GOVERNOR'S CABINET ON NONPROFIT HEALTH AND HUMAN SERVICES
WORK GROUP ON JOBS

OCTOBER, 30, 2013

TO ENSURE ONGOING PROVISION OF HIGH QUALITY COST EFFECTIVE HEALTH AND HUMAN SERVICES BY NONPROFIT COMMUNITY-BASED PROVIDERS BY PROMOTING A WELL TRAINED, WELL EDUCATED WORKFORCE

THE COMMITTEE FOCUSED ITS EFFORTS ON THE FOLLOWING GOALS:

1. Project the workforce needs of the future. Work with DOL to assemble data on nonprofit employment and wages

2. Project the current and future education and training needs of the health and human services nonprofit sector.

3. Project the employment practices of the health and human services nonprofit sector consistent with the diversity of the population that it serves

Members of the work group:

Co- Chairs:

Terry Macy, Commissioner, DDS
Maureen Price- Boreland, Executive Director, Community Partners in Action

Members:

Deborah Chernoff, Communications Director, SEIU 1199, New England;
Glenn Connan, Vice President, MCCA;
Patricia Kupec, Counselor Supervisor, Dept. of Correction;
Katherine Lewis, Deputy Commissioner, DPH;
Michael Morrill, Division Director, Justice Resource Institute;
Mark Polzella, Director of Employment Services, DOL;
Amy Porter, Commissioner, Dept. of Rehabilitation Services;
Jeffrey Shaw, CT Association of Nonprofits;
Barry Simon, CEO, Gilead Community Services, Inc.;
William Young, COO, ADRC.

Meetings held:

February 28th, 2013 –strategy discussion to meet goals
March 28th 2013– strategy discussion to meet goals.
May 1st, 2013 – Presentation from Alice Pritchard, Exec. Director, Connecticut Women's Education and Legal Welfare Fund- Campaign for Working Connecticut
May 9th 2013- Presentation from Victoria Veltri, State Healthcare Advocate
June 13th 2013 – Review draft report

INTRODUCTION:

Nonprofit community based providers play an exceptional and vital role in Connecticut's communities and in our State. The sector enriches community life, offers people a way to participate, stands up for underrepresented people, provides essential services, and pioneers solutions to social and economic problems. Nonprofit community based providers promote the values and ideals that attract so many to Connecticut's quality of life, while also investing significant financial and human resources in communities throughout the state. This system is a major employer of all levels of employment and has a significant economic multiplier effect to local communities of State tax revenues. Connecticut's nonprofit community is one of the most robust and vibrant in the country, playing a significant role in the state's reputation as a great place to live and raise a family. Nonprofit community based providers are key to our present and our future.

Much of the employment in the nonprofit sector is created through state, local & federal government investment for essential social & community needs. Maintaining a viable community nonprofit human services system in Connecticut is essential to the quality of life, productivity and economic vitality of our state and its families. Nonprofit community based providers are essential to the public private partnerships that have been the foundation of human services in Connecticut.

Many jobs created by nonprofit community based providers are low wage because funding to nonprofit community based providers is insufficient to allow for more substantial wages. Most nonprofit community based providers seek philanthropic and private dollars to supplement state funds with the goal to pay staff better and cover costs that the State does not. However, due to many years of underfunding with insufficient cost-of-living adjustments coupled with the continuously increasing operational costs, these supplemental dollars simply allow nonprofit community based providers to maintain low wages while attempting to cover the rising cost of basic benefits including healthcare.

The nonprofit sector is diverse and includes educational institutions, hospitals, the arts and others. For purposes of its work, the Jobs Workgroup agreed to focus on the nonprofit sector that provides health and human services and Judicial Branch services by way of Purchase of Service Contracts. Purchase of service contracts are between a state agency and a private provider organization, municipality or another state agency for the purpose of obtaining direct health and human services for agency clients.

There are six major state agencies in the current human service system: **Department of Children and Families, (DCF), Department of Correction (DOC), Department of Developmental Services, (DDS), Department of Mental Health and Addiction Services (DMHAS), Department of Public Health (DPH), and Department of Social Services (DSS). With recent agency consolidations, the Department of**

Rehabilitation Services, Aging, Early Childhood and Housing are or will be administering POS contracts, most of which, to date, have been administered by DSS. The Judicial Branch, CSSD's significant human services contracts will also be part of the workgroup's focus.

The workgroup provides the following outline to include policy statements, background information on its work and research, challenges presented and recommendations for meeting the goals. Due to the limitation of current available data and resources, the workgroup submits this report, as Phase 1 of its work. This report provides background information and recommendations that will be used as the framework for the next steps which would be considered Phase 2 activities (data gathering and implementation) for the workgroup.

GOAL 1: PROJECT THE WORKFORCE NEEDS OF THE FUTURE:

WORK WITH DOL TO ASSEMBLE DATA ON NONPROFIT HEALTH AND HUMAN SERVICES EMPLOYMENT AND WAGES.

Policy Statement:

As the nonprofit workforce is enormously diverse and will likely continue to experience dynamic change in the future, the State of Connecticut should use all available employment tracking tools to properly classify and monitor this workforce. The CT Department of Labor, POS state agencies and the Judicial Branch are the most immediate partners to work with to help create a responsive and informed data base.

Background Information:

According to the Connecticut Department of Labor 2011 statistics, nonprofit community based providers in total employ 12% of the state's workforce. The nonprofit workforce is greater than many of the specific individual targeted employment clusters such as precision manufacturing, financial services, aerospace, etc. The nonprofit community is an under recognized economic engine in the overall state economy.

The Connecticut Department of Labor (DOL) data shows a slight growth – less than 1% - in total nonprofit employment in Connecticut between 2009 and 2010. There was also less than 1% growth between 2009 & 2008. The Department of Labor does not distinguish between charitable (c) (3) nonprofit community based providers and other nonprofit community based providers (e.g.: (c) (4), (c) (6), etc.)

Health Care and Social Assistance account for the largest grouping, by far, in the DOL classification. In 2010, 127,373 jobs of the total 188,817 nonprofit jobs, or 67 %, were in Health Care and Social Assistance. (2011 Employment Stats from the Connecticut Department of Labor)

The 2011 DOL statistics show an increase in the categories of educational services, professional, scientific and technical services and health care & social assistance, including services for the elderly and

persons with disabilities, residential developmental disability facilities, vocational rehabilitation services, home healthcare and residential mental health and substance abuse facilities.

Meanwhile, decreases were recorded in nursing care facilities; child day care services; arts, entertainment, and recreation; accommodation and food services; and "other" service sectors.

Challenges:

1. The current data available through the Department of Labor focuses on a broad definition of a nonprofit and does not capture and reflect specific information on the Purchase of Service and Human Service sector.
2. Resources and planning are needed to gather relevant data on the nonprofit workforce. The goal is to identify baseline data that will inform trends on Purchase of Service contracts and the Judicial Branch human services contract.
3. State agencies have no consistent system for gathering cumulative workforce data for the nonprofit community based providers that they contract with.

Recommendations:

1. The workgroup will continue to work with DOL, OPM and relevant state agencies to collect data on the POS and the Judicial Branch CSSD's contracted workforce in the nonprofit sector. The work group suggest that the data will include the following information:

- Categories of standard positions
- Average numbers of those employed
- Weekly average wages
- Current average wages based on job categories
- Hourly wages, trends and benefits.
- Skill level gap
- Rate and reason for turnover for staff

2. The workgroup will assess and report on the process to develop and implement a statewide data system that captures workforce needs and trends across the nonprofit sector.

3. The workgroup supports and endorses the following excerpt/recommendations made by the Commission on Nonprofit Health and Human Services report, final report, March 31st, 2011-

Cost Comparisons Workgroup - Private and State Services Workgroup

Wages:

37. ... the state should commit to funding Private Non-Profit providers at a level that would allow the Private Non-Profit sector to raise the wages of its lowest paid workers and to implement a salary structure that would allow the Private Non-Profit sector to recruit and retain a qualified workforce.

Health Insurance
38. To attract and retain a qualified workforce and to ensure the health of its employees, the Private Non-Profit sector needs to provide comprehensive employee health benefits. The state's contracts, rate, and fee structure need to support this goal.

Retirement Benefits
39. Through its contracting procedures, the state should provide financial incentives to Non-Profit Providers to establish or enhance retirement benefit programs. Carefully structured retirement benefits could provide an incentive for employee longevity, reducing the costs and service discontinuity associated with staff turnover

The Governor's Nonprofit Cabinet urges the state to comply with the recommendations above.

4. The Governor's Nonprofit Liaison or a designee should participate as a voice at the table of the Connecticut Employment and Training Commission (CETC). The CETC is Connecticut's State Workforce Investment Board, authorized under the federal Workforce Investment Act and state statute. The CETC provides workforce-related policy and planning guidance to the Governor and General Assembly and promotes coordination of the state's workforce-related investments, strategies, and programs.

GOAL 2: PROJECT THE CURRENT AND FUTURE EDUCATIONAL AND TRAINING NEEDS OF THE NONPROFIT HUMAN SERVICES WORKFORCE

Policy Statement:

The diverse nonprofit workforce has dynamic training needs that require a new and coordinated partnership between all levels of education (secondary through technical and higher education) and state agencies. These efforts should be aligned with a strategic investment in training that supports improved skills in the sector and builds a talented and well prepared nonprofit workforce.

Background:

The current training options for the Purchase of Service and Judicial Branch human services nonprofit sector are fragmented. Training opportunities include those provided by two key trade associations, Connecticut Association of Nonprofits and Connecticut Community Providers Association, along with program specific sectors trainings conducted by agencies whose primary mission is to address homelessness, domestic violence, HIV/AIDS, etc. Certain state agencies provide industry specific training for staff. Additionally, some nonprofit community based provider provide access to various on line and in person training opportunities.

Challenges:

1. There is no consistent and standardized system for offering coordinated trainings and skill building as a means of career development for nonprofit staff.
2. There is a gap between educational skills, training resources and a career pathway.

Recommendations:

1. The work group will convene a task force that will ensure the following data are collected and analyzed, and that resulting recommendations are brought to the Cabinet:
A. baseline information on the current resources and gaps in resources for meeting training needs.
B. resources within Connecticut educational institutions, including online options, designed to meet the needs of the nonprofit workforce.
C. data on the training resources provided by the various state agencies that contract with nonprofit providers.

2.The task force will recommend to the Cabinet a formalized system for identifying and recruiting interns, a key resource for nonprofit community based providers-.

GOAL 3:
PROJECT THE WORKFORCE OF THE NONPROFIT HEALTH AND HUMAN SERVICES SECTOR TO REFLECT THE INCLUSION AND DIVERSITY OF THE POPULATION SERVED

Policy Statement:

As a provider of services to primarily a disenfranchised sector of the community, Connecticut's nonprofit workforce, both management and line staff, should reflect the diversity of the clients they serve, particularly those that are underrepresented and have special and emerging needs. Nonprofit community based providers should ensure that both management and line staff reflect the diversity necessary for a client focused and centered delivery of services.

Background:

The workgroup acknowledges that affirmative action steps should be taken to employ staff from underrepresented populations to meet its participant and client focused goals.

Challenge:

There is no consistency in policies, recruitment efficiency, commitment, focus on hiring and retaining a pool of candidates and employees who reflect the broadest diversity in the health and human services nonprofit sector

Recommendation:

1. Nonprofit staff should reflect, be sensitive to and competent in serving underrepresented populations, and nonprofit health and human services community based providers should actively commit to hiring management and line staff that reflects the underrepresented populations to whom they provide services (e.g. veterans, persons with disabilities, people in recovery and the formerly incarcerated).

2. State agencies who contract with Nonprofit Human Services Agencies and Nonprofit Human Service Agencies should consider contract language and policies that explicitly support recommendation number 1 above.