



# THE RISE UP PROGRAM FINAL REPORT



July 2021

## Introduction

In early 2018, Higher Expectations for Racine County, with support from the StriveTogether Opportunity Fund, sought to answer the question: What happens for families when the systems they participate in fully support their growth and well-being?

After exploring two-generation programs that focus on supporting working mothers with young children, we identified some key factors that we believed needed to be addressed in order to help adult participants increase their credentials and employment levels toward family-sustaining employment, including: (a) establishing social network support through a cohort model, (b) providing one-on-one coaching, (c) covering financial needs like transportation, materials, and childcare, and (d) offering a post-secondary scholarship for completion.

Our Project Lead, Nyzuria Conner, then took on the work of identifying key partners, with an emphasis on an employer that would truly embrace the model, and a workforce service provider that could provide direct services for cohort members. With gratitude to Kristin McManmon at Ascension All Saints and Jackie Hallberg at Goodwill Industries of Southeastern Wisconsin, we were able to build a career-focused program in which current Ascension (or Ascension-contracting) employees were eligible to participate.

Under the leadership of Nyzuria, program development was informed by evidence-based best practices, immense contributions from Goodwill Industries, particularly the Program Manager, Aria Zwolinski, and qualitative feedback through interviews with program-eligible employees who graciously shared their own stories, interests, concerns, and goals in support of our program design. Critical to its success, Career Pathways were modeled by Kristin Jenders in partnership with Mike Becker and department leaders within All Saints based on high demand roles within the institution.

This report highlights the formative information gathered prior to the start of the program, the program design and implementation, including the Career Pathways model, the results of the quantitative evaluation, and recommendations for future implementations. We are excited to launch a second cohort within Ascension, and to continue to learn and develop this model into a scalable best practice for employers who struggle to retain and upskill their employees. We believe there is particular relevance in the current job market, where trends are showing growing job openings and an increased need for post-secondary credentials. While this was a small sample size, it helps show that developing a support network and receiving support within and from your company/employer leads to better outcomes.

## Qualitative Interview Summary

Prior to the start of the Rise Up Program, the evaluation team conducted interviews with community members who are similar demographically to future participants in the program. The interviews were conducted to gain insights from interviewees that could help inform the program's design. Interview participants were asked to share information about their work and parenting experiences, and to discuss their career development plans.

A total of 17 face-to-face individual interviews were conducted in January 2020. Most interview participants were currently employed by either Ascension Wisconsin or TouchPoint Support Services, a provider of housekeeping, food service, transport, and medical screening services at Ascension facilities; one participant was a family member of an Ascension Wisconsin employee. The interview guide can be found in Appendix A.

## Major Themes

- **Family Support.** Nearly all interview participants had the help of family members to take care of their children. *"Mothers helping mothers"* was a major theme surrounding childcare. Whether it was a biological mother, a mother-in-law, or a co-worker mother from work, mothers helped other mothers watch their kids when they were at work or needed to do something. Concerns about placing their children in daycare were often mentioned as a primary reason that participants turned to family members for help with childcare.
- **Working Opposite Shifts.** To secure childcare coverage, many participants structured their job schedules so that they worked an opposite shift from their children's caretaker.
- **Care versus Career.** Although nearly all of the participants expressed a desire to pursue schooling or training for a different career, care for children almost always took precedence over their own advancement.
- **Mental and Physical Health Issues as Barriers to Career Advancement.** Interview participants identified difficulties with mental and physical health as common impediments to career advancement. In many cases, issues with mental and physical health were intertwined with and made more challenging by difficult life circumstances experienced by the participants.

## Recommendations

- **Job Shadowing and/or Interest Inventories.** Direct exposure to potential careers through job shadowing or job aptitude tests were mentioned by mothers as something that could help them identify different career paths.
- **Life Skills Workshops.** When asked about topics they would like to include in the training program, financial and emotional support were mentioned most frequently.
- **Information about Opportunities.** Knowledge about career-related incentives, programs, and opportunities varied among participants. Many did not know whether their employer helped with schooling or further training. Most wanted to remain in the healthcare field but want to move up to a higher position.
- **Guidance and Coaching.** Interview participants wanted more opportunities to fulfill their career aspirations. When asked what employers could do to help support their career advancement, many participants suggested that having a guide or coach who could help them lay out a plan would be helpful.

## Program Design and Implementation

### Recruitment

Recruitment of the first cohort of the Rise Up program was conducted internally at Ascension All Saints Hospital. The program was promoted using flyers displayed in the hospital, program leadership speaking to groups, and educating hospital leadership to engage with their teams. Emails were also sent to appropriate hospital staff and team huddles were held to share the information.

One participant said she applied to the program to “...help boost my career, give me opportunities, and introduce me to outside resources.”

### Application, Interview and Process

Program applicants applied online through an application created by the Rise Up team. Applications were reviewed by the program manager and success coach to ensure participation requirements were met.

Applicants were interviewed over the phone and asked a series of questions to determine the participant’s needs, current goals, and interest in the program. After completing interviews, the listed manager was contacted to ensure current employment and applicants were informed of their acceptance via email.

### Program Curriculum

The Rise Up Program was designed to engage participants in group sessions and one-on-ones focused on topics related to self, career, and family. Initially, the program was scheduled to be 9-months long with a 3-month transition phase and to be delivered in person. Due to the onset of COVID-19 restrictions, the program was adjusted to be delivered virtually over a 6-month period and concluding with a 3-month transition phase.

The program design included orientation to provide participants with information on incentives and guidelines as well as a general overview of program curriculum and introduction to program staff. The program was scheduled for 6 monthly group cohort meetings and 2 complementary one-on-one meetings to engage participants individually. The one-on-one meetings allowed for the program success coach and participants to collaborate on goal management, skills development, and individualized support regarding participant needs.

Cohort 1 Curriculum Schedule	
<b>Orientation</b>	Individual Intake Meeting
<b>Session 1: Self-Discovery</b>	Topic A: Self-Care Topic B: Strength Finders Assessment
<b>Session 2: Personal &amp; Professional Branding</b>	Topic A: Career Path Development & Selection Topic B: Goal Setting
<b>Session 3: Virtual Career Fair</b>	Topic A: Resume Building Topic B: Mock Interviews
<b>Session 4: Financial Wellness</b>	Topic A: Future Planning Topic B: Values & Accountability
<b>Session 5: Relationship &amp; Team Building</b>	Topic A: Providing & Receiving Feedback Topic B: Strengths Based Parenting Skills & Resources
<b>Session 6: Transitioning Through Change</b>	Topic A: Time Management Topic B: Support System
<b>Cohort Celebration</b>	

“Because having kids it’s kind of hard to get your foot in to go to school, it’s hard to find time to do things, and the Rise Up Program is more like a push for you to get involved in things in the program.”

### **Cohort Meeting Topics**

The Rise Up Program cohort meeting topics were determined based on recommendations from a survey of department managers, results of qualitative interviews, review of other program curricula, and professional discretion of the development team. The meeting topics were scheduled in an order that allowed for learning to continuously build from the previous lesson.

### **One-on-ones**

One-on-ones were scheduled twice per module with each participant. These one-on-ones included an initial intake session to review goals and basic information. Subsequent meetings provided participants an opportunity to work on individualized work such as goal setting, career path development, building a resume, and interview practice.

“[Program Manager] helps you achieve your goals. It’s like a monthly talk where you talk and go over it. You tell her 5 goals that you’re going achieve. And what you’re working towards. So basically, you choose what you want to do, your goals.”

### **Job Exposure**

The curriculum allowed for participants to explore various hospital pathways through a virtual career fair, pathway education and job shadowing. These activities provide participants the ability to learn about different job requirements from professionals in the field and experience what a typical day on the job looks like. These opportunities also allow participants to interact with teams they may be interested in working with in the future.

“Because of the program, I obtained knowledge and more confidence. And also, I received a scholarship from the program. Now I’m attending [College] for their nursing assistant program.”

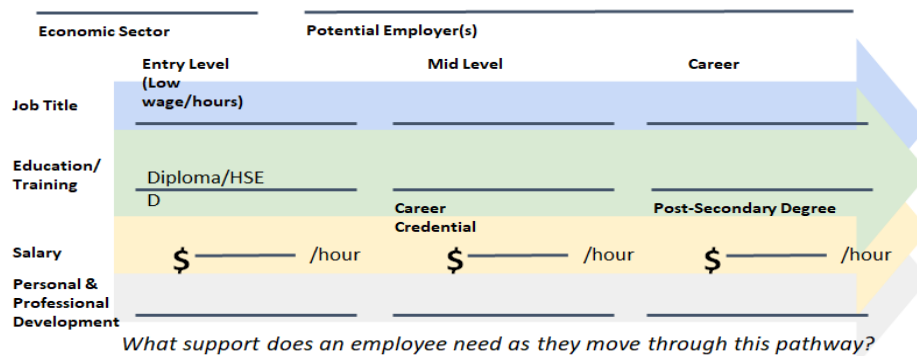
## Career Pathways Model

The career pathway model of the Rise Up program was intended to enable participants to incrementally achieve professional and educational credentials while they are employed.

### Process

Ascension staff identified key pathways with high demand for skilled employees. Entry level roles were identified, and career pathways were outlined from those entry points based on department or sector. Following initial outlines, questionnaires were developed, and one-on-one interviews were conducted by the Higher Expectations' Career Pathways Manager with hiring managers and/or department supervisors for key pathways. Initially the intended model followed a linear path for each position (see Figure A). However, through further consultation with Ascension HR, it was determined that more lateral career paths would be better for retaining and upskilling talent within the hospital. This would allow for greater career exploration while participants gained experience in different departments and roles of the hospital.

Figure A



The sectors identified based upon high demand entry level careers were (see Figure B):

- Early Childhood Education
- Administration
- Patient Care
- Technical Support

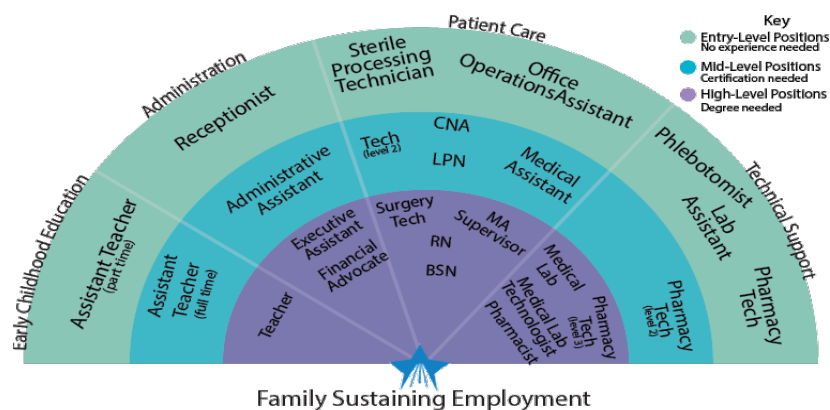


Figure B

From the information gathered through the interviews and a review of publicly available data, a detailed pathways map was created (see Appendix B). Information gathered included each position, estimated wages, hiring requirements (e.g., certifications, experience, tests), and where credentials could be acquired (on the job training modules vs post-secondary institutions in the person's own time).

### Cohort Implementation

After onboarding, the cohort was introduced to career path models and roles. The Virtual Career Fair module provided participants with the opportunity to speak directly with representatives from 8 different hospital pathways. Speakers were to discuss their career pathway and welcome questions from participants. Due to Covid-19 restrictions on staff availability, this model was amended to feature the career pathways manager along with video submissions from hospital staff regarding career pathways. Following the virtual job fair, cohort participants job shadowed in roles they were interested in possibly applying for.

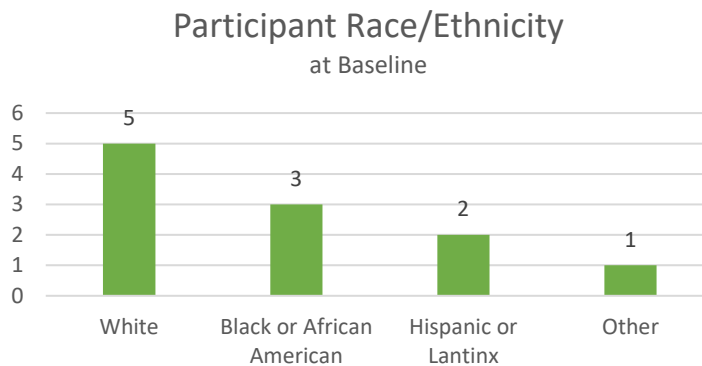
## Participant Survey and Program Measures

As a part of the evaluation for the Rise Up Program, a cohort of participants completed a baseline, midpoint, and endpoint survey that asked questions regarding demographics, program satisfaction, and participant needs. All 11 cohort members completed the baseline survey in October 2020. A total of 8 cohort members completed the midpoint survey in January 2021, 7 of whom completed the endpoint survey in May 2021.

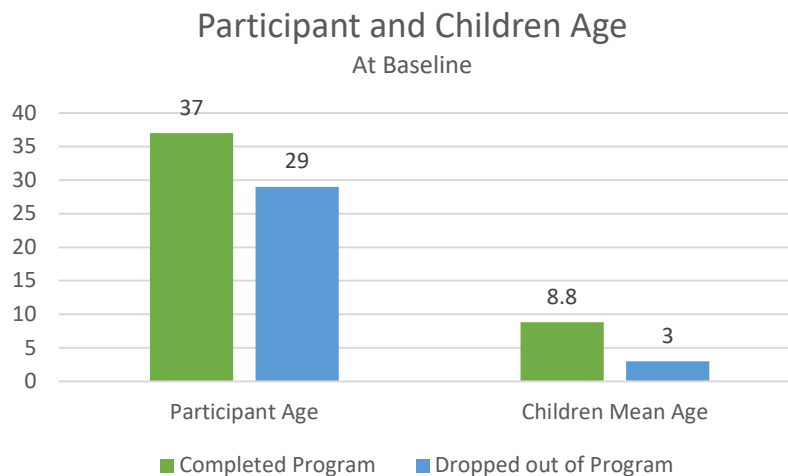
Additionally, Goodwill Industries of Southeastern Wisconsin tracked program measures as a part of the cohort meetings and case management. This included tracking of attendance, goal setting, and training program enrollment.

### Demographics

Baseline demographic data indicated that the mean age of participants was 35 years, and all but one participant was under the age of 45. The racial/ethnic composition of the sample was 45.5% White, 27.3% Black/African American, 18.2% Hispanic, and 9.1% Other. Participating adults had a mean number of 1.8 children. All participants had a high school diploma or GED, and 72.4% had at least some post-secondary education or training.



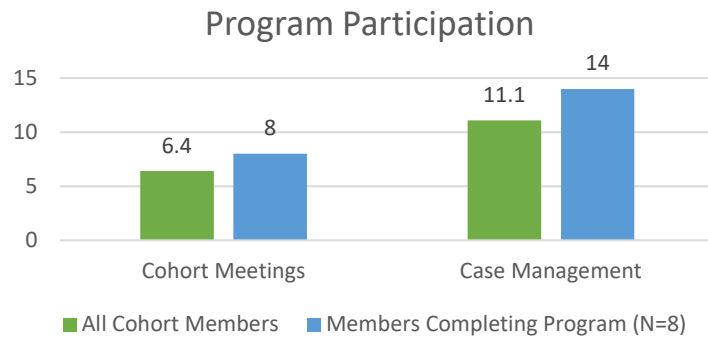
A total of 8 participants stayed engaged throughout the program. Those that completed the program were older with a mean age of 37 (at baseline) than those that dropped out with a mean age of 29. The children of those that completed the program were also slightly older with a mean age of 8.8 years old (at baseline) versus those that dropped out whose children had a mean age of 3 years old.





## Program Measures

Of the 11 participants who enrolled in the program, 91% set personal or family goals, and completed a career plan as a part of their case management. Over the course of the program (October 2020 – April 2021), there were 8 cohort meetings. On average, participants attended 6.4 meetings; 8 participants attended 100% of the cohort meetings. In addition, participants regularly scheduled one-on-one case management sessions with Goodwill staff. Participants attended an average of 11.1 case management sessions during the program, and 8 participants attended 100% of their sessions.

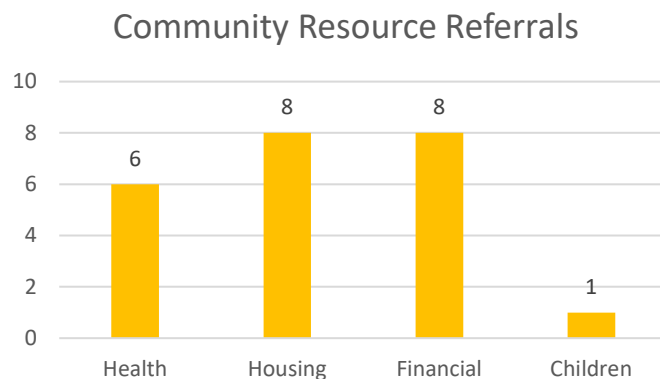


As a part of their case management, participants received referrals, as needed, to community resources. Over the course of the program, 23

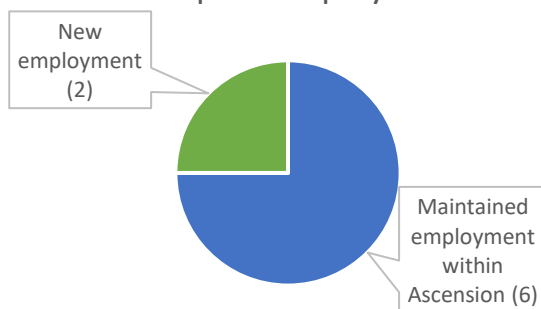
referrals were made for medical services, mental health, stress reduction services, financial coaching, and housing assistance.

The program case manager also tracked participant enrollment in training or certification programs; 2 participants were enrolled in a training program prior to their participation in Rise Up and are continuing to participate in those programs, while 2 additional participants have enrolled in new programs since

starting Rise Up. Of the 8 participants that stayed engaged throughout the program, six maintained their employment with Ascension (or Ascension-contracting agencies). Two participants reported obtaining new positions during the course of the program, including one within Ascension All Saints on their identified career path.



## Participant Employment



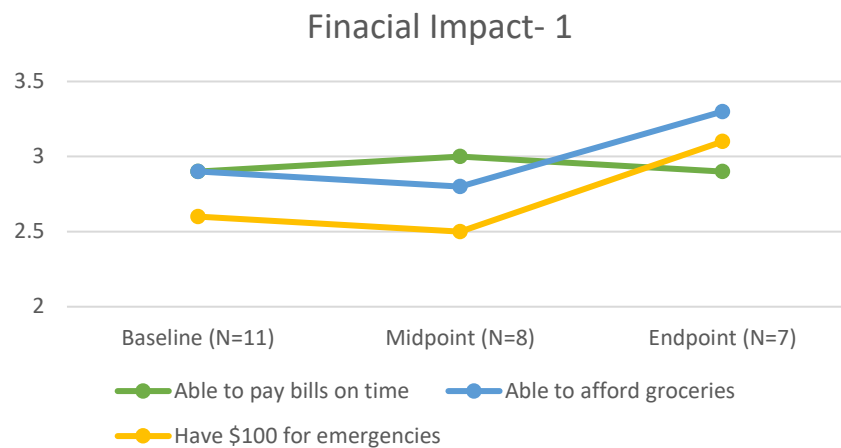
## Program Satisfaction

At the endpoint assessment, 100% of program participants reported that they were satisfied or very satisfied with the Rise Up program. Survey respondents were also asked how likely they were to recommend Rise Up to a friend or family member. On a scale of 0 (not at all likely) to 10

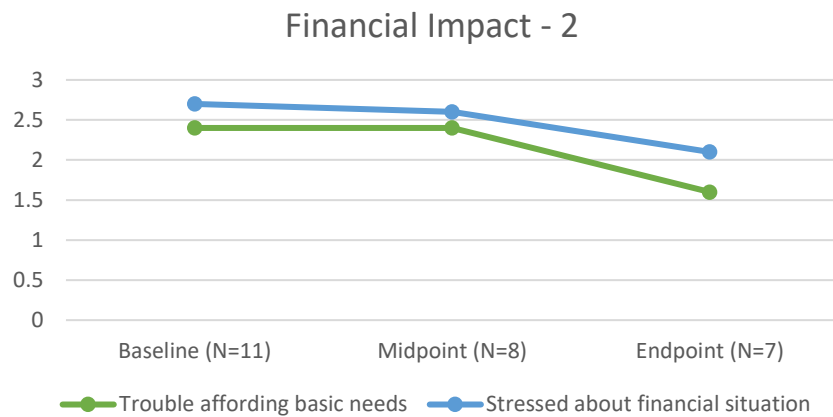
(extremely likely), program participants reported an average rating of 8.9, suggesting that most were highly satisfied with the program.

### Participant Needs

At baseline, participants reported average weekly incomes of \$431.11, or an annual income of approximately \$22,417. This is just above the federal poverty line for a family of 3 (\$21,720). At the end of the program, when asked about their current financial situation there were some signs of improvement in their ability to afford the groceries they want and to spare \$100 in case of emergencies. Responses showed little change in participants' ability to pay their bills on time, potentially signifying that program participants experienced greater financial flexibility but not to the degree that would impact larger costs such as housing or prior debt.



Reinforcing the previous results, participants reported having less trouble affording basic needs at the end of the program than they did prior to the program. Participants' responses also showed a positive trend toward lower levels of financial stress over the course of the program.



While these results should be viewed cautiously given the small sample size and some variation in the sample composition at each survey time point, the results point to some positive changes that may have occurred in the lives of Rise Up participants. There is opportunity for future evaluation of the impacts that training programs, like Rise Up, can have on participants and their families. See Appendix C for full program measures and survey results.

## Recommendations for Future Implementations

### **Building and Maintaining Partnerships**

As the implementation of the first cohort of the Rise Up program has been a collaboration between High Expectations for Racine County, Goodwill Industries of Southeastern Wisconsin, and Ascension All Saints Hospital, it has required ongoing partnership between these organizations. Future implementation and dissemination efforts would benefit from similar partnerships and support. Earlier and stronger connections to hiring managers may help to support recruitment, career pathway mapping, and career fairs. Additionally, ensuring that staff who make hiring decisions are aware of the program may also help to ensure a simpler application process for program participants seeking new positions.

### **Recruitment**

The overall recruitment process worked well. Key recruitment processes that are recommended for future cohorts include an online application portal, review of applications to determine eligibility and goodness of fit, reaching out to managers for employment verification and interviewing participants. One recommended addition to the program would be to develop stronger relationships with managers for feedback throughout the program. Another recommended change is to accept participants whose interest in future careers align with the support the program can provide. The program's success may hinge partly on the extent to which participants identify preferred pathways soon after enrollment.

### **Creating Connections**

The cohort model of Rise Up is rooted in creating connections and building relationships between participants and with the success coach. By nurturing these connections, participants may have an opportunity to increase their feelings of social support, accountability, and camaraderie. Future implementations may benefit from in-person meetings among cohort members and one-on-one meetings between participants and their success coach.

### **Technology**

Utilizing an internet-based video platform allowed participants to join in group and individual sessions without having to arrange care for their kids. The online platform allowed for more participant involvement and high regular attendance rates. For future cohorts, providing the option to meet in person and online may increase participant engagement by providing different ways to join the sessions. As COVID restrictions are lifted, some events may be conducted better in an in-person format (i.e., virtual career fair, interview prep) while others may continue to be offered online.

If future cohorts are held both online and in person, it may be advantageous to provide computers to individuals who do not have access to that technology. Providing participants with computers gave greater access to apply to new positions, join cohort meetings and individual coaching sessions, interview for new opportunities, and complete school tasks.

### **Future Career Opportunities**

The development of the career pathways model and the partnership with Ascension allowed participants to identify potential future career opportunities. This system could be improved with better and earlier connections with hiring managers, encouraging participants to pursue new career opportunities earlier in the program, and more insights into what each role requires to better prepare participants.

### **Evaluation and Data Collection**

With the data collection from the first cohort, there is an opportunity for Goodwill to build a reporting system with all applicable note codes to be as specific as possible. This data provides an opportunity to facilitate ongoing client monitoring and continuous quality improvement of the program. As this first cohort was shortened due to COVID-19 and data collection took place over only 8 months, there is an opportunity to collect data from participants using a more rigorous study design and over a longer period of time to assess participants during and after the program, and the longer-term impacts on their career and families.

“I would recommend this program to a coworker because it helps out. It helps you talk to someone if you don’t feel comfortable talking to anyone else. It helps you sit down, have one-on-ones with someone, talk about your life goals, anything you have going on in life.”

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### **Acknowledgements**

Thank you to the following for their support of The Rise Up Program:

- Higher Expectations for Racine County
- StriveTogether Opportunity Fund
- Goodwill Industries of Southeastern Wisconsin
- Ascension All Saints Hospital
- University of Wisconsin–Milwaukee Institute for Child and Family Well-being

## Appendix A

### Qualitative Interview Guide

1. Can you tell us a little bit about yourself and your family?
2. What do you do for work now and is that aligned with your career goals?
  - If yes, how does your current employer support your career goals?
  - If no, what could an employer do to support your career goals?
3. What is your greatest barrier or hurdle to pursuing your career goals?
4. What steps do you think it would take for you to reach your ideal career?
5. What would financial stability look like for you and your family?
6. Would you be interested in advancing your career in the healthcare industry? Why or why not?
7. What are you proud of about parenting your child/children? What's challenging about parenting your child/children?
8. What supports do you currently have for caring for your child/children? Does anyone help you with taking care of your child/children? What issues have you encountered in accessing childcare to support your career goals?
9. If offered in Racine, would you consider participating in a paid work training program that includes a group model (a cohort group that meets regularly over a period of time) and life skills workshops\*? Why or why not? What should it include?  
  
\*Personal and professional development topics, such as finance and budgeting, mental and emotional health, parenting, etc.
10. Anything else you would like to share that could be offered to support career development for yourself or others?

# Appendix B Pathways Model

Sector		Early Childhood	Admin		Patient Care			Technical Services			
Entry Level Positions	<b>Position A 1</b>	Assistant Teacher	Receptionist	Receptionist (other paths)	CNA	CNA (other paths)	Sterile Processing Technician	Office Operations Assistant	Phlebotomist	Lab Assistant	Pharmacy Tech
	<b>Short description</b>	Casual/Part time role. Once here then we guide them through other trainings within 90 days	Customer service, Answer phones, Directions, Other admin duties		Certified Nursing Assistant	*	Sterilizes surgical and medical equipment for hospital	Clinical office operations assistant. Greeting, checking in, updating info, taking copays, answering phone calls	Draws blood from patients for labs	Admin for lab OR performs minor testing	Pharmacy technician 1
	<b>Estimated Wage</b>	\$11	\$13		\$11-\$14	*	\$14	\$13	\$12	\$12	\$13.00
Certificate Needed	<b>Certificate/Credential Title</b>	CPR training, Shaken baby syndrome training, mandatory reporting, etc. (1/2 dozen state required licenses and trainings)	None (Possible Basic Life Support, if desired - not provided by Ascension as not required for role)		CNA State Exam Certification	*		Basic Life Support	Phlebotomy (not required)	Basic Life Support	Pharmacy Technician Certificate Board Certification
	<b>Time to get</b>	90 days online, with assistance In house training, fees covered	NA		120 hour (Gateway) course, then test (Required before hire)	*	No earlier than 6 months	Not required	Can take test after 1 year	Not required	Must complete within 6 months of hire
	<b>Where offered/difficulty level</b>	Online/with assistance from Little Saints	Outside of work, post secondary, tuition assistance		Post secondary outside of work hours	*	Outside of work	In house (?)	Outside of work, ASCP	Not required so not offered in house	Must take accredited program (Gateway) 6 week to sit for test. Difficult
	<b>Position A 2</b>	Assistant Teacher - Full Time	Administrative Assistant	Admin (other paths)	LPN	Respiratory Therapist	Tech 2	Medical assistant	Medical Lab Technician		Pharmacy Tech, Level 2
Mid-Level Position	<b>Short description</b>	Full time, additional 90 day training and demo of skills through state registration	Experienced, provides administrative support to department	*	Licensed Practical Nurse	Provides evaluation of and care for patients with respiratory insufficiencies.	Certified Sterile processing tech, with more experience and certifications	Medical assistant, assist nurses, physicians and patients. Various duties	Collect and Analyze samples	Sterile compounding and prep (surgery, oncology, etc)	
	<b>Estimated Wage</b>	\$11.50	\$15 - \$17	*	\$16.31	\$22.90	TBD	\$14.25	\$17.45	\$17.80	
	<b>Certificate/Credential Title</b>	State registry binder	Associate's Degree (preferred)	*	1 year into nursing school Student can sit for LPN exam	1 year? (pending details)	Instrument Processing and/or Supply Management Certifications	CNA State Exam Certification	Associate's Degree	Level 2 compounding training, Experience	
	<b>Time to get</b>	90 days from hire	Before hire	*	1 year full time student equivalent		Not before 1 year	120 hour (Gateway) course, then test (Required before hire)	2 year (full time)	Varies (years)	
High Level Position	<b>Position A 3</b>	Teacher	Executive Assistant	Financial Advocate	RN		Surgery Tech	MA Supervisor	Medical Lab Technologist	Pharmacy Tech, Level 3	
	<b>Short description</b>	Teacher leads classroom	Provides admin support to executive level staff. 5 - 8 years experience for admin to be executive assistant	Somebody who works with patients on organizing billing and payment structure	Registered Nurse (2 year degree)		Facilitates the safe and efficient performance of surgical procedures.	Medical Assistant Supervisor	Collect and Analyze samples	NA (being drafted/defined nationally at Ascension)	
	<b>Estimated Wage</b>	\$14 (starting)	\$20 - \$25	\$15 (starting)	\$26.24		\$18.60	\$21	\$24.45	\$21 (max)	
	<b>Certificate/Credential Title</b>	Has received minimum of 16 early childhood ed credits from post secondary	Associate's preferred, some have bachelor's (field of degree not important, just that they have it)	Associate's Degree (finance/accounting)	Associate's degree		Associate's Degree	Years experience and skill	Bachelor's Degree		
Certificate Needed	<b>Time to get</b>	Before hire	Before hire	Before hire	2 years (if full time)		2 years (full time)	Varies	4 years, full time		
	<b>Where offered/difficulty level</b>	Post secondary (Gateway/Parkside) outside of work hours, takes time	Outside of work, post secondary, tuition assistance	Outside of work, post secondary, tuition assistance	Post secondary outside of work hours		Outside of work, post secondary	Takes time	Post secondary outside of work hours		
					BSN			BSN		Pharmacist	
					Registered Nurse (4 year degree)			Registered Nurse (2 year degree)		Pharmacist	
				\$26.24			\$26.24		\$100K + (annual)		
				Bachelor's Degree			Associate's degree		Doctorate (PharmD)		
				4 years (if full time)			2 years (if full time)		7 - 8 years (full time)		
				Post secondary outside of work hours			Post secondary outside of work hours		Post secondary outside of work hours		
							BSN				
							Registered Nurse (4 year degree)				
							\$26.24				
							Bachelor's Degree				
							4 years (if full time)				
							Post secondary outside of work hours				

## Appendix C

### Program Measures - October 2020 – May 2021

Indicators	Sample Size (N)	Percentage (%) or Mean
<b>Participant has set personal/family goals</b>	11	
Yes	10	91%
No	1	9%
<b>Participant has completed career plan</b>	11	
Yes	10	91%
No	1	9%
<b>Attendance at cohort meetings</b>	11	6.4/8 meetings 80%
<b>Attendance at case management sessions</b>	11	11.1/14 sessions 78%
<b>Referrals made</b>	11	23 total
<b>Enrolled in a training or certification program</b>	11	
Yes, prior to start	2	18%
Yes	2	18%
No	7	64%

### Survey Results

Indicators	Baseline		Midpoint		Endpoint	
	Sample Size (N)	Percentage (%) or Mean	Sample Size (N)	Percentage (%) or Mean	Sample Size (N)	Percentage (%) or Mean
<b>Satisfaction with The Rise Up Program</b>			8		7	
Total mean score				3.5		3.4
Very satisfied			4	50.0%	3	42.86%
Satisfied			4	50.0%	4	57.14%
Dissatisfied			0	0.0%	0	0.0%
Very dissatisfied			0	0.0%	0	0.0%
<b>Likelihood to recommend The Rise Up Program (Scale of 0 to 10)</b>			8	8.5/10	7	8.9/10

<b>Age</b>	10		8		6	
25 to 34 years	6	54.5%	3	37.5%	3	50.0%
35 to 44 years	3	27.3%	3	37.5%	2	33.3%
45 to 54 years	1	9.1%	1	12.5%	1	16.7%
Missing Data	1	9.1%	1	12.5%	1	16.7%
<b>Mean age (years)</b>	10	35	8	37	6	37
<b>Race</b>	9		7		6	
White	5	45.5%	3	37.5%	2	28.6%
Black or African American	3	27.3%	3	37.5%	3	42.9%
Other	1	9.1%	1	12.5%	1	14.3%
Missing data	2	18.2%	1	12.5%	1	14.3%
<b>Ethnicity</b>	11		8		7	
Hispanic	2	18.2%	1	12.5%	1	14.3%
Non-Hispanic	9	81.8%	7	87.5%	6	85.7%
<b>Number of children in household (mean)</b>	11	1.8	8	1.8	7	1.9
<b>Average child age</b>	20	6	14	7.6	13	8.8
<b>Education</b>	11		8		7	
High school diploma or GED	3	27.3%	3	37.5%	3	42.86%
Some post-secondary education	7	63.6%	4	50.0%	3	42.86%
Bachelor's (4 year) college degree or higher	1	9.1%	1	12.5%	1	14.29%
<b>Licenses or certificates</b>	11		8		7	
Yes	1	9.1%	1	12.5%	1	14.29%
No	10	90.9%	7	87.5%	6	85.71%
<b>Additional educational or training programs</b>	11		8		7	
Yes	4	36.4%	3	37.5%	1	14.29%
No	7	63.6%	5	62.5%	6	85.71%



<b>Employment status</b>	11		8		7	
Employed full time (35 hours or more per week)	9	81.8%	7	87.5%	6	85.71%
Employed part time (less than 35 hours per week)	2	18.2%	1	12.5%	1	14.29%
<b>Current job type</b>	11		8		6	
Food Service	4	36.4%	3	37.5%	3	50.0%
Environmental Services / Housekeeping	3	27.3%	2	25.0%		
Other	4	36.4%	2	25.0%	3	50.0%
Missing			1	12.5%		
<b>Length in current position (mean)</b>	11	3.1 years	8	3.8	7	4.6
<b>Job satisfaction</b>	11		8		7	
Total mean score		3.6		2.8		3
Very dissatisfied	0	0.0%	0	0.0%	0	0.0%
Dissatisfied	1	9.1%	2	25.0%	2	28.57%
Neither satisfied nor dissatisfied	3	27.3%	2	25.0%	3	42.86%
Satisfied	6	54.5%	4	50.0%	2	28.57%
Very satisfied	1	9.1%	0	0.0%	0	0.0%
<b>Likely to leave position in next 12 months</b>	11		8		7	
Total mean score		3.4		3.6		3.6
Not at all likely	0	0.0%	0	0.0%	1	14.29%
Unlikely	2	18.2%	0	0.0%	0	0.0%
Somewhat likely	4	36.4%	4	50.0%	2	28.25%
Likely	4	36.4%	3	37.5%	2	28.25%
Very likely	1	9.1%	1	12.5%	2	28.25%
<b>Average weekly income (mean)</b>	9	\$431.11	7	\$502.86	7	\$452.85
<b>Transportation to work</b>	11		8		7	
Personal vehicle	10	90.9%	8	88.9%	7	100.0%
Get a ride	1	9.1%	0	0.0%	0	0.0%
Bus	0	0.0%	1	11.1%		0.0%

<b>Quality of life</b>	11		8		7	
Total mean score		2.9		3.1		2.4
Excellent	2	18.2%	0	0.0%	2	28.57%
Very good	1	9.1%	2	25.0%	1	14.29%
Good	4	36.4%	4	50.0%	3	42.86%
Fair	4	36.4%	2	25.0%	1	14.29%
Poor	0	0.0%	0	0.0%	0	0.0%
<b>Physical health</b>	11		8		7	
Total mean score		2.4		3		2.4
Excellent	2	18.2%	0	0.0%	2	28.57%
Very good	4	36.4%	2	25.0%	1	14.29%
Good	4	36.4%	4	50.0%	3	42.86%
Fair	1	9.1%	2	25.0%	1	14.29%
Poor	0	0.0%	0	0.0%	0	0.0%
<b>Mental health</b>	11		8		7	
Total mean score		2.3		3.1		2.7
Excellent	3	27.3%	0	0.0%	2	28.57%
Very good	2	18.2%	1	12.5%	0	0.0%
Good	6	54.5%	5	62.5%	3	42.86%
Fair	0	0.0%	2	25.0%	2	28.25%
Poor	0	0.0%	0	0.0%	0	0.0%
<b>Health insurance</b>	11		8		6	
Yes	10	90.9%	8	100.0%	6	100%
No	1	9.1%	0	0.0%	0	0.0%
<b>Insurance provider</b>	10		8		7	
My employer	5	45.5%	6	75.0%	4	57.14%
Medicaid or BadgerCare Plus	3	27.3%	2	25.0%	2	28.57%
Medicare	1	9.1%	0	0.0%	1	14.29%
Parents insurance	1	9.1%	0	0.0%	0	0.0%
<b>I believe I can achieve my goals</b>	11		8		7	
Total mean score		1.5		2		2
Almost always	8	72.7%	3	37.5%	3	42.86%
Often	1	9.1%	2	25.0%	1	14.29%
Sometimes	2	18.2%	3	37.5%	3	42.86%
Rarely	0	0.0%	0	0.0%	0	0.0%
Never	0	0.0%	0	0.0%	0	0.0%

**Social Support –  
Someone to help  
with chores**

	11		7		7	
Total mean score		2.7		2.6		2.6
None of the time	3	27.3%	1	12.5%	2	28.57%
A little of the time	3	27.3%	3	37.5%	1	14.29%
Some of the time	1	9.1%	1	12.5%	2	28.57%
Most of the time	2	18.2%	2	25.0%	2	14.29%
All of the time	2	18.2%	0	0.0%	0	0.0%

**Social Support –  
Someone to turn to  
for advice**

	11		8		7	
Total mean score		3.8		3		3.1
None of the time	1	9.1%	1	12.5%	0	0.0%
A little of the time	1	9.1%	2	25.0%	2	28.57%
Some of the time	1	9.1%	1	12.5%	3	42.86%
Most of the time	4	36.4%	4	50.0%	1	14.29%
All of the time	4	36.4%	0	0.0%	1	14.29%

**Social Support -  
Someone to do  
something enjoyable  
with**

	11		8		7	
Total mean score		3.6		3		3
None of the time	1	9.1%	0	0.0%	1	14.29%
A little of the time	1	9.1%	1	12.5%	1	14.29%
Some of the time	4	36.4%	6	75.0%	3	42.86%
Most of the time	1	9.1%	1	12.5%	1	14.29%
All of the time	4	36.4%	0	0.0%	1	14.29%

**Social Support –  
Someone to love**

	11		8		7	
Total mean score		3.8		3.3		3.3
None of the time	0	0.0%	0	0.0%	0	0.0%
A little of the time	2	18.2%	1	12.5%	1	14.29%
Some of the time	2	18.2%	4	50.0%	4	57.14%
Most of the time	3	27.3%	3	37.5%	1	14.29%
All of the time	4	36.4%	0	0.0%	1	14.29%

**Times moved in last  
5 years (mean)**

	8	1.25 times	8	1 time	7	1.14 times
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<b>Trouble affording basic needs</b>	11		8		7	
Total mean score		2.4		2.4		1.6
Strongly disagree	0	0.0%	0	0.0%	3	42.86%
Disagree	7	63.6%	6	75.0%	4	57.14%
Somewhat agree and disagree	0	0.0%	0	0.0%	0	0.0%
Agree	4	36.4%	1	12.5%	0	0.0%
Strongly agree	0	0.0%	1	12.5%	0	0.0%
<b>Able to pay bills on time</b>	11		8		7	
Total mean score		2.9		3		2.9
Strongly disagree	0	0.0%	0	0.0%	0	0.0%
Disagree	3	27.3%	1	12.5%	1	14.29%
Somewhat agree and disagree	0	0.0%	0	0.0%	0	0.0%
Agree	6	54.5%	6	75.0%	6	85.71%
Strongly agree	2	18.2%	1	12.5%	0	0.0%
<b>Able to afford groceries</b>	11		8		7	
Total mean score		2.9		2.8		3.3
Strongly disagree	0	0.0%	0	0.0%	0	0.0%
Disagree	2	18.2%	2	25.0%	0	0.0%
Somewhat agree and disagree	0	0.0%	0	0.0%	0	0.0%
Agree	8	72.7%	6	75.0%	5	71.43%
Strongly agree	1	9.1%	0	0.0%	2	28.57%
<b>Have \$100 for emergencies</b>	11		8		7	
Total mean score		2.6		2.5		3.1
Strongly disagree	1	9.1%	0	0.0%	0	0.0%
Disagree	4	36.4%	4	50.0%	1	14.29%
Somewhat agree and disagree	0	0.0%	0	0.0%	0	0.0%
Agree	5	45.5%	4	50.0%	4	57.14%
Strongly agree	1	9.1%	0	0.0%	2	28.57%

<b>Stressed about financial situation</b>	11		8		7	
Total mean score		2.7		2.6		2.1
Strongly disagree	0	0.0%	0	0.0%	2	28.57%
Disagree	4	36.4%	4	50.0%	2	28.57%
Somewhat agree and disagree	0	0.0%	0	0.0%	0	0.0%
Agree	6	54.5%	3	37.5%	3	42.86%
Strongly agree	1	9.1%	1	12.5%	0	0.0%
<b>Confidence to manage finances (mean)</b>	8	7.75/10	8	8.38/10	7	7.86/10
<b>Program will help with financial situation</b>	11		8		7	
Total mean score		4.4		4.3		4.1
Not at all	0	0.0%	0	0.0%	0	0.0%
A little bit	0	0.0%	1	12.5%	0	0.0%
Somewhat	1	9.1%	1	12.5%	1	14.3%
Quite a bit	5	45.5%	1	12.5%	1	14.3%
Very much	5	45.5%	5	62.5%	5	71.4%
<b>Program will help meet your child(ren)'s needs</b>	11		8		7	
Total mean score		4.5		4.3		4.1
Not at all	0	0.0%	0	0.0%	0	0.0%
A little bit	0	0.0%	1	12.5%	0	0.0%
Somewhat	1	9.1%	1	12.5%	2	28.57%
Quite a bit	4	36.4%	1	12.5%	2	28.57%
Very much	6	54.5%	5	62.5%	3	42.86%
<b>Confident in my ability to successfully raise my child(ren)</b>	11		8		7	
Total mean score		4.6		4.3		4.4
Strongly disagree	0	0.0%	0	0.0%	0	0.0%
Disagree	0	0.0%	0	0.0%	0	0.0%
Somewhat agree and disagree	1	9.1%	0	0.0%	0	0.0%
Agree	3	27.3%	6	75.0%	4	57.14%
Strongly agree	7	63.6%	2	25.0%	3	42.86%

<b>Satisfied with child care arrangement</b>	10		7		6	
Total mean score		3.7		3.4		4
Strongly disagree	0	0.0%	1	12.5%	0	0.0%
Disagree	1	9.1%	0	0.0%	0	0.0%
Somewhat agree and disagree	3	27.3%	2	25.0%	2	33.3%
Agree	4	36.4%	3	37.5%	2	33.3%
Strongly agree	2	18.2%	1	12.5%	2	33.3%
<b>Wish I had more reliable child care</b>	9		7		5	
Total mean score		2.9		2.3		2
Strongly disagree	1	9.1%	1	12.5%	2	40%
Disagree	2	18.2%	4	50.0%	2	40%
Somewhat agree and disagree	4	36.4%	1	12.5%	0	0.0%
Agree	1	9.1%	1	12.5%	1	20%
Strongly agree	1	9.1%	0	0.0%	0	0.0%
<b>Can't afford the child care wanted</b>	8		6		4	
Total mean score		3.3		2.5		2
Strongly disagree	0	0.0%	2	25.0%	2	50%
Disagree	2	18.2%	1	12.5%	1	25%
Somewhat agree and disagree	3	27.3%	1	12.5%	0	0.0%
Agree	2	18.2%	2	25.0%	1	25%
Strongly agree	1	9.1%	0	0.0%	0	0.0%
<b>Child care options make it difficult to achieve employment or education goals</b>	10		7		4	
Total mean score		3.2		2.4		2.3
Strongly disagree	0	0.0%	1	12.5%	2	50%
Disagree	2	18.2%	3	37.5%	0	0.0%
Somewhat agree and disagree	5	45.5%	2	25.0%	1	25%
Agree	2	18.2%	1	12.5%	1	25%
Strongly agree	1	9.1%	0	0.0%	0	0.0%

## Appendix D

### The Rise Up Program Application

Please complete the form below. Information shared in this application will remain confidential and will be viewed only by program staff. You may save and continue your application at a later date if necessary. Applications close at 11:59PM on September 15, 2021. If you have any questions about the program or application, please contact [info.riseupprogram@gmail.com](mailto:info.riseupprogram@gmail.com).

- Full Name
- Current Address
- Email Address
- Phone Number
- Date of Birth
- How did you hear about the program?
  - Previous Participant
  - Manager
  - Email
  - Other
- If you heard about the program from a previous participant, what is their name?

#### Eligibility Requirements

- Do you identify as a woman who is a mother or primary caregiver to at least one minor child?
  - Yes
  - No
- Do you have a high school diploma, HSED, or GED?
  - Yes
  - No
- Are you a current Ascension or TouchPoint employee in good standing?
  - Yes, Ascension
  - Yes, TouchPoint
  - Other Ascension contracted employer (HSS, Trimedix, R1, etc.)
  - No
- Do you identify as a woman of color or minority?
  - Yes
  - No
- Do you identify as a single parent? (i.e. unmarried and/or Single Female Head of Household)
  - Yes
  - No
- Is your income at or below the 185% Federal Poverty Level? (see chart below)
  - Yes
  - No

Income Guidelines										
Income must be at or below the following:										
Household Size	1	2	3	4	5	6	7	8	9	10
Annual Income	23,606	31,894	40,182	48,470	56,758	65,046	73,334	81,622	89,910	98,198

**Household Information**

- How many people live in your household?
- How many children (primary dependents) do you have?
- What are their ages?
- What is your total approximate household income for one year?

**Career Interests and History**

- My job interests include: (select 2-3 that apply)
  - CNA (Nursing/MA/Patient Care Pathway)
  - Lab Assistant (Tech Pathway - Medical Lab Technician)
  - Pharmacy Technician (Tech Pathway)
  - Phlebotomist (Tech Pathway)
  - Respiratory Therapist (Patient Care Pathway)
  - Imaging (Patient Care Pathway)
  - Emergency Department (ED) Tech (Patient Care Pathway)
- What is your current job title?
- Department
- Date started:
- What is your manager or direct supervisor's name?
- Manager's phone number:
- Manager's email address:
- What is your current work status?
  - Full-time
  - Part-time
  - Casual
- How many hours do you typically work in a week?
- What shift do you typically work?
  - 1<sup>st</sup> Shift
  - 2<sup>nd</sup> Shift
  - 3<sup>rd</sup> Shift
- Please complete the chart to reflect your typical work schedule:

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Start	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
End	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>



## Education

- What is your highest level of education?
  - High School, GED, or Equivalent
  - Some College (did not finish)
  - Associates, Technical Diploma, or Certificate
  - Bachelor's Degree
  - Graduate Degree (masters) or higher
- Have you participated in any school or training programs? If yes, please list:
  - Yes
  - No
- Do you have any licenses or certifications? If yes, please list:
  - Yes
  - No

## Assistance & Other Income

Your answers to these questions do not determine your program eligibility. Instead, they help us to understand how we can assist you if you are selected to participate in the program. Your answers to these questions are private and will not be shared outside of the program staff.

- Are you currently receiving any public assistance benefits? If yes, please list:
  - Yes
  - No
- Are you or someone in your household receiving Social Security Income? If yes, who and what kind?
  - Yes
  - No
- Have you or are you currently serving in the military? If yes, which branch and dates of service?
  - Yes
  - No
- Are you the spouse of a veteran?
  - Yes
  - No

## Have you experienced barriers to employment in the following areas?

- What is your primary mode of transportation?
  - Car
  - Public Transportation
  - Friend/Family
  - Uber/Lyft/Taxi
  - Walk
  - Other
- Do you have a driver's license?
  - Yes
  - No, never have
  - No, restricted or suspended
- Do you have a criminal background?

- Yes
- No
- Do you have regular access to internet and a computer or laptop with a web camera?
  - Yes
  - No

**Short Answer Question**

- Why do you want to be a part of this program? Please provide at least 4-5 sentences explaining.

## Appendix E

### Participant Interview Guide

Interview Information			
Date:	Participant Name:	Participant Phone Number:	
Time:			
Interviewer(s):			
Application Review			
1	This program will meet for 90 minutes virtually once a month. You will also be asked to attend two 1 hour individual sessions per month. Would you be able to fulfill that and what is your availability?		
	Do you have access to a laptop or computer with a web camera and high-speed internet?		
2	What is your current role at the hospital? Do you have any other jobs outside of your role at the hospital? (Ask for department, manager, schedule if not already completed on application)		
Interview Questions			
3	Tell us a about yourself and what interested you in applying for the program?		
4	Tell us about a time when you had a lot of things to get done in a short amount of time. What did you do? What was the outcome?		
5	In this program, our goal is to help you grow in three areas: self, family, career. Do you have goals you are seeking to accomplish in those areas already? What are they?		
Self:			
Family:			
Career:			
6	What do you like and dislike about your current role? If you could change what you dislike about your current role, what would you do?		
7	Imagine yourself in 5 years, what are you doing? How does your family and career play into that picture?		
Research			
<input type="checkbox"/> Informed Consent Mention	UWM will be conducting research regarding the outcomes of this program. As a participant you will be asked to complete a survey to track your progress in the program. The information will not be shared with your employer and will only be seen by program staff and the research team. Final outcomes will be shared and will not identify the survey taker.		
For Office Use			
Recommend	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> With Hesitation
Verified in Good Standing	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
Accepted into Program	<input type="checkbox"/> Yes	<input type="checkbox"/> No	If No, list reason in the space provided below.