

**GREATER NEWARK WORKFORCE FUNDERS
COLLABORATIVE
HOSPITALS WORKFORCE PARTNERSHIP GRANT**

**REQUEST FOR PROPOSAL FUNDING APPLICATION
RELEASE DATE: MAY 15TH, 2012**



**ALL APPLICATIONS MUST BE RECEIVED BY:
5 P.M. JUNE 29TH, 2012**

**Submit in Hard Copy (5 Copies) or Electronically to:
Regina Barboza
Program Officer GNWFC
C/o Newark Alliance
744 Broad Street, Suite 1705
Newark, NJ 07102**

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SUMMARY

WHAT THIS RFP IS DESIGNED TO ACHIEVE

The Greater Newark Workforce Funders Collaborative (GNWFC) is seeking applications from hospitals to develop hospital-led or hospital-centric workforce partnerships in northern New Jersey. We envision that available funding will enable hospitals to prepare their lowest-skilled incumbent workers for career pathways to address critical workforce needs, improve worker retention and satisfaction, and increase patient satisfaction. Hospitals should offer innovative approaches that enable their lowest-skilled workers to advance and cultivate a more robust workforce. The Collaborative will provide funding to cover a range of activities, including the cost of licensure and/or certification training and coaching for entry-level workers that lead to career ladder/lattice advancement.

TOTAL GRANT AMOUNT AVAILABLE

The total amount of training costs and support services funds available over the next 12 months is \$200,000 for up to two projects, depending on the strength of the proposals submitted.

WHAT IS A WORKFORCE PARTNERSHIP?

A Workforce Partnership is a collaborative group comprised of key stakeholders that work together to meet the workforce skill needs of employers and offer best practices for training low-skilled workers for jobs within an industry sector that is critical to a region's economy. Workforce Partnerships support and enhance education, training, and job placement for low-income, low-skilled unemployed adults or incumbent workers. High-quality workforce partnerships are employer-driven, innovative sector approaches to help low-wage workers succeed in the economy while also improving the competitiveness of a group of employers.

WHO IS ELIGIBLE?

Non-profit, not-for-profit, or for-profit hospitals, and their 501(c)(3) foundations may apply for this grant. We recommend that hospitals select a training partner that has the sector knowledge and capacity to execute a training intervention that addresses their workforce development needs. The workforce partnership at a minimum **must include at least one hospital and one experienced provider that the hospital chooses to offer workforce development services.** Acute, sub-acute, and teaching hospitals are eligible. Preferred education and training providers are those that have the expertise and capacity to help hospitals address the soft-skills, training, and retention challenges that low-skilled workers face. Hospitals are encouraged to engage postsecondary institutions and to include the participation of women, minorities and people with disabilities. Applicants must provide evidence of their management capability, organizational capacity, and concrete advancement opportunities. **All grantees will be expected to collect data on program outcomes as part of local GNWFC and National Fund for Workforce Solutions (NFWS) evaluations.**

LENGTH OF PROGRAM

One year – August 1, 2012, through July 31, 2013, with potential to renew for up to two additional years, based on performance.

GREATER NEWARK WORKFORCE FUNDERS COLLABORATIVE BACKGROUND

BACKGROUND

The Greater Newark Workforce Funders Collaborative (GNWFC) is a public/private initiative led by foundations and regional public workforce systems to generate employer-focused workforce development solutions that offer low-skilled adults the opportunity for career advancement and enable key industry sectors to fulfill their workforce needs.

The Collaborative follows the **National Fund for Workforce Solutions (NFWS)** model for creating workforce partnerships; building capacity; and fostering systems change that together result in: long-lasting relationships among employers, workers, education, and training and support service providers to create a cohesive pipeline to jobs that offer career pathways. The National Fund (<http://nfwsolutions.org>) is a \$31-million, five-year effort to fuel high-impact workforce partnerships and advance 30,000 workers in 32 regions in the U.S. **The Greater Newark Workforce Funders Collaborative is New Jersey’s only member of the National Fund’s award-winning, nationally recognized network.** The Collaborative promotes change at three levels – individual, institutional, and system-wide – leading to better jobs, a larger pool of skilled workers, and an enhanced public workforce system in northern New Jersey. The Newark Alliance serves as the Collaborative’s management- and fiscal-lead organization.

GREATER NEWARK WORKFORCE FUNDERS COLLABORATIVE OVERVIEW

The **Greater Newark Workforce Funders Collaborative (GNWFC)** seeks to create innovative, sustainable workforce partnerships within northern New Jersey that enable low-skilled workers to advance in careers and businesses to compete. The Collaborative’s members – including private foundations and public workforce systems – pool funding, develop strategy, support sector-based programs and develop workforce partnerships that meet the career-advancement needs of workers and employers.

Greater Newark Workforce Funders Collaborative Members:

Bergen County WIB/One-Stop Career Center	Newark WIB/Newark Works
Goldman Sachs Urban Investment Group	NJ Department of Labor and Workforce Development
Garfield Foundation	Nicholson Foundation
Hudson County WIB/One-Stop Career Centers	PNC Bank Foundation
JP Morgan Chase	The Prudential Foundation
Kessler Foundation	United Way of Essex and West Hudson
National Fund for Workforce Solutions	Walmart Foundation
Newark Alliance	Wells Fargo Foundation

SECTOR FOCUS – HEALTHCARE

The Collaborative's strategy is to invest in workforce solutions that prepare adults for employment in industry sector jobs that offer family-sustaining wages and opportunities for career advancement. According to the New Jersey Department of Labor and Workforce Development, as of 2010, New Jersey healthcare providers employed about 421,000 people of all ages, genders, races, and educational backgrounds. From 1990 through 2010, the healthcare sector added 164,700 new jobs. Healthcare is the only industry in the state that has added jobs every year for the past 10 years. However, there are challenges that this robust sector faces – critical primary care shortages, high services demand, aging healthcare workforce, and an aging population in need of more healthcare services – meaning that long-term healthcare and allied health professions require a steady pipeline of technically proficient workers.

GNWFC's approach to this initiative is to:

- 1. Develop an educational “pipeline”** that helps entry-level workers advance into careers in critically needed professions. In healthcare, these professions might include Certified Nursing Assistants; Patient Care Techs; Surgical Techs; Operating Room Techs; Unit Clerks, Central Supply Techs, Licensed Practical Nurses (LPNs), Patient Access Reps, etc. The focus should be occupations that require an associate's degree or less – such as a state-recognized credential.
- 2. Prepare current employees for advancement through professional training programs that lead to acute care and allied health positions that will help hospitals achieve their workforce development goals and be more competitive.**
- 3. Fund efforts to create innovative programs to prepare workers for acute care, allied health or health-related transferable degree and license/certificate programs.**
- 4. Better enable regional hospitals to retain entry-level, frontline staff, grow staff skills, improve their competitiveness and grow their industry.**

Framework

This initiative is an effort by the **Greater Newark Workforce Funders Collaborative** to partner with northern New Jersey hospitals (particularly those in Newark, Essex County, Bergen County and Hudson County) to strengthen the region's healthcare industry. GNWFC is interested in funding projects over the next year in cooperation with hospital co-investors. **GNWFC** will invest in a **hospital or multi-hospital (two or more hospitals working together) workforce partnership that collectively** accomplishes the following outcomes:

- **Entry-level incumbent workers will enroll in acute care, allied health or health-related transferable degree and license/certificate programs** that are designed to enhance their skills and lead to career ladder/lattice advancement.
- **Approximately 70% of entry-level incumbent workers participating in this project will enroll into and complete training and/or certification.**
- **All hospitals will assist employees participating in this program with coaches and support for developing career plans** for entry-level workers to move into acute care or allied health or related professions.
- **Retention of employees that participate in this program will increase by 25%**, which will result in a substantial cost savings to hospitals.

GNWFC WORKFORCE PARTNERSHIPS

SCOPE OF WORK

There are pressures on every key segment of the healthcare sector in New Jersey, especially for acute care professionals such as nurses. However, there is also a strain on the bottom line of many area hospitals as they struggle to retain entry-level workers and increase their skills to contribute more to core business of acute and allied healthcare.

GNWFC Healthcare Sector Goals

- To help **prepare northern New Jersey low-skilled adults for careers with well-defined pathways that ensure livable wages and upward mobility;**
- To **provide career preparedness, coaching and soft skills and sector-focused training services** that enable low-skilled adults to be successful in careers;
- To **support and advocate for systems change** that enhances workforce development and collaboration in northern New Jersey;
- To **close the gap between the supply and demand for skilled workers** in industry sectors critical to the economic success of northern New Jersey; and
- To improve the competitiveness of hospitals by **creating a sustainable pipeline of skilled entry-level workers, reducing entry-level turnover rates, advancing workers into the core business of the organization and creating a demonstrable return on investment in skilling up entry-level workers.**

Hospital's Role in Executing this Grant

- The hospital grantee will be the project lead for the grant and provide program and fiscal oversight;
- Each hospital will be responsible for the staffing required to support the grant;
- Hospitals will contract the training provider, as required, unless conducting the training using existing workers as instructors;
- Hospitals will conduct the internal marketing and recruiting required to get participants enrolled; and
- Hospitals will be responsible for all participant data reporting.

Expected Competencies

The Greater Newark Workforce Funders Collaborative is seeking Hospital Workforce Partnerships that will, over the period of one year, facilitate career advancement opportunities for low-skilled workers in northern New Jersey hospitals. Hospitals working with their training partners must demonstrate that they help participants by:

- Facilitating education and training programs and services that are accessible to low-income individuals and low-skilled working adults;
- Offering contextualized, job-related industry sector education and training that also embeds wrap-around support services and reflects the hospital's needs and skill standards, including digital literacy;
- Accelerating participants' attainment of GED or high school diplomas, postsecondary, and/or industry-recognized transferable credentials;
- Connecting skills, competencies and credentials to increases in income; and
- Integrating wraparound supports – such as career coaching, case management services, financial literacy and asset development services, computer literacy, and job search and placement assistance – to further ensure readiness for career advancement.

Hospitals and their training providers are encouraged to incorporate best practices for accelerating adult learning and attaining postsecondary credentials, which include:

- Offering sector-based curricula that aligns with hospitals' needs and the industry's skill standards;

- Delivering curricula in sequential, modular courses that are manageable and lead to ever-increasing technical proficiencies for a career;
- Offering flexible training to make course offerings convenient for incumbent workers and for hospitals;
- Linking to enriched Adult Basic Education curricula that prepares trainees to pass college-placement tests;
- Offering academic credit for work-based learning and credit for sector-related life experience;
- Offering credentials that are portable across institutions and facilitate natural progression along career path curriculum supported by multiple training providers; and
- Offering career ladders/lattices that demonstrate accessible pathways to jobs that sequential education, training and skills development can facilitate.

While the Collaborative does not expect hospitals to develop the full spectrum of career advancement services for low-skilled workers, all proposals must describe how their workforce development strategy facilitates low-skilled incumbent workers in attaining the next segment of a career pathway.

Targeted Outcomes

- Hospitals solve a critical workforce need and give low-skilled workers – from housekeeping, transport, and food services, etc., industry-recognized skills and credentials;
- Hospitals develop training solutions that benefit low-wage incumbent workers; and
- Hospitals provide soft-skills, job training and employment to the participant group.

Evaluation Requirements

The preparation and movement of entry-level workers into occupations that provide more career opportunities with good wages is a critically important focus of the **Greater Newark Workforce Funders Collaborative and the National Fund for Workforce Solutions**. **GNWFC** will conduct a comprehensive evaluation of funded workforce partnership processes and outcomes. It will identify successful strategies and determine areas that require improvement. The Collaborative's evaluation will document successful practices, barriers that impede systems reforms, and the overall impact of the investment in building a cohesive workforce pipeline in northern New Jersey. As a National Fund for Workforce Solutions partner, the Collaborative (and its grantees) will also participate in evaluations as required by the National Fund.

All of the partnerships that the Collaborative funds become part of an ongoing evaluation process to ensure that the programs are implemented smoothly and that planned outcomes are achieved. **All organizations funded under this project will be required to participate in collecting data for an evaluation process that ensures that programs meet the needs of hospitals and training participants.** All grantees will be expected to collect and track individual participant data and outcomes as part of the local and national evaluations. Data that hospitals collect will be entered into a data dashboard that the Collaborative provides to each hospital and or training institution. Hospitals will be required to cooperate with GNWFC evaluators in documenting all aspects of their workforce partnerships and programs.

FUNDING APPLICATION PROCESS

The stages for funding consideration include: **1) Attendance at the Bidders' Conference (preferred); 2) Full Application Proposal; 3) Finalists' Proposal Presentations.**

Bidders Conference: Hospitals intent on completing the RFP should plan to attend an information session on May 29th that will provide key information regarding the definition of a workforce partnership, expected outcomes of said partnership, and the need to indicate in the completed RFP the project scope, outcomes, and community and industry impact.

Full Proposal: Fully developed programs will detail **1) the industry workforce skills gap that the project addresses; 2) the career ladder/lattice that cohorts will embark upon; 3) the potential for family-sustaining wages; 4) the hospital and regional impact and rationale that supports the strategy; and 5) the specific budget requirements for implementing the program.** Submitted workforce partnership proposals will be reviewed by the GNWFC Funding Committee.

Proposal Presentations: Once the Funding Committee reviews full proposals, it will decide on finalist workforce partnership proposals. The partners of those projects will be invited to present their proposed projects to the GNWFC Funding Committee to promote thorough understanding of all details of the project's scope, data focus and impact. **Final notification of accepted proposal(s) will take place on approximately July 25th, depending on volume of proposals received.**

Eligible Applicants

Again, we envision developing workforce partnerships that strengthen the talent pool for employers whether they are non-profit, not-for-profit hospitals, or for-profit hospitals. Each **workforce partnership must include at least one hospital and one experienced provider of workforce development services for low-skilled adults such as a community college or a vocational trainer with proven success.**

Requirements

Northern New Jersey hospitals are invited to submit an RFP that indicates how they would use **GNWFC** funding to develop a **Workforce Partnership**. Hospitals may submit an RFP as an individual organization or as part of a collaborative. Projects considered for funding should include the following information:

- **A description of the hospital staff** that will be responsible for recruiting participants and assisting the development of career plans
- **A description of how many candidates will be recruited** to participate in the program
- **An estimate of the type and number of certificate/licensures** that will be part of the project
- **A commitment to pay incumbent worker participants wages while they train**
- **A description of how the hospital will work to establish sustainability** for the program after the first year in cooperation with the training provider
- **A commitment to taking part in evaluating the success** of participants and program outcomes.

Competitive Funding Priorities

Priority will be given to hospital-driven proposals that:

- Demonstrate opportunities and pathways to career training and advancement;
- Have existing partnerships or potential partnerships with community colleges, training providers, and/or nonprofits that offer career coaching and skills development;
- Promote regional collaboration among key stakeholders (i.e., business, workforce, economic development, and education systems, and community organizations); and
- Address current workforce priorities and challenges facing the hospital and industry.

Special consideration will be given to hospitals that demonstrate significant support for the career advancement of entry-level employees by committing to:

- Provide employees with flexible time to attend training;
- Demonstrate a willingness to collaborate with community college(s) and other training entities; and
- Provide onsite training accommodations to facilitate delivery of training.

GNWFC HOSPITALS RFP TIMELINE

DATE	EVENT	COMMENTS
MAY 15th, 2012	RFP Issued	Notice of grant opportunity to be distributed to northern NJ hospitals
MAY 31st, 2012 9 a.m. – 11 a.m.	Bidder's Conference Newark Regional Business Partnership 744 Broad Street, 26th Fl., Newark, NJ 07102	All potential respondents to the GNWFC RFP are encouraged to attend
JUNE 29th, 2012	RFP RESPONSES DUE BY 5 P.M. TO: The Greater Newark Workforce Funders Collaborative c/o Newark Alliance, 744 Broad Street, Suite 1705, Newark, NJ 07102	Please submit either <u>five hard copies</u> or an <u>electronic copy</u>. <u>Attention: Regina Barboza, Program Officer,</u> rbarboza@newark-alliance.org (973) 596-6400, ext. 203
JULY 19th, 2012	Finalist presentations	Bidders' staff members who will execute the program should be available to present to the GNWFC Funding Committee during this week.
Approximately JULY 25th, 2012	Awardees will receive e-mail notification of their grant awards.	MOU will be negotiated with each grantee
AUGUST 1, 2012	Grant period begins	Grant Year is August 1, 2012, through July 31, 2013
MAY 29th, 2013	Year 2 renewal applications due	GNWFC will provide renewal application guidelines

ADDENDUM A – COVER PAGE TEMPLATE

COVER PAGE

ORGANIZATIONAL PROFILE

1. Applicant Name (Hospital Lead): _____

Address: _____

CEO / President: _____

Project Contact Person: _____

Project Contact Title: _____

Telephone: _____

Fax: _____

E-mail: _____

Web site: _____

Type of Organization (Check all that apply)

Government (specify):

Acute Care Hospital

Sub-Acute Hospital

Teaching Hospital

Non-profit Hospital

Not-for-profit Hospital

For-profit Hospital

Other:

Proposed Budget: \$

Sector Based Training:

Acute Healthcare

Allied Health

Healthcare-related field

Planned Number to be Served

Systems Change

President / CEO (Print Name)

President / CEO (Signature)

ADDENDUM B – PROGRAM NARRATIVE (*Response must not exceed 10 double-spaced, typed pages in font size no smaller than 11 point with all margins set at 1 inch. Attachments include 5 requested addendums & up to 5 additional pages for a maximum of 10 attachment pages.*)

WORKFORCE PARTNERSHIP RFP RESPONSE ELEMENTS

Page Limit

<p>1. Executive Summary</p> <ul style="list-style-type: none"> • Provide an executive summary briefly describing your hospital’s program/services; the program/service goals, any collaborative plan and/or partnerships and expected outcomes/impacts. 	1 page
<p>2. Statement of Need</p> <ul style="list-style-type: none"> • Describe the industry specific need for skilled labor at your hospital. • Describe any known barriers to employment in the industry and how your program will address them (i.e., basic literacy, language barriers, technology, environmental, and access). • Provide a list of occupations that the skills training will address, by position title and the expected entry wage after training. <p>Targeted Population</p> <ul style="list-style-type: none"> • Identify your targeted populations. • Describe your outreach and recruitment strategies to recruit eligible participants to receive training; including individuals with low income, barriers to employment and residents of high-need areas. 	2 pages
<p>3. Program Description</p> <ul style="list-style-type: none"> • Provide a description of your training programs/services including how your program will address industry needs and the hospital’s targeted population’s needs plus a timeline. 	1 page
<p>4. Support Services</p> <ul style="list-style-type: none"> • Describe your case management, job placement and follow-up/job retention services. • Describe any specific type(s) of services that will enable participants to attain, retain and advance in training (i.e., tutoring, ESL, GED, childcare, transportation, housing, financial education). 	1 page
<p>5. Hospital Partners/Collaboratives</p> <ul style="list-style-type: none"> • Describe partners that will participate in the project; including the engagement of training and soft-skills providers to support participants. • Describe any in-kind resources or funding allotted to support your project by these partners. • Letters of Commitment from identified partners can be submitted as attachments (no limit). 	2 pages
<p>6. Statement of Capabilities</p> <ul style="list-style-type: none"> • Describe hospital’s capacity to conduct and administer the project and ability to collect and report program and financial data as requested. • Provide examples of current tracking methods or reporting systems and the type of information tracked such as credentials, job placement, wages/wage increase, job retention • Provide copy of bios or resumes for key personnel that will be responsible for the delivery of services (see attachments) 	1 page
<p>7. Sustainability</p> <ul style="list-style-type: none"> • Describe your funding approach or plan to sustain your programs/services; include the projection of time needed to reach this goal. 	1 page

ADDENDUM C – SCORING METRICS & PROPOSAL CHECKLIST

RFP ELEMENT	MAXIMUM POINTS
Executive Summary	5
Statement of Need	15
Targeted Population	10
Program Description	15
Support Services	15
Partners/Collaboratives	15
Statement of Capabilities	10
Budget & Budget Narrative	5
Sustainability	10
	Total 100 points

The following items **MUST** accompany this proposal cover sheet. Please mark the boxes in the “***Included***” column for each item submitted.

Please submit either 5 ORIGINAL HARD COPIES or 1 ELECTRONIC COPY of the complete proposal.

- | | |
|--|----------|
| | Included |
|--|----------|
1. Completed Proposal Cover Sheet signed by the President / CEO and Board President
 1. Proposal Narrative (10-page maximum)
 1. Project line-item Budget and Budget Narrative (Required Budget Forms)
 1. Organizational Business Certificate of Status from New Jersey, if applicable.
 1. IRS tax-exempt status letter, if applicable. [Must be dated within the last 5 years; if older than 5 years, contact Internal Revenue Service (1-877-829-5500) to request an updated 501(c)(3) letter]
 1. Most recent audited financial statement
 - If organization has no audit, please submit an un-audited financial statement and balance sheet.
 - If the submitting organization is a public entity, provide financial statements for the department or unit applying for the grant.
 1. Most recent IRS Form 990, or equivalent. If not a nonprofit, please submit the Form 990 equivalent report.

WORKFORCE PARTNERSHIP NAME:				
INCUMBENT WORKERS	PARTICIPANTS DATA			
	THREE-YEAR GOAL	FY12 GOAL	FY13 GOAL	FY14 GOAL
1. Total incumbent workers served				
2. Total enrolled in training/ education				
3. Participants receiving wage increase				
4. Number of promotions				
5. Number of education/skills credentials earned				

ADDENDUM D – PROPOSED PROGRAM METRICS & OUTCOMES

Addendum E – Hospital Budget Narrative

The total amount of training costs and support services funds available over the next 12 months is \$200,000 for up to two projects, depending on the strength of the proposals submitted. Please describe in detail how your hospital would allocate this grant against your workforce needs. *Please note that the GNWFC may use a mix of pooled private dollars and aligned public funds for this grant.

Budget Description	Annual Amount
Recruitment	
Training	
Materials and Supplies and Printing	
Support Services	
Evaluation	
Administration	

ADDENDUM F - PROGRAM BUDGET	
Hospital:	
Address:	
Start: August 1, 2012	
End: July 31, 2013	Total Timeframe should be 1 year
Program Name:	
Number Served:	
RECRUITMENT:	
Staff Salaries	
Staff Fringe	
Staff Taxes	
Total Staff	0
Travel	
Marketing (For participant recruitment)	
Printing	
Telephone	
Other (Please list)	
Total Other	0
Sub-Total Recruitment Cost	0
TRAINING:	
Staff Salaries	
Staff Fringe	
Staff Taxes	
Total Staff	0
Travel	
Rent/Utilities (if incremental cost)	
Equipment/Lease/Maintenance (if incremental cost)	
Telephone	
Participant Supplies / Training Needs / Support	
Certifications and Licenses	
Contractual (outsourced)	
Other (Provide Detail):	
Total Other	0
Sub-Total Training Costs	0
SUPPORT SERVICES:	
Child Care	
Transportation	
Other Identify:	
Sub-Total Support Services	0
EVALUATION:	
Data Collection	
Total Evaluation	0
Total Budget	0
Certification:	
I confirm that the budget accurately reflects the expenditures required to meet the stated objectives.	
Authorized Personnel:	Date: