

# working for health

The Newsletter for *Jobs to Careers: Promoting Work-Based Learning for Quality Care*

Fall 2008

## IN THIS ISSUE

- 2 Amanda Allen:  
Learning on the  
Frontlines
- 3 Remedial  
Education at Two  
*Jobs to Careers*  
Sites
- 6 Community and  
Technical Colleges  
Playing a New  
Role
- 7 *Reach Higher,  
America* Report  
Identifies  
Workforce Skill  
Challenges and  
Calls for Reform
- 8 Reader's Corner
- 8 Telling the *Jobs to  
Careers* Story

## Overcoming the Remediation Hurdle

This issue of *Working for Health* addresses remediation, a topic that is crucial to the frontline health care workers *Jobs to Careers* was created to serve. Across the 17 *Jobs to Careers* projects, many health care employees who want to advance their careers are stymied because they lack the English and math skills needed to take college courses. Given that a *Jobs to Careers* goal is helping individuals earn postsecondary credentials that lead to family-supporting jobs, it is imperative that we help them over this hurdle and prepare them with the basic skills necessary to move forward in their education and careers.

Remedial education is delivered in states and communities in two primary ways: through adult basic education programs; and through developmental education programs that prepare individuals for taking college-level courses. These programs are housed in a variety of places such as community-based organizations and community colleges. Usually, the courses take place in traditional classroom settings.

The need for remediation is not unique to *Job to Careers*. According to a 2007 Community College research report, over 60 percent of community college students need at least one remedial course. However, college students who enroll in developmental courses, on average, have less favorable education outcomes than students who enter ready for college-level work. Numerous national and state studies inevitably lead to the same conclusion: students who take remedial coursework are less likely to achieve educational success than those who do not. This makes it especially important to find innovative and effective ways to prepare adult learners for college-level work.

In *Jobs to Careers*, we believe that the traditional pedagogy for teaching basic skills has many draw-

backs. This belief is supported by the literature on how adults learn. As Henry M. Levin and Juan Carlos Calcagno write in *Remediation in the Community College*, "It is the same style that the students were exposed to in high school, which may have contributed to their difficulties in the first place. Beyond that, its abstract and isolated nature may prevent students from seeing its usefulness in real-world situations and from applying the skills that are learned."

*Administrative and Organizational Approaches to Raising Productivity in Higher Education*, by Levin and William S. Koski, found that two ingredients are central for designing successful interventions for underprepared students in higher education:

- Building skills within a substantive or real-world context as opposed to a more abstract approach; and
- Encouraging students to do independent meandering within the course structure to develop their own ideas, applications, and understandings.

These elements underlie the *Jobs to Careers* focus on work-based learning as a fundamental approach to helping frontline health care workers advance in their careers. Some project sites have begun using alternative methods to deliver remedial education to their participants. We share these ideas here to stimulate you to reach beyond the status quo and address critical needs in creative ways.



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*Director, Jobs to Careers National Program Office*



**REBECCA STARR**

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# Amanda Allen: Learning on the Frontlines

Thanks to Jobs to Careers' innovative approach that includes extensive academic and life-skill supports, Amanda has a realistic chance to achieve her dream of becoming a registered nurse.

Amanda Allen, a unit clerk/certified nursing assistant (CNA) at Owensboro (Kentucky) Medical Health System, is one of the first frontline workers to benefit from the *Jobs to Careers* program. Her story began three years ago with the birth of her son. She realized that she wanted more for him than she could provide as a unit clerk/CNA. She decided that continuing her education beyond her high school diploma was the way to go.

Amanda knew the path would not be easy considering that her career goal was to become a registered nurse—and that “requires a lot of math,” she says. Amanda had struggled with math in high school. Besides, “I wouldn’t remember it anyway since I have been out of school for 14 years.” She decided to enroll in Owensboro Community & Technical College (OCTC). Like everyone else, she took the college’s placement tests—the COMPASS reading, math, and English exams. Because her scores were too low to qualify her to take college-level courses, OCTC initially placed her in remedial courses in pre-English, reading, and pre-math as a first step toward pursuing her aspiration to become a registered nurse.

Amanda completed her remedial courses last year and thought she was ready to begin working on her nursing degree. However, she soon discovered that she had not completed all the prerequisite courses for program consideration. Even more discouraging was the fact that her low grades indicated that she was still not prepared for the college’s highly competitive, traditional nursing program.

Fortunately, Amanda’s supervisor at the acute care hospital approached her with a timely opportunity: to participate in the *Jobs to Careers* program offered through OCTC. Her employer would provide her with a flexible work schedule, and the program offered the educational, financial, and motivational supports she would need in order to complete her nursing degree. It was an easy decision. More important, thanks to *Jobs to Careers*’ innovative approach that includes extensive academic and life skill supports, Amanda would have a realistic chance to achieve her dream. In addition, her education would be free because her employer would pay the whole cost. All they ask, says Amanda, is that she submit the necessary paperwork to take advantage of any financial aid that may be available from the college.

Amanda began her new academic journey as one of twenty-six members of OCTC’s first *Jobs to Careers* cohort. But soon she almost resigned, due to personal issues, coupled with her feelings of being academically unprepared. Her *Jobs to Careers* mentors quickly intervened and linked Amanda both to support services that helped her address life circumstances and to an individualized academic program plan. Instead of dropping out, Amanda will complete prerequisite courses this summer. She is back on track and this fall she will be part of the second cohort of frontline workers to join the *Jobs to Careers* nursing degree program at OCTC. And, Amanda says, her education has not cost her anything, not even for her books, because of the investment her employer has made with *Jobs to Careers*.

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# Remedial Education at Two *Jobs to Careers* Sites

The need to connect frontline workers to remedial or developmental education in English and math is an unexpected focus for many *Jobs to Careers* grantees. Many of them designed their programs based on the assumption that most frontline workers would have the necessary literacy skills to participate in selected college-level courses. But, as a *Jobs to Careers* employer partner stated, “What an eye-opening experience this has been for us. During one of the implementation sessions with supervisors, it was revealed that some of the targeted frontline staff would not even apply to the program because of fear of a requirement to write a two-paragraph essay.”

This situation is common, not just at *Jobs to Careers* sites but among frontline health care workers in general. As a result, several *Jobs to Careers* sites delayed launching occupation-specific training or decreased the number of participants they would enroll while they addressed the need for basic education skills.

Writing in *Philanthropy News Digest*, Jerry Rubin, formerly director of the *Jobs to Careers* National Program Office, pointed to the same issue in his current work. As president and CEO of the Jewish Vocational Service (an education partner in *Jobs to Careers* with East Boston Neighborhood Health Center), Rubin wrote, “More than half of all adults lack adequate literacy skills for the modern workplace, regardless of their educational credentials.”

In a 2001 American Management Association study of corporate concerns, employers ranked developing and improving workforce skills 8th out of 25 issues. That same year, the National Association of Manufacturers surveyed its employer members about their reasons for rejecting applicants for hourly production positions: 32 percent cited inadequate reading/writing skills; 21 percent stated the reason was inadequate math skills; and 18 percent said inadequate oral communication skills. In 2003, the National Assessment of Adult Literacy reported that 14 percent of adults were below basic in prose literacy; another 29 percent had only basic prose literacy. The NAAL report

also noted that several population groups were overrepresented in the below basic level category (see table).

A few *Jobs to Careers* grantees are creatively combating the lack of basic skills in their frontline workers by using work-based learning, supplemented with distance learning or classroom instruction, to incorporate literacy attainment into their programs. While meeting the challenge is not easy, it does create an opportunity for *Jobs to Careers* educational partners and employers to develop new strategies for providing remediation.

*Thanks to Mike Hancock, director of education and human resources support at Asante Health System, for providing this article.*

## ADULTS WITH BELOW BASIC PROSE LITERACY, 2003

	Percent with Prose Literacy Below Basic
Did not graduate from high school	55%
No English spoken before starting school	44%
Hispanic adults	39%
Black adults	20%
Age 65+	26%
Multiple disabilities	21%

Source: National Assessment of Adult Literacy, [http://nces.ed.gov/naal/kf\\_demographics.asp](http://nces.ed.gov/naal/kf_demographics.asp)

### Owensboro Community & Technical College: Contextualizing Courses

Remediation is a critical element for most health care projects seeking to train frontline workers. Many workers have been out of school for years, and most did not fare especially well when they were in school. Owensboro Community & Technical College has years of experience providing remedial education for a variety of industries, yet *Jobs to Careers* offers it something different. First, the new remediation program targets the health care industry. Second, it prepares participants not just to take college-level classes but to reach the high level of academic preparedness needed to enter OCTC’s nursing curriculum. The nursing curriculum prerequisites include two courses of non-credit remedial math and one course of for-credit college-

*Through on-line and work-based training, these frontline workers in Owensboro, Kentucky, are on the path to becoming Associate's degree Registered Nurses.*

*The learning in OCTC's Math RX is contextualized. The entire course will require only five group-learning sessions, all held at partner hospitals where the students work.*



level math. The college places students in the sequence of classes based on assessment test scores. Many frontline health care workers are placed in the remedial, non-credit courses.

For the initial *Jobs to Careers* participants, OCTC used its traditional coursework for the first remedial level of math. Recently, adopting elements of *Jobs to Careers*' work-based learning approach, OCTC developed not only a contextualized version of the course but has added in a work-based learning component. Students' assignments relate to work they are doing. A simplified example would be the study and mastery of percentages. The assignment for a student working in a lab might be: to determine the percentage of lab tests conducted during the whole day that are done in the morning. A student working at the front desk may have the same assignment but reframed: to determine the percentage of the patients who arrived at your desk today that came in the morning.

### **THE CRITICAL ELEMENTS OF THE JOBS TO CAREERS REMEDIATION PROGRAM AT OWENSBORO COMMUNITY & TECHNICAL COLLEGE**

OCTC has developed a variety of remedial courses to prepare applicants for its certificate and degree programs. While specifics vary from course to course, elements common to all remediation courses include:

- A continuity and mastery model of instruction that allows students to move forward as soon as they master all of the requisite skills, rather than when the traditional semester ends
- Real-life examples from the workplace and assignments that are completed as part of the work process
- Instructors with industry experience
- Links to additional resources (e.g., the tutoring center) in a supportive way that encourages all students to continue making progress

In developing this course, college staff interviewed nurses and frontline supervisors to identify real-life examples of the use of math on the job. These examples were then incorporated into a curriculum that is now used in preparing frontline workers for the nursing program (*see box*).

According to OCTC Vice President of Workforce Development Cindy Fiorella, contextualized courses benefit students and the college alike. Using everyday examples from the workplace helps students see the relevance of math to what they do every day, which in turn helps them stay in the program and advance. A benefit to the college is that students enter the nursing program with a greater mastery of foundational math skills, lessening the need for nursing instructors to spend time reinforcing math skills.

OCTC has completed the design of Math RX, its revised version that incorporates work-based learning. The next step is for the college to prepare students—at whatever level they enter—for the college-level math course. The learning in Math RX is contextualized. The entire course will require only five group-learning sessions, all held at partner hospitals where the students work. The remainder of the instruction will be work-based and also provided through online instruction, with small group and individualized tutoring sessions arranged to meet the individual needs of the participating students. Math RX will add flexibility to the program. Students will only spend time learning what they need to know, not what they have already mastered.

OCTC is now developing a math continuum for allied health. According to Fiorella, when the college completes the entire remedial math curriculum, students will have access to “something that will be more relevant and hopefully ensure their success.”

### **Asante Health System: A New Certificate**

In Medford, Oregon, Asante Health System recognized during the first year of *Jobs to Careers* that to prepare frontline workers for the project's targeted occupation of “health care informatics assistant,” it would require two things: a new curriculum and a one-year, college-level certificate to be awarded upon its successful completion. Asante has designed a rigorous curriculum that includes

general education courses (e.g., English composition), as well as math and science courses (e.g., anatomy and physiology, algebra) and information technology courses (e.g., introduction to operating systems, database management). College readiness in language and math proficiency is essential for student success.

Asante launched the program in 2007. All employees selected for this course of study began by taking placement tests through Asante's education partner, Rogue Community College. The result: almost every individual required remediation to some extent. The biggest area of need was in math, and a few students also needed to improve their language skills. Moreover, the *amount* of math remediation needed was a big surprise to Asante. Some employees had to take as many as three courses to qualify for the informatics program.

Asante placed individuals needing the least amount of remediation into its first learning cohort toward earning the new credential. Those with larger remediation needs went into a second cohort. The employees in the first group had one semester to complete their remedial work. Those in the second cohort had two semesters. A tutor worked with the few who needed three remedial math courses, helping them develop their skills one-on-one. After

a few weeks of tutoring, all took the test again and scored high enough to progress with the other cohorts.

Another problem arose early in the first semester. Some employees were struggling in the math and computer courses. Reasons varied. For some, it was the first time they were using distance learning (the computer class was offered on line). Others had never taken a college-level course, found the subject matter too challenging, or hadn't developed proper study habits.

For the math class, Asante took advantage of the fact the students met together to complete their on-line work. A tutor was there in person to provide immediate help as students worked on line. For the computer class, the instructor came to the Asante campus instead of just teaching on line and worked closely with the students, even allowing them to retake tests in some instances.

By the beginning of their first semester of the informatics curriculum, few students needed any assistance beyond what their instructors could provide. Over the course of this first year, a few student employees dropped out for family-related reasons, but all those who completed the remedial classes were ready to begin the informatics curriculum.

*In Oregon, and Rogue Community College are partnering to prepare health care workers to earn the state's first certificate in Health Care Informatics.*



# Community and Technical Colleges Playing New Role

*Community and technical college students are more likely to be “non-traditional”—attending part time, caring for dependents, and financially independent.*

As our economy continues its shift from manufacturing to knowledge-based industries, higher-paying jobs in such fields as business services, education, and health care require postsecondary education and credentials. As a result, community and technical colleges are playing a stronger role than ever in our society and economy. Increasingly, the students they serve do not fit the “traditional” profile of an 18- to 24-year-old, full-time college student living on campus. Students attending community and technical colleges are more likely to be the “non-traditional” student: attending part time, caring for dependents, and financially independent. In other words, they are like many participants in *Jobs to Careers*.

Around the country, innovative community colleges are taking steps to help low-skilled adults gain the skills and credentials that are a threshold for most family-supporting careers. One strategy used by the Community College of Denver, a participant in the *Breaking Through* national initiative, focuses on accelerating the pace of learning. A multiyear initiative of Jobs for the Future and the National Council for Workforce Education, *Breaking Through* is helping community colleges identify and develop institutional strategies that can enable low-skilled adult students to enter into and succeed in occupational and technical degree programs at community colleges. For more information, see: [www.breakingthroughcc.org](http://www.breakingthroughcc.org).

## Accelerating the Pace of Learning

Basic skills and developmental education courses sometimes spend too much time re-teaching students what they already know and not enough time teaching new concepts and skills. Students often grow frustrated because they don't feel they are making progress, and many drop out. The courses also may lack relevance. Students fail to see how what they're learning translates into anything tangible for a job in the real world.

The accelerated learning strategy tries to overcome these challenges by streamlining and stepping up the pace of instruction, so students acquire new skills more quickly and put them to use. For example, colleges can streamline programs by restructuring their course offerings. Before a student enters a particular course, his or her skills, strengths, and weaknesses are measured; courses are tailored to students' needs, thus avoiding covering

what they already know. In addition, remedial courses can be adjusted to include material relevant to the skills and jobs students are pursuing.

Also to increase the pace of learning, programs may be divided into what are often referred to as “chunks” or “modules.” For example, students can finish a program chunk in three months and earn certificates that get them their first jobs. Students continue through more chunks or modules, obtaining more certificates and eventually degrees.

Some say it's wrong to hurry students already at a disadvantage. Others say the strategy “dumbs down” the learning process and dilutes an institution's credibility. But accelerated learning is not about rushing students or weakening programs. Going much further than just speeding up the process, it strives to make course offerings more concentrated, to tailor curricula to meet students' needs, and to motivate adults to succeed in college programs.

## Off to a FastStart

What is the core of a successful accelerated learning program? “Good instruction,” says Elaine Baker, director of workforce initiatives at Colorado's Community College of Denver.

FastStart@CCD, the college's *Breaking Through* program that focuses on accelerated developmental coursework, has solid teaching at the heart, according to Baker. Through FastStart, students take a college-orientation course and two levels of reading and English or math, finishing everything in one semester instead of two. While the program centers on acceleration, it is holistic, Baker says. It weaves together a variety of important elements, including supplemental instruction, proactive advising and educational case management, cohort learning, innovative instruction, and career exploration.

“The reason we're exploring acceleration so carefully is because we think it's a great motivator,” Baker says. “But also developmental educators are very skeptical about whether you can accelerate successfully. We want to show it's at least as effective—we think it's more effective.”

Lisa Silverstein, an English and reading instructor at CCD who teaches FastStart students and those in traditional developmental education, uses innovative instructional methods in her classes. One involves taking students to a bookstore so they can buy required readings for class. “The majority of students have never been to a bookstore before, and don’t feel like they belong there,” Silverstein explains.

She also has students evaluate their own and one another’s work—in addition to grading the work herself. “That way we have several ways of evaluating their writing,” Silverstein says. Compared to traditional developmental education students, many of whom are mainly concerned with getting through a class, FastStart students are more

invested in one another, and they have a greater sense of belonging in college.

Initial numbers on completion rates tell an encouraging story, says Ruth Brancard, codirector of the program. Of the 34 FastStart students who began studying developmental math in spring 2006, 50 percent finished within two semesters. Of the 39 students in a comparison group, just 21 percent finished developmental math in four semesters. “These are very small numbers, but that was one of the arguments that came strongly from some professors in the math department, that you can’t accelerate developmental math students because they don’t have enough time for concepts to take hold,” Brancard explains. “But with this data we are able to argue against that.”

## *Reach Higher, America* Report Identifies Workforce Skill Challenges and Calls for Reform

**Eighty to ninety million adults in the United States—about half of the adult workforce—do not have the basic education and communication skills required to get or advance in jobs that pay a family-sustaining wage.**

—National Commission on Adult Literacy

Earlier this year, the National Commission on Adult Literacy issued its final report, *Reach Higher, America: Overcoming Crisis in the U.S. Workforce*. The report presents compelling evidence that the nation’s failure to address its adult education and workforce skill needs is putting our country in great jeopardy and threatening America’s standard of living and economic vitality. The report calls for strong, bold leadership from federal and state government, and it challenges business leaders, philanthropy, and the nonprofit sector to become part of the solution.

In *Reach Higher, America*, the commission proposes creating a new Adult Education and Workforce Skills System with the capacity to effectively serve 20 million adults annually by the year 2020. The system’s primary mission would be to prepare out-of-school adults for postsecondary education and job training and to enable their success in the 21st century workplace. It is anticipated that a legisla-

tive proposal reflecting these recommendations will be introduced in Congress in the near future.

The report stresses that the next generation of workforce skills programs must be driven by the needs of employers. The commission believes that businesses and employers have several key responsibilities in this area, including:

- Give a high priority in employee training programs to incumbent workers at low-skill levels, dedicating a larger portion of training budgets to spur and support participation by those workers;
- Provide release time for employees to participate in adult education and workforce training on the job, as well as tuition reimbursement and other support; and
- Reward employees who earn postsecondary certificates and degrees.

These recommendations closely align with the types of systems change we are hoping to achieve through *Jobs to Careers*. We are hopeful that the “buzz” generated by this report will continue to grow and that it will result in reforms that will benefit lower-skilled workers and their employers.

*For more information on the National Commission on Adult Literacy and Reach Higher, America, see: [www.nationalcommissiononadultliteracy.org](http://www.nationalcommissiononadultliteracy.org).*

## Reader's Corner

### **Resources on Work-Based Education from the Office of Vocational and Adult Education**

<http://www.ed.gov/about/offices/list/ovae/pi/AdultEd/workplace.html#2>

OVAE offers an assortment of workplace education programs focused on the literacy and basic skills training that workers need to gain new employment, retain present jobs, advance in their careers, or increase productivity.

### **Lessons Learned from a Workplace Literacy Initiative**

<http://www.nifl.gov/readingprofiles>

The Web site of the National Institute for Literacy offers assessment strategies and reading profiles for adult learners, based on the Adult Reading Components Study.

### **Three Studies Offer a Mixed View of Developmental Education**

[http://chronicle.com/weekly/v54/i43/43a01801.htm?utm\\_source=cc\\_medium=en](http://chronicle.com/weekly/v54/i43/43a01801.htm?utm_source=cc_medium=en)

The July 4, 2008, *Chronicle of Higher Education* profiles three studies on the effects of developmental education on student persistence and success.

### **Toolkit for Work-based Learning Programs**

<http://www.work-basedlearning.org/toolkit.cfm>

This toolkit includes templates in thinking about work-based learning. It is designed for adult educators who help businesses design and implement work-based learning programs and for manager/trainers designing such programs for their own organizations.

### **Better Together: Realigning Pre-College Skills Development Programs to Achieve Greater Academic Success for Adult Learners.**

<http://www.jff.org>

In this forthcoming issue brief prepared for *Breaking Through* by Jobs for the Future, Gloria Cross Mwase discusses state policies that help or hinder community colleges in aligning

adult education and academic remediation programs to better serve working adults with basic skills deficiencies.

### **Accelerating Remedial Math Education: How Institutional Innovation and State Policy Interact**

<http://www.jff.org/KnowledgeCenter/Accelerating+Remedial+Math+Education%3A+How+Institutional+Innovation+and+State+Policy+Interact.html>

This policy brief from Jobs for the Future and *Achieving the Dream* looks at efforts in three community colleges to revamp their remedial math programming.

### **Back to Basics: Improving College Readiness of Community College Students**

[www.lao.ca.gov/laoapp/PubDetails.aspx?id=1847](http://www.lao.ca.gov/laoapp/PubDetails.aspx?id=1847)

The California's Legislative Analyst's Office has released this report calling for system-level reform in the delivery of developmental education.

## Telling the Jobs to Careers Story

### **Pathways Into Health 3rd Annual Conference: Achieving Excellence, Harmony, and Balance September 8–11, 2008, Girdwood, AK**

<http://www.pathwaysintohealth.org>

*Learning Circles: A Work-Based Learning Approach to Interprofessional Education:* NPO Deputy Director Rebecca Starr and R. Cruz Begay, Roger Bounds, and Kathleen Stafford of the *Jobs to Careers* project at the University of Alaska spoke about using learning circles and technology as they implement work-based learning. The conference brought together a diverse group of individuals to contribute to health professions education for American Indian and Alaska Native communities.

### **Washington State Hospital Association October 7–8, 2008, Seattle, WA**

<http://www.wsha.org/page.cfm>

*The Resource Within: How Work-Based Learning Is Created our Future Workforce:* In a panel

discussion, NPO Deputy Director Rebecca Starr, Marnee Pierson of Virginia Mason Medical Center, and Heather Stephen-Selby of Renton Technical College shared lessons from *Jobs to Careers* about how work-based learning helps adult students succeed, while fulfilling employer needs to address job shortages. The audience was composed of hospital CEOs and chief nurses from throughout the state.

### **Workforce Solutions Capital Area October 8, 2008, Austin, TX**

<http://www.wfscapitalarea.com>

*Work Based Learning as a Best Practice for Frontline Worker Education:* NPO Director Maria Flynn and Peter Brodeur and Geronimo Rodriguez of Workforce Solutions Capital Area made a presentation about *Jobs to Careers* to the Health Industry Steering Committee. They highlighted Austin *Exceed's* success with implementing work-based learning as a method for enhancing the skills of frontline workers in two

of the region's largest employers. The audience was composed of Greater Austin senior managers, educators, and elected officials.

### **National Council for Workforce Education October 18–21, 2008, Austin, TX**

<http://www.ncwe.org/conference>

*Work-Based Learning: Sustainable Strategy for Community College Engagement with Health Care Industry:* NPO Senior Project Manager Steve Quimby and Kirk White and Pam Stone of Austin Community College discussed how the college uses work-based learning to meet the workforce development needs of two major hospitals, while reducing demands on campus resources (e.g., classrooms, faculty). The audience was composed of community college faculty and administrators providing workforce services directly to businesses.