

# Lessons Learned: Implementation of a Competency-Based Certificate on Healthcare Management

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## Introduction



Funder



Administrator



Educational partner

ACOs and Community partners



**Target audience:** Health care employees *without* college degrees



**Model:** Online, competency-based education without formal instructors



Compared to other ACOS, **CHA had a particularly high enrollment rate in this program.**



**Timing:** Two rounds of applicants January 2020 and October 2020.

## Methods

### Qualitative data:

- 8 key informant individual or group interviews with partners
- 13 (8 CHA and 5 non-CHA) participant interviews
- 8 CHA supervisor interviews

### Quantitative data

- CHA Human Resource demographic/employment data
- Results from the Press Ganey Employee Engagement Survey

## Key Takeaway

**The Healthcare Management Certificate through SNHU offered a free educational opportunity to a diverse, frontline healthcare workforce that is often excluded from other educational and career advancement opportunities.**

*“More training programs, more leadership development programs for supervisors, for middle management would be very, very helpful, especially with CHA’s goal to be more inclusive and be an equitable organization. So investing in those employees at that level, which is very diverse, will lead us to the changes that we want to see happen in terms of, do we have representation, are we an inclusive organization from the bottom-up.” – CHA Manager*

## Results

**Main positive elements included:** Online platform, flexibility of program, relevance to work, and fact that program is cost-free

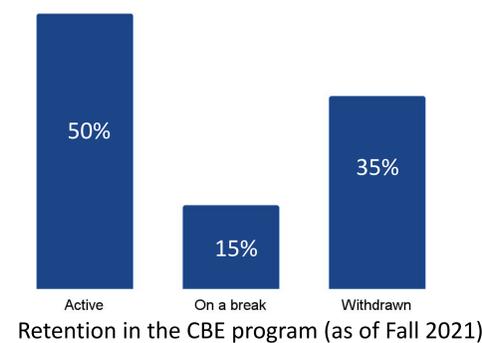
“There’s so many components of it that relate to how to develop teams, how to create job longevity, how to create retention opportunities. **I think there’s so much valuable information that becomes applicable.**”

**Major impacts of the program included:** Educational and professional advancement, increased staff retention

“When an organization offers something like CHA did, it gives you a pat on the back like, ‘Hey, you know what? **We really do care about your advancement.**’”

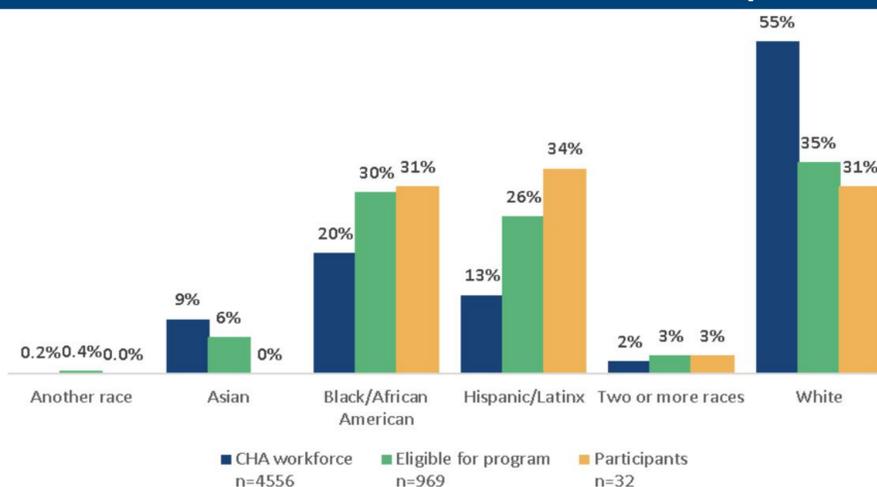
“Finishing this program is half of an Associate’s degree, and with an Associate’ degree, **I could be a Practice Manager.**”

**Main challenges included:** high participant withdrawal, COVID, self-directed format, challenges with reviewer feedback



“I couldn’t focus. Just because, you know **when COVID hit, it hit everything.** It hit at home, it hit at work...”

## Participant Demographics



**Employees who identify as Black/African American or Hispanic/Latinx have a higher representation among program participants and the segment of the workforce targeted by this program than the overall CHA workforce.**

## Discussion/Recommendations

**Main recommendations for future programs include:**

- Expanded career development opportunities for employees in **lower-level positions at CHA**
- Make opportunities **free** for these employees (not a reimbursement model)
- Communication about opportunities should be **multimodal** (emails, flyers, etc., and **targeted outreach from managers**)
- **Manager support** is critical to employees’ success, including provision of **protected schoolwork time** for employees in the context of their day