

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

**SEPTEMBER 27<sup>TH</sup>, 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 28<sup>th</sup>, 2013 –strategy discussion to meet goals  
March 28<sup>th</sup> 2013– strategy discussion to meet goals.  
May 1<sup>st</sup>, 2013 – Presentation from Alice Pritchard, Exec. Director, Connecticut Women’s Education and Legal Welfare Fund- Campaign for Working Connecticut  
May 9<sup>th</sup> 2013- Presentation from Victoria Veltri, State Healthcare Advocate  
June 13<sup>th</sup> 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. Nonprofits 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, Education 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 needed to support basic economic security for workers.~~
  - Skill level gap
  - Rate ~~and reason for~~ turnover for staff
- ~~2. The work group will prepare a report that captures trends of the current and future workforce of the nonprofit sector.~~
- ~~3.2.~~ The workgroup will assess and report on the ~~process to~~ development and ~~implemplementation of~~ a statewide data system that captures workforce needs and trends across the nonprofit sector.
- ~~3.~~ The workgroup supports and endorses the ~~following following~~ excerpt/recommendations made by the Commission on Nonprofit Health and Human Services report, final report, March 31<sup>st</sup>, 2011-

Cost Comparisons Workgroup - Private and State Services Workgroup

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Wages:

37. While the state's current fiscal situation may preclude immediate action, 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

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4. The Governor's Nonprofit Liaison or a designee should participate as a voice at the table of the Campaign for Working Connecticut (CWCT) and the Connecticut Workforce Development Council. The Campaign for a Working Connecticut is a coalition that promotes the state's economic competitiveness through the development of sustainable, effective workforce solutions to increase workers' skills and advance families to self-sufficiency. The Connecticut Workforce Development Council (CWDC) strives to develop a competitive workforce to meet the current and future needs of its partners in business by creating opportunities through education, training and job readiness. There was a motion to support the concept however question on clarifying appointing authority for this Council.

**GOAL 2: PROJECT THE CURRENT AND FUTURE EDUCATIONAL AND TRAINING NEEDS OF THE NONPROFIT HUMAN SERVICES WORKFORCE RECOMMEND A PLAN TO WORK WITH SDE AND THE ELEMENTARY, SECONDARY AND HIGHER EDUCATION SYSTEMS TO TRAIN THE FUTURE 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~~address homelessness, domestic violence, HIV/AIDS, etc. Certain state agencies provide industry specific training for staff. Additionally, some nonprofits 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. ~~A survey should be conducted of~~ Collect data on the nonprofit sector to establish a baseline data on the of needs, current resources, gaps in resources and recommendations for meeting training needs.
2. ~~A survey should be conducted of~~ Collect data on the resources within Connecticut educational institutions to include online options designed to meet the needs of the nonprofit workforce.
3. ~~A survey should be conducted of the~~ Collect data on the training resources provided by the various state agencies that contract with nonprofit providers.
4. ~~A task force should be established to d~~ evelop a coordinated plan for current training resources in and out of state. The goal is to offer a consistent career pathway and core trainings for entry level, mid-level and advanced nonprofit staff.
5. ~~There should be a state wide~~ Develop - formalized a formalized system for identifying a pool of students for internship opportunities within the nonprofit community based providers. This system is intended to recognize that interns are a key resource for nonprofits.
6. ~~The workgroup will develop suggested guidelines/framework for effective succession planning within nonprofit agencies. "Ready to lead".~~

**GOAL 3: ~~WORK WITH THE DEPARTMENT OF VETERANS' AFFAIRS TO MATCH HEALTH AND HUMAN SERVICES WORKFORCE NEEDS AND POTENTIAL WORKERS~~**

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

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**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 ~~(such as veterans)~~ 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 ~~towards employment of veterans staff from underrepresented are important in the nonprofit sector. Additionally, there is recognition that the sector needs a diversely represented workforce that is best prepared to 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 ~~to include veterans~~ the health and human services nonprofit sector

**Recommendation:**

1. In recognition of the diversity of the sector and the need for the staff to reflect, be sensitive to and competent in serving such diversity, nonprofit health and human services community based providers should actively commit to hiring management and line staff that reflects the current and emerging populations  
~~The Governor's cabinet should include veteran representation as part of its membership to shape and inform the Cabinet's plan for an expanded workforce of inclusiveness to include veterans~~
2. State agencies who contract with Nonprofit Human Services Agencies and Nonprofit Human Service Agencies should consider expanding their contracts and policies to implement recommendation number 1 above.

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**GOAL 4: WORK WITH DEPARTMENT OF ECONOMIC AND COMMUNITY DEVELOPMENT TO DEVELOP INCENTIVES FOR NONPROFIT BUSINESSES:**

**Background:**

The workgroup has not addressed this topic at this point however as part of Phase 2 of its work will assess and research the mutually beneficial relationship that can be developed and enhanced between DECD and the nonprofit sectors.

**Recommendation:**

1. As part of its Phase 2 activities, the jobs workgroup will meet with Commissioner Catherine Smith to explore the opportunities to develop incentives for nonprofit businesses.

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