTAL REACH PARTICIPANTS		UNIQUE INDIVIDUALS WHO ARE PARTICIPATING, OR WHO HAVE PARTICIPATED, IN AT LEAST -					
			ONE FORM OF TRAINING		TWO FORMS OF TRAINING		THREE FORMS OF TRAINING	
	(no.)	(col. %)	(no.)	(row %)	(no.)	(row %)	(no.)	(row %)
1. Retain/grow at-risk	36	3.8%	36	100.0%	7	19.4%	0	0.0%
2. GED/Dip prep	27	2.9%	23	85.2%	4	14.8%	0	0.0%
3. Decl to emerg jobs	53	5.6%	29	54.7%	4	7.5%	0	0.0%
4. High-potential wkrs	171	18.2%	55	32.2%	9	5.3%	0	0.0%
5. Upgrade into crit skill shortage	601	63.9%	290	48.3%	159	26.5%	3	0.5%
Not allocated to any Initiative	52	5.5%	19	36.5%	28	53.8%	0	0.0%
TOTAL (nos.)	940	100.0%	452	48.1%	211	22.4%	3	0.3%

* Number of applicants per initiative is based on self-reported information at time of application. Many individuals will move through different initiatives over the life of the Project.

Table 5 focuses on promotions and wage gains, showing the number of REACH graduates promoted, their “before” and “after” average wage, and their hourly wage gains. The main points are:

- Of the 940 total participants in Project REACH, thus far 80 (or 8.5%) have been promoted, which is an increase of one participant over the previous quarter’s total.
- For the 74 promoted participants with complete “before” and “after” wage information, their average wage *before* REACH was \$11.17 per hour, and their average wage *after* promotion is \$12.52. The 74 individuals’ different hourly wage gains range from zero cents up to \$9.47 per hour, with an average gain of \$1.35 per hour, or 12.1% over their pre-REACH average wage.
- By different training initiative, the absolute largest *number* of promoted participants is 65 in #5 (“upgrade into critical skill shortage areas”), where 10.8% of all participants have now been promoted. The training initiative with the highest *share* of its participants getting promoted is #3 (“declining to emerging jobs”), where 17%, or 9 out of the 53 participants, have been promoted.
- By different *training initiative*, the largest average hourly wage gains were for those participants in #3 (“declining to emerging jobs”). Their average hourly wage gain was 13.8%, or \$1.69 above their previous average level. Participants in training initiative #5 (“upgrade into critical skill shortage areas”) experienced, on average, a 12.4% wage gain, but it has been too soon for 14 of the 65 individuals promoted there to have received and recorded any wage gain at all. When they do, the average gain figures for this initiative should increase significantly. Participants in training initiative #4 (“high-potential workers”) experienced an average gain of 6.4%, or 75 cents an hour, which is less than half the level of initiative #3 (“declining to emerging jobs”).

Table 5. Wage gain for REACH graduates who have been promoted, by initiative
(cumulative, 7/1/04-12/31/06)

TRAINING INITIATIVE AT TIME OF APPLICATION	PARTICIPANTS *				WAGES BEFORE AND AFTER PROMOTION									
	TOTAL		PROMOTED		WITH DATA	IN- ACTIVE	AVERAGE WAGE		WAGE GAIN					
	(no.)	(col. %)	(no.)	(row %)			BEFORE	AFTER	MIN	MAX	RANGE	MED	AVERAGE	
					(\$ phr)	(\$ phr)	(\$ phr)	(\$ phr)	(\$ phr)	(\$ phr)	(\$ phr)	(row %)		
														**
1. Retain/grow at-risk	36	3.8%	0	0.0%	-	-	-	-	-	-	-	-	-	-
2. GED/Dip prep	27	2.9%	0	0.0%	-	-	-	-	-	-	-	-	-	-
3. Decl to emerg jobs	53	5.6%	9	17.0%	9	0	\$12.28	\$13.97	\$0.90	\$2.83	\$1.93	\$1.52	\$1.69	13.8%
4. High-potential wkrs	171	18.2%	6	3.5%	5	0	\$11.77	\$13.63	\$0.00	\$1.66	\$1.66	\$1.03	\$0.75	6.4%
5. Upgrade into crit skill shortage	601	63.9%	65	10.8%	60	6	\$10.86	\$12.21	\$0.00	\$9.47	\$9.47	\$1.27	\$1.35	12.4%
Not allocated to any Initiative	52	5.5%	0	0.0%	-	-	-	-	-	-	-	-	-	-
TOTAL	940	100.0%	80	8.5%	74	6	\$11.17	\$12.52	\$0.00	\$9.47	\$9.47	\$1.41	\$1.35	12.1%
<p>* "PARTICIPANTS" = number of applications received and allocated to an initiative based on self-reported information at time of application. Many individuals will move through multiple initiatives during the life of the Project. The counts in these columns are of unique individuals.</p> <p>** equals "WAGE GAIN - AVERAGE" \$ p.hr. figure, expressed as percent of "AVERAGE WAGE - BEFORE" \$ p.hr. figure in same row.</p>														

3. Goals for the immediate post-grant period

During the immediate post-grant period (from 1/1/07-3/31/07), REACH staff will be working towards the following goals:

- REACH staff and management are planning for the completion of the U.S. Dept. of Labor-funded parts of the Project and the fulfilling of its revised target outcomes for each training initiative.
- The Grant Manager will be continuing with the “lessons learned” interviews, including feedback material on all aspects of strategy, tactics, content, format, business models, career coaching variations, training providers, and targets. A first draft of notes from these was prepared by the end of the grant extension (12/31/07), and the collection will be expanded upon and completed.
- As a first step towards a plan for post-Project dissemination to the rest of the healthcare industry, a reduced post-grant staff team will migrate the “lessons learned” and process documentation materials to a beta section of the JHH HR website. In doing so, the style and content will be adapted to form a “ready reference” and “how-to” guide for other hospitals thinking of adopting the REACH model.
- Staff and management will continue working through the REACH Steering Committee and the REACH Strategy Team to develop future funding and sustainability plans for successor training.
- There will be continued work with the Baltimore Alliance for Careers in Healthcare (BACH).

