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Program Summary

The Garrett Regional Medical Center (GRMC) Health Work Force Support Program will implement strategies to improve the overall health of the community and lower the total cost of healthcare by creating job opportunities designed to assist patients with chronic diseases to manage their conditions in a proactive manner. The efforts from this grant will ultimately decrease inpatient utilization of hospital care, reduce Emergency Department visits and assure the effective utilization of the healthcare resources in the most cost effective setting.

The vision of this program is to create a workforce needed to promote wellness, proactive disease management, and care coordination by training people in the community who are unemployed or lack the skills necessary to maintain employment. The GRMC Health Work Force Support Program will improve the economic outlook of the community by providing better-paying job opportunities, along with opportunities for career advancement. The participants in the program will be residents in the region who suffer from chronic diseases and often lack the resources to adequately care for themselves. Their lack of resources often leads to excess utilization of the health care system thereby increasing the overall cost of healthcare. By intervening in this vicious cycle, this proposed Health Work Force Support Program will give these high utilizers of services opportunities to improve their circumstances and take control of their overall level of health at the same time.

GRMC will partner with Garrett College and the Garrett County Health Department for the development of the Health Work Force Support Program. GRMC has strong relationships with these organizations and a history of success working on other partnerships. Garrett College will assist GRMC with training of the work force and continuing education. The Garrett County Health Department will assist with instructional space and training of the community health workers with their current staff of outreach workers. This program will allow all the partners to grow and expand their services within the community and will lead to more job opportunities in the area. With more program candidates having gainful employment, they will also be able to adequately care for themselves contributing to an improved level of population health. This partnership will further strengthen the region, leading to the promotion of health and wellness.

The partnership with GRMC, Garrett College, and the Garrett County Health Department will be in alignment with the Health Services Cost Review Commission all-payer model. The all-payer model encourages hospitals and community organizations to take an active role in promoting the health and well being of its residents thereby reducing unnecessary health care costs. By providing training and development of skills, the participants of this program will be able to sustain a higher standard of living with less utilization of scarce community healthcare resources. All three organizations have a strong vested interest in the economic success of the region and will benefit from the outcomes of this program.

Program metrics will be established and collected to determine the impact of the program on the overall health of the population and growth in workforce. The Status of Health report for the region will reflect the annual impact of the program. The program will incorporate this data to make improvements in the subsequent years to have an increasing impact on the regional economy, along with personal health and wellness.

Introduction and Needs Assessment

The Garrett Regional Medical Center Health Work Force Support Program will train and develop unemployed residents of the community to provide health education and care coordination for those individuals who suffer with chronic disease conditions and are high utilizers of hospital services. Garrett Regional Medical Center will develop a partnership with Garrett College to provide the education and training to program recipients to work toward employment and an improved standard of living.

GRMC is located in Garrett County, the westernmost county in Maryland (MD), and borders West Virginia (WV) and Pennsylvania (PA). The entire county is classified as rural with less than 22% of the total population of 30,150 living within municipal boundaries. Over 45% of all county residents live at or below 200% of federal poverty guidelines.¹ Geographically separated from the rest of MD by the Appalachian Mountains, Garrett County is a very rural, sparsely populated county with residents living in eight incorporated towns and small clusters of homes and farms. The census population density of 46.5 persons per square mile is the lowest in MD. The area deprivation index ranges from 108.261 in the Oakland, MD area to 109.359 in the outlying areas that GRMC serves². The current unemployment rate for Garrett County MD is 7.2%. The area is designated as a Health Professional Shortage Area (HPSA) and a federally designated Medically Underserved Area (MUA). GRMC is the second largest employer in the county with healthcare being one of the largest economic sectors.

GRMC collaborated with the Garrett County Health Department in a community wide health needs assessment in 2012 and currently about to approve a new one in 2016. From these assessments, several leading healthcare opportunities were identified for the area. GRMC utilizes the Status of Health Report from the Garrett County Health Department as one of the tools used to identify service gaps in the region. The following list of health needs was identified from these Community Health Needs Assessments, along with the Status of Health Report from the Garrett County Health Department in 2013.³ The results of the assessments demonstrate that many of the conditions are chronic disease conditions that require extensive management of the disease process to prevent exacerbations to inpatient utilization.

Health Problem	Number of Responses	Percentage
Cancer	140	25%
Heart Disease/Stroke	127	23%
Aging Problems(arthritis, balance)	113	21%
Mental Health Problems	30	5%
Asthma	28	5%
Lung Disease	27	5%

¹ HSCRC, http://www.hscrc.maryland.gov/documents/HSCRC_Initiatives/CommunityBenefits/cb-fy12/FY12_Garrett_CBR.pdf

² Area Deprivation Index, <http://www.hipxchange.org/ADI>.

³ Garrett County Health Department, <http://www.garretthealth.org/status%20of%/20health/status%202013/2013StatusofHealth.pdf>.

Target Population

The Garrett region's rate of unemployment opens the opportunity for the Health Work Force Support Program. Many individuals in our area lack the skills necessary for employment due to limited resources such as transportation, income, and educational level. The Garrett Regional Medical Center Health Work Force Support Program will identify many of these potential individuals from the pool of individuals that are high utilizers of the hospital's resources. Garrett Regional Medical Center currently has a program called 'The Well Patient Program' for which the high utilizers of inpatient care are enrolled. The program offers a social worker and nurse navigator that parlay resources to patients with chronic conditions to help maintain them in the outpatient setting. Many of these patients repeatedly depend on the hospital for care and/or social services, which could be curtailed with targeted education on their disease conditions. Furthermore, these patients are found to generally lack transportation and money for medications, along with other social resources that are determinants for inpatient readmissions. This proposal includes a program that will identify people from this targeted population that will be candidates for training as community healthcare workers, transport facilitators, or a liaison for medical services. Candidates will earn an income to improve their own social situation and ultimately their ability to better care for themselves.

For those individuals in the target population who are not able to be employed due to chronic physical or mental conditions, they will still benefit from this program through the increased resources and assistance of the community healthcare worker or liaison to help coordinate their care and maintain an optimal level of health outside of the hospital. Case management of these patients is a high intensity service. Having educators and healthcare workers in the community that come from the targeted population will increase resources and allow the community health workers to have greater empathy.

Work plan

The Garrett Regional Medical Center Health Work Force Support Program will begin the program by looking at the individuals enrolled in the hospital's 'Well Patient Program' that are high utilizers of services and have a capacity to fit the community health worker entry level profile. The social worker and nurse navigator will identify candidates who would benefit from advanced training to gain employment and a steady income to improve their overall level of health. This might include patients who are unable to afford all of their medication, lack transportation to physician's visits for health maintenance, or lack the finances to maintain a healthy living environment, yet have a stable mental health profile. As part of the care coordination in the outpatient setting, these individuals and/or a family member would be given the opportunity to attend class trainings on the most prevalent chronic diseases such as cancer, heart disease, lung disease, arthritis, and mental health conditions. These class trainings would be offered through the partnership with Garrett College and transportation services would be provided for the classes. These individuals would learn coping strategies and resources in the community to help people living with these chronic conditions manage their

disease in the outpatient setting with a primary care provider and other community resources. The college would provide the training, direction and coaching for these individuals to allow them to advance into job opportunities for community health care workers, care liaisons, and outreach workers.

The Work Force Support Program will follow the curriculum that was developed by the Maryland Workgroup on Workforce Development for Community Health Workers from the Maryland Department of Health and Mental Hygiene. This curriculum identifies roles and core competencies needed for community health workers as well as certification and oversight. The Program will be developed with personnel from Garrett College and staff at GRMC and will identify cultural idiosyncrasies of the community to increase the program effectiveness. After completing the training program, participants will become staff of the hospital and will provide services in patients' homes, community centers and local churches, essentially enlisting people to becoming part of the solution to this difficult problem.

Through the partnership with the Garrett County Health Department, the community health workers will learn the aforementioned curriculum, and will ultimately pair up with their community outreach mentors to oversee their work and to learn about the region they will be serving and to observe actual outreach classes.

Once trained, the program participants will join with hospital based multidisciplinary discharge planning teams that are established by the hospital to facilitate effective care transitions for patients to whom a community health worker may be assigned.

Ultimately, these newly trained community health workers will become employees of the hospital and as such, will receive additional opportunities for continuing education and additional tuition reimbursement. As the initial community health workers or liaisons may gain employment in the hospital or in other health care facilities, more workers will then be recruited through the Well Patient Program, through advertisements, and through contacts from other local health care providers.

Evaluation Plan

The Garrett Regional Medical Center Health Work Force Support Program will track metrics to evaluate the impact of the program and the effect on germane hospital based, population health initiatives. The number of people who enroll in the program and complete the training will be tracked as well as the area of the region from which they were selected. These aforementioned indicators will be tracked by Garrett College. The college will look at the demographics of those enrolled in the training and which training they complete. They will also track those participants who return to the college for more advanced trainings or degree programs and submit this data to GRMC who will report on the metrics. GRMC will track the patient population these workers serve as well as the return on hospital investment and savings. The hospital will evaluate the positions these trainees take and their wages to stay competitive in the market. GRMC and the individual will report on the types of interventions they complete and general demographic information for the patients to whom they are assigned. The hospital will track the disease conditions, readmission rates and potentially avoidable utilization revenues associated to the patients served by these community health

workers. The hospital will also record any worker who assumes a position within the hospital or attains a degree or certification to advance their career in the hospital. The hospital finance division will track the return on investment of this program by providing the total amount of hospital savings from decreased readmissions and utilization of services. The added labor and training costs will be offset in looking at the program financial results.

All of these performance metrics will be tracked and incorporated onto dashboards for reporting to the HSCRC in order to validate the success and sustainability of the program.

Timeline

The initial stage of the Garrett Regional Medical Center Health Work Force Support Program is already in progress. The Well Patient Program was initiated in the fall of 2015. Through the efforts of a hospital social worker and nurse navigator, the high utilizers of the hospital resources and their specific needs have already been identified. With this information, the hospital can now move forward with initiating training and use of the Maryland Community Health Worker curriculum to train the identified candidates of the program. The training program initially requires 80 hours of curriculum time, which can begin as soon as the program is approved. Patients in the hospital 'Well Patient Program' that could then benefit from the assistance of these newly trained community workers/liaisons can then be contacted to be enrolled to receive services from the program participants. Upon completion of the program, the community workers will be placed with either the social worker or nurse navigator at GRMC for one week to identify and meet the participants of the Well Patient Program they will be assisting. These workers will also receive training at that point from GRMC on safety practices and infection control before starting. GRMC will develop a performance evaluation process for this new staff to be evaluated annually. This additional training at GRMC would only take about two weeks to implement. The workers will then be deployed into the community to work directly with their assigned patients, as early as August and September of 2016. Metrics will be collected from the start of the training process.

Resources

GRMC will provide the majority of the resources for this program. Resources for the Well Patient Program already exist within the organization. As part of our patient navigation program, the hospital is developing a resource directory for patients as well as multiple modes of patient education including written, electronic, and video. The Health Work Force Support Program will be overseen by a registered nurse and/or social worker to assist in the selection of the participants and oversight of the interventions for the patients. The overseeing registered nurse and/or social workers are currently employed by GRMC and have experience in chronic disease management and coordinating care that effectively utilizes community resources. Garrett College will provide training space and instructional staff. The project may utilize their instructors to assist with training of the community health workers. The college staff may also assist with job placement for those who return for higher education or degree programs. The instructors are hired by the college and have completed their employment process for their respective positions.

Garrett Regional Medical Center Health Work Force Support Program

The Garrett County Health Department will provide space for additional training as needed. The community health workers will be partnered with their community outreach mentors to gain exposure to the different areas of our region and to better understand how community programs and classes are orchestrated. GRMC commonly partners with the Garrett County Health Department to conjoin outpatient services, including home health and behavioral health services and other preventative medicine disciplines.

The community partners that will work with GRMC on this program have direct roles in assessing community needs and health care resources. The college works with local schools and employers to identify workforce training opportunities on a regular basis. The Garrett County Health Department provides outpatient resources that help improve the health of its residents and also manages the local home health agency, along with mental health and elder care programs.

Sustainability

The sustainability of this program will be dependent upon the successful implementation of the program. The initial rate order funds will be needed to engage the community partners in assisting with education and training of the participants that are chosen from the hospital 'Well Patient Program.' The funds will also be used to pay for staff time in program development and for the training of the workers. As the program moves into full implementation in the late fall to winter of 2016, the hospital will begin to experience a reduction in readmissions and potentially avoidable utilizations of the hospital's services, by enlisting people who were once driving those negative trends. This reduction in potentially avoidable utilization revenue can then be used to sustain this program into the future. See the table below of the Return on Investment calculations for the first three years of the program during start up and stabilization of the program. As you can see, Year 4 (2019) shows a sustainable program.

**Garrett Regional Medical Center
Return on Investment**

	2016	2017	2018	2019
A. Number of PQIs/Readmissions	460	414	352	317
B. Program Costs*	\$128,466	\$175,895	\$136,039	\$78,466
C. PAU Charges	\$5,101,852	\$4,591,667	\$3,902,917	\$3,512,625
D. Reduction Rate Gross Savings	10% \$510,185	15% \$688,750	10% \$390,292	5% \$175,631
E. Variable Savings @ 50%	\$255,093	\$344,375	\$195,146	\$87,816
F. New Program Savings (E)	\$126,626	\$168,480	\$59,107	\$9,350

Garrett Regional Medical Center Health Work Force Support Program

Minus B)				
G. ROI	1.99	1.96	1.43	1.12

*50% Grant funding through regulated rates & 50% funding by GRMC

Budget justification

For the Garrett Regional Medical Center Health Work Force Support Program, the initial training of 4 community health workers will be required. This program would be taught by one instructor for a total of eighty hours. The hourly rate of the instructor at \$28.00/hour for the eighty hours and additional preparation time of ten hours would total \$2520 per participant. Cost for curriculum supplies and training of \$100 per participant would equal \$400. GRMC would also invest in a Community Health Worker consultant from the DHMH to assist with training curriculum at a cost of \$1000. The calculation takes into consideration that one of the participants may choose to drop out of the program due to the extensive training or other circumstances leading to the training of just three health workers.

Upon completion of training, these community health workers would be hired by GRMC starting at \$9.00/hour based on the Mercer survey 25th percentile data. Annual salaries plus fringe benefits for these employees would be \$76,939. GRMC would also delegate 10 hours per week for the nurse navigator to work with the community health workers and evaluate their progress and metrics. The annual cost of this oversight is \$22,647. The amount of annual salaries for these workers would be assisted through the HSCRC rate increases for the first three years with GRMC then assuming the expense of these salaries after this initial period. To reiterate, program sustainability will be derived from savings that are received from decreased readmissions and potentially avoidable utilization revenue. The Program will also need funding for transportation assistance in the local area through the Garrett Transit service or gas cards. GRMC will allocate \$2500 in year one for transportation assistance and then evaluate the usage of this in determining the budget for year two.

Please see Appendix A containing the budgeted program costs for four years of the program.

Matching cost

GRMC will provide matching funds for this program from our existing rate base to support the goals of the program. This will include in-service and training that will be offered by the facility for education about caring for chronic disease patients. The matching costs will be used to begin training more community health workers for year two as there is an expectation that some of the community health workers will choose to advance their new careers through education and additional certifications to further their careers within the organization. The program funding will be supported by increased HSCRC regulated rates equivalent to 50% of the program costs of Years 1 to 3 of the program. The remaining 50% will be funded by GRMC for Years 1 to 3, and fully funded by GRMC from Year 4 forward.

Itemized budget for Job Implementation Proposal - Appendix A

	1. Training/Job Type			Community Health Worker	2. Training/Job Type			Nurse Navigator	3. Training/Job Type			4. Training/Job Type	TOTAL
	2016-17	2017-18	2018-19		2016-17	2017-18	2018-19		2016-17	2017-18	2018-19		
Fiscal year	2016-17	2017-18	2018-19	2016-17	2017-18	2018-19	2016-17	2017-18	2018-19	2016-17	2017-18	2018-19	
# of trainees	4	3	1										8
Cost per trainee	\$ 2,620	\$ 2,672	\$ 2,672										
Total cost of training	\$ 10,480	\$ 8,016	\$ 2,672										\$ 21,168
# of NEW full Time Employees	3	2											5
Wage cost per employee	\$ 18,720	\$ 19,094											
Fringe benefits per employee	\$ 6,926	\$ 7,065											
# of NEW part Time Employees													
Wage cost per employee													
Fringe benefits per employee													
Total cost of NEWLY hired employees	\$ 76,939	\$ 52,319											\$ 129,258
# of RETAINED full Time Employees		3	4	0.40	0.37	0.29							
Wage cost per employee		\$ 19,094	\$ 19,476	\$ 66,123	\$ 67,446	\$ 68,795							
Fringe benefits per employee		\$ 7,065	\$ 7,206	\$ 24,466	\$ 24,955	\$ 25,454							
# of RETAINED part Time Employees													
Wage cost per employee													
Fringe benefits per employee													
Total cost of retained employees	\$ -	\$ 78,478	\$ 106,730	\$ 36,598	\$ 33,726	\$ 27,210							\$ 282,742
Consultants cost	\$ 1,000												\$ 1,000
Evaluation cost													\$ -
Other Costs, specify													\$ -
Transportation	\$ 2,500	\$ 2,000	\$ 1,000										\$ 5,500
HSCRC Monitoring	\$ 963	\$ 1,319	\$ 1,020										\$ 3,302
TOTAL costs	\$ 91,882	\$ 142,132	\$ 111,422	\$ 36,598	\$ 33,726	\$ 27,210							\$ 442,970

Rate Request Amount	\$ 221,485
Matching Fund Amount	\$ 221,485
Total Funding Amount	\$ 442,970

Rate Request Adjustment

Employee type could be: Case manager, Community Healthcare Worker, Transportation worker, Peer Recovery Support Specialist, or other health-related positions

Garrett Regional Medical Center Health Work Force Support Program

Please see attachments for Bio-sketches of key personnel and Letters of Support from the community

Garrett Regional Medical Center
Community Health Work Force Support Program
Appendix A -- Program Costs

	Year 1		Year 2		Year 3		Year 4	
	<u>FTEs</u>	<u>Amount</u>	<u>FTEs</u>	<u>Amount</u>	<u>FTEs</u>	<u>Amount</u>	<u>FTEs</u>	<u>Amount</u>
Community Health Care Workers - labor and benefits	3.00	\$ 76,939	5.00	\$ 130,797	4.00	\$ 106,730	2.00	\$ 54,432
Instructional Nurse Navigator - labor and benefits	0.15	13,937	0.12	10,662	0.04	3,625	-	-
Oversight Nurse Navigator - labor and benefits	0.25	22,647	0.25	23,100	0.25	23,562	0.25	24,033
Subtotal People Resources	<u>3.40</u>	<u>\$ 113,523</u>	<u>5.37</u>	<u>\$ 164,558</u>	<u>4.29</u>	<u>\$ 133,917</u>	<u>2.25</u>	<u>\$ 78,466</u>
Transportation Expenses-CHCW to Garrett College		2,500		2,000		1,000		
Education Curriculum Consultant - GCHD		1,000						
HSCRC Monitoring		963		1,319		1,020		
Base Course Work at Garrett College								
Course Preparation Time	4.00	1,120	3.00	857	1.00	286		
Instructor Administration Time	4.00	8,960	3.00	6,854	1.00	2,285		
Training Materials per CHCW	4.00	400	3.00	306	1.00	102		
		<u>10,480</u>		<u>8,017</u>		<u>102</u>		<u>-</u>
Total Project Costs		<u>\$ 128,466</u>		<u>\$ 175,895</u>		<u>\$ 136,039</u>		<u>\$ 78,466</u>

C. Jean Miller, R.N., B.A.

Garrett Regional Medical Center
251 North Fourth Street
Oakland, Maryland 21550

Phone: 301.533.4295
Fax: 301.533.4314
E-mail: jmiller@gcmh.com

Work History

May 2015-Present Nurse Navigator, Garrett Regional Medical Center
August 2008-May 2015 Wellness Nurse, Garrett County Memorial Hospital
2002-2008 Clinical Nurse in OR, Garrett County Memorial Hospital
2000-2002 Clinical Nurse in ICU Garrett County Memorial Hospital
1992-2000 Clinical Nurse in High Level Care, Cumberland Memorial Hospital
April 1990-December 1991 Case Worker, Big Brothers/Big Sisters of the Alleghenies
July 1988-April 1990 Social Worker, Moran Manor Nursing Home
July 1988-April 1989 Crisis Counselor, Sacred Heart Hospital

Education

1984-1988 Bachelor's of Arts in Sociology with minor in Psychology, University of Maryland
September 1989-December 1991 Associates of Arts in Nursing, Allegany College of Maryland

Certifications and Licenses

Maryland Nursing License R113185
Center for Disease Control National Diabetes Prevention Lifestyle Coach
Arthritis Foundation Aquatic and Exercise Leader
Collector for Federal Drug Screens
American Heart Association Basic Life Support Instructor
Safe Sitter Instructor

References

Donna Crawford, RN, BSN, Senior Director of Performance Improvement
Kendra Thayer, RN, MSN, Chief Nursing Officer, Vice President of Clinical Operations, GRMC

Jessica Irene Salinas, M.S.W., L.G.S.W.

Garrett Regional Medical Center
251 North Fourth Street
Oakland, Maryland 21550

Phone: 301.533.4311

Fax: 301.533.4314

E-mail: jsalinas@gcmh.com

Professional Experience

September 2015-Present Lead Social Worker, Garrett Regional Medical Center, Oakland, MD

- Schedules and supervises the Crisis Counselor's to ensure ER coverage.
- Supervises Social Workers in the Patient Care Management Department
- Performs Performance Appraisals for Crisis Counselors and Social Workers
- Participates on Patient Experience Council, Ethics Committee and numerous Community Agency committees
- Performs the duties of Social Worker, including discharge planning, throughout the hospital including acute, subacute and outpatient populations.
- Performs the duties of Crisis Counselor for the ER Monday through Friday 8 a.m.– 4 p.m.

March 2011– September 2015 Social Worker, Garrett County Memorial Hospital, Oakland, MD

- Performs the duties of Social Worker throughout the hospital, including acute, subacute and outpatient populations

June 2009-March 2011 Therapist, Wellspring Family Services, Morgantown, WV

- Conducts home visits with individuals and families who meet medically necessary services and provide individual and family therapy
- Completes mental health and social history assessments as well as treatment planning
- Maintains caseload of twenty-five individuals and families

January 2008-April 2009 Early Head Start Family Educator, NCWVCAA, Preston County, WV

- Conducted home visits with families to educate families on child development and health and nutrition for children, Family Partnership Agreements, create and plan activities related to child development
- Organized bimonthly Socializations for families to help children develop social skills and parent discussions on related topics of interest
- Case management of family files in Early Head Start Program
- Develop newsletters about community activities, resource and related information on child development

Jessica Irene Salinas, M.S.W., L.G.S.W.

July 2007-March 2008 Designated Care Coordinator, Right From the Start Program, Monongalia County Health Department, WV

- Conducted home visits with families of pregnant women and children up to age one.
- Provided education related to pregnancy, childbirth and child development of children up to age one.
- Conducted assessments and created service care plans with clients
- Provided Information related to community resources and transportation assistance.
- Case management on client files in Right From the Start Program.
- Consulted with other agencies to help provide resources to clients.

Education

2007 Master's of Social Work, West Virginia University, WV

2005 Bachelor's of Social Work, West Virginia University, WV

License

Maryland Board of Social Work License 16889

References

Donna Crawford, RN, BSN, Senior Director of Performance Improvement

Kendra Thayer, RN, MSN, Chief Nursing Officer, Vice President of Clinical Operations, Garrett Regional



Garrett County Health Department

"Working Together for a Healthier Tomorrow"

www.garretthealth.org



Public Health
Prevent. Promote. Protect.

Rodney B. Glotfelty, L.E.H.S., M.P.H.
1025 Memorial Drive
Oakland, Maryland 21550

301-334-7700 or 301-895-3111
Fax 301-334-7701
Equal Opportunity Employer

May 19, 2016

Health Services Cost Review Commission
Baltimore, MD 21230

To Whom It May Concern:

We are writing this letter in support of the partnership between Garrett Regional Medical Center (GRMC) and Garrett College for the RFA Jobs Program. In our rural Appalachian Maryland community, lack of health education and resources present huge factors that determine health outcomes. Employment is an important element needed to change the current situation. GRMC is one of the largest and fastest growing employers in the area. This fact places GRMC in a unique position to tackle two of the biggest social determinants to health, access to gainful employment and population health outreach.

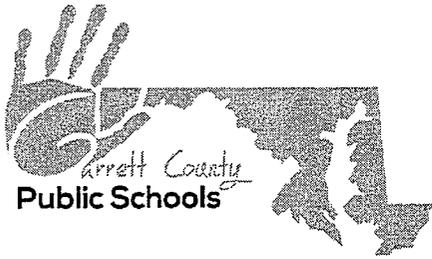
GRMC is partnering with Garrett College to train our local workforce in health specialty areas. Leveraging the college's existing and new programs, they are working together to develop a workforce pipeline to train Certified Nursing Assistants, Certified Medical Assistants and Certified Clinical Medical Assistants and provide them with high quality preceptorship opportunities within the hospital and surrounding medical facilities. This pipeline will ultimately lead to healthcare careers that will not only sustain families in the area through wages and benefits, but will influence the community through outreach efforts promoting health education and prevention in the community and providing services that support care management and coordination for individuals with chronic illnesses or who are frequent utilizers of hospital care due to a lack of these social services.

By strengthening the partnership between the College and the Hospital, we anticipate a more seamless process for our community to access education and gain employment. Oftentimes the limitations one sees when entering an educational program are the time commitment and the potential for securing gainful employment upon graduation. This will be a great help to individuals who are interested in the allied health field by allowing them to see a very clear path from education to employment right here in our local community. We truly believe this will encourage individuals to pursue healthcare careers and will increase our local capacity within our community.

Sincerely,

A handwritten signature in black ink that reads "Rodney B. Glotfelty".

Rodney B. Glotfelty, LEHS, MPH



40 South Second Street • Oakland, Maryland 21550
Telephone: 301-334-8900 • <http://www.garrettcountryschools.org>

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Superintendent of Schools
Dr. Janet S. Wilson

May 13, 2016

To Whom It May Concern,

I am writing this letter in strong support of the partnership between Garrett Regional Medical Center (GRMC) and Garrett College for the RFA Jobs Program. In our rural Appalachian Maryland community, lack of health education and resources present huge factors that determine health outcomes. Employment is an important element needed to change the current situation. GRMC is one of the largest and fastest growing employers in the area. This fact places GRMC in a unique position to tackle two of the biggest social determinants to health, access to gainful employment and population health outreach.

GRMC is partnering with Garrett College to train our local workforce in health specialty areas. Leveraging the college's existing and new programs, they are working together to develop a workforce pipeline to train Certified Nursing Assistants, Certified Medical Assistants and Certified Clinical Medical Assistants and provide them with high quality preceptorship opportunities within the hospital and surrounding medical facilities. This pipeline will ultimately lead to healthcare careers that will not only sustain families in the area through wages and benefits, but will influence the community through outreach efforts promoting health education and prevention in the community and providing services that support care management and coordination for individuals with chronic illnesses or who are frequent utilizers of hospital care due to a lack of these social services.

By strengthening the partnership between the College and the Hospital, we anticipate a more seamless process for our community to access education and gain employment. Oftentimes the limitations one sees when entering an educational program are the time commitment and the potential for securing gainful employment upon graduation. This will be a great help to our students who are interested in the allied health field by allowing them to see a very clear path from education to employment right here in our local community. We truly believe this will encourage students to pursue healthcare careers and will increase our local capacity within our community.

Thank you,

A handwritten signature in black ink, appearing to read "Paul Edwards".

Director of Secondary Education
Garrett Count Public Schools