HEALTH WORKFORCE

THROUGH A WORKFORCE DEVELOPMENT LENS

Room B

#INHealthWorkforce

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Informing Policy. Aligning Initiatives. Advancing Health.

LEVERAGING FEDERAL FUNDING FOR WORKFORCE DEVELOPMENT OPPORTUNITIES

Michael Barnes
Indiana Department of Workforce Development

Paul Conrad
Affiliated Services Providers of Indiana

Lacy Foy
Indiana State Department of Health

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INDIANA DEPARTMENT OF WORKFORCE DEVELOPMENT

Workforce Alignment in Healthcare

Michael Barnes, Chief Workforce Officer, Indiana Department of Workforce Development

INDIANA DEPARTMENT OF WORKFORCE DEVELOPMENT

Agency Theme

"Connecting people and employers through engagement with continued accountability & transparency."

INDIANA DEPARTMENT OF WORKFORCE DEVELOPMENT

Indiana's workforce challenge:

700K JOBS TO BE REPLACED

+

300K JOBS TO BE FILLED

→

1,000,000+ INDIANA JOBS

→

Over the next 10 years

INDIANA DEPARTMENT OF WORKFORCE DEVELOPMENT

Data for Informed Decisions

INDIANACAREERREADY

An initiative of the Indiana Department of Workforce Development

Job Seekers | Employers | Students / Parents | Teachers / Counselors | Education / Training Providers | Workforce Partners

INDemand Jobs

INDIANACAREERREADY focuses on high-demand, high-wage jobs for today and tomorrow. The INDemand focus will help ensure a long and rewarding career. The demand indicator used is based on a methodology that ranks all Indiana jobs based on future growth and wages. Whether you are searching for your first job, changing jobs, re-entering the workforce or planning a career change make the INDemand Jobs page the cornerstone of your efforts.

About INDemand Jobs

Search Options

Select an Area

Indiana

I'm looking for a career in:

Search Job Title...

Refine Results

Demand Outlook:

Any

Sort By: Highest Demand

Compare	INDemand Ranking	Job Title	Search Jobs	Education	Average Salary	Find Training	View Video
☐	🔥🔥🔥🔥🔥	Accountants	Job Postings	Bachelor's Degree	$65,880	Training	
☐	🔥🔥🔥🔥🔥	Accountants and Auditors	Job Postings	Bachelor's degree	$65,880	Training	
☐	🔥🔥🔥🔥🔥	Acute Care Nurses	Job Postings	Associate's degree	$60,050	Training	
☐	🔥🔥🔥🔥🔥	Allergists and Immunologists	Job Postings	Doctoral or professional degree	$229,120	Training	

INDIANA DEPARTMENT OF WORKFORCE DEVELOPMENT

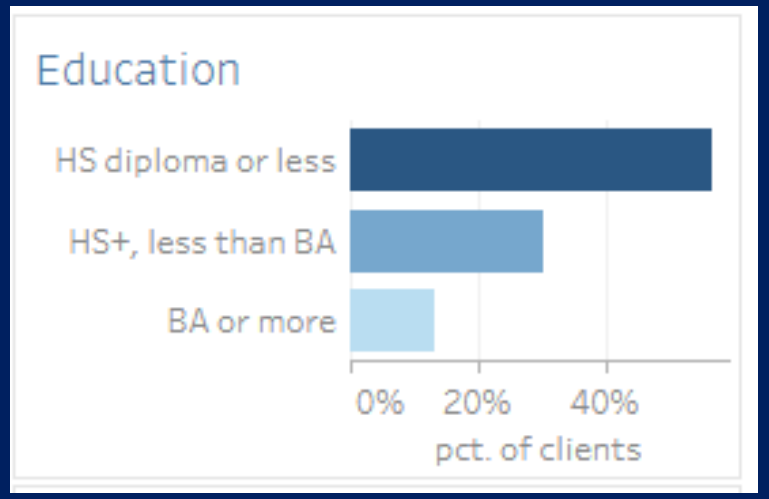
Top 10 Future Healthcare Occupations

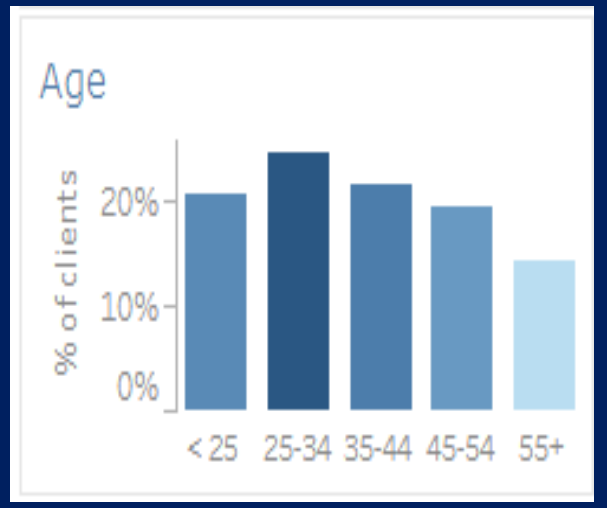
	Occupations	2018-2028 Job Openings
01	Registered Nurses	48,029
02	Nursing Assistants	41,210
03	Home Health Aides	23,039
04	Medical Assistants	20,070
05	Licensed Practical and Licensed Vocational Nurses	13,602
06	Dental Assistants	8,842
07	Pharmacy Technicians	8,591
08	Clinical Laboratory Technologists and Technicians	5,380
09	Technicians and Paramedics	4,858
10	Emergency Medical Veterinary Assistants and Laboratory Animal Caretakers	4,769

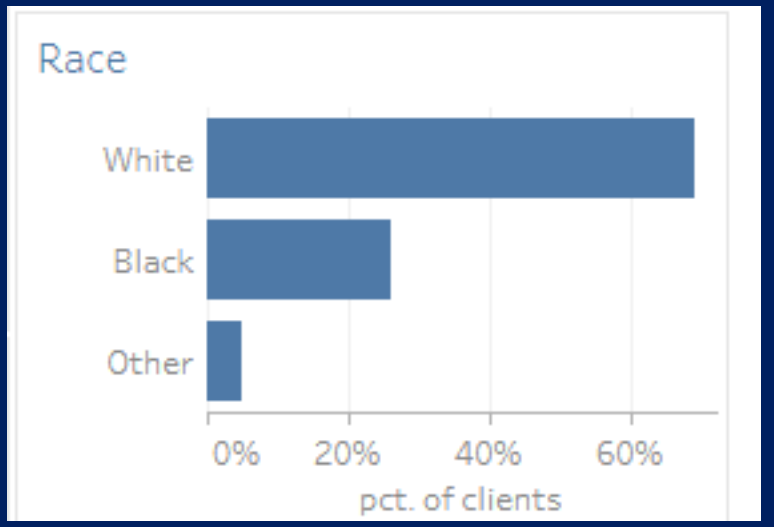
INDIANA DEPARTMENT OF WORKFORCE DEVELOPMENT

Who We Serve - People

Last Year DWD Engaged with more than 208,000 Individuals across the state







INDIANA DEPARTMENT OF WORKFORCE DEVELOPMENT

Who We Serve - People

Job Seeker Roadmap

Current Indiana Online Job Openings	New Job Openings Added Today
104,340 Openings	189 Openings

INDIANA DEPARTMENT OF WORKFORCE DEVELOPMENT

Who We Serve - Employers

Last Year DWD Engaged with more than 18,000 employers across the state

- Talent Recruitment Process
  - Labor Market Information
  - Job Description Builder
  - Job postings and management
- Talent Retention
  - Cultural changes
  - Wage analysis
  - Job Training

INDIANA DEPARTMENT OF WORKFORCE DEVELOPMENT

Interconnectedness in Healthcare

INDIANA DEPARTMENT OF WORKFORCE DEVELOPMENT

Opioids

Supported by Next Level Recovery, the state is **addressing** the prescription drug crisis that has claimed the lives of more than 700 residents.

INDIANA DEPARTMENT OF WORKFORCE DEVELOPMENT

Indiana Work Based Learning

INDIANA DEPARTMENT OF WORKFORCE DEVELOPMENT

Contact

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www.IN.gov/DWD

Leveraging Federal Funding for Workforce Development Opportunities

Leveraging HRSA & CMS-Funded Grants With CCHWs

Paul M. Conrad, BS, CCHW-CT
Director of Training & Workforce Development

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Who is ASPIN?

ASPIN, a 501(C) 3 not for profit network, that operates four major service lines:

- **Behavioral Health Service**
- **Professional Training And Workforce Development**
- **Grants Management**
- **Health Improvement**

"The mission of ASPIN is to provide innovative educational programs, resource management, program development, and network management in collaboration with all healthcare entities to address health disparities and whole health management."

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Affiliated Service Providers of Indiana

Bowen Center
www.bowencenter.org

Centerstone of Indiana
www.centerstone.org

Four County Counseling Center
www.fourcounty.org

Hamilton Center, Inc.
www.hamiltoncenter.org

Community Howard Regional Health
www.ecommunity.com/howard/

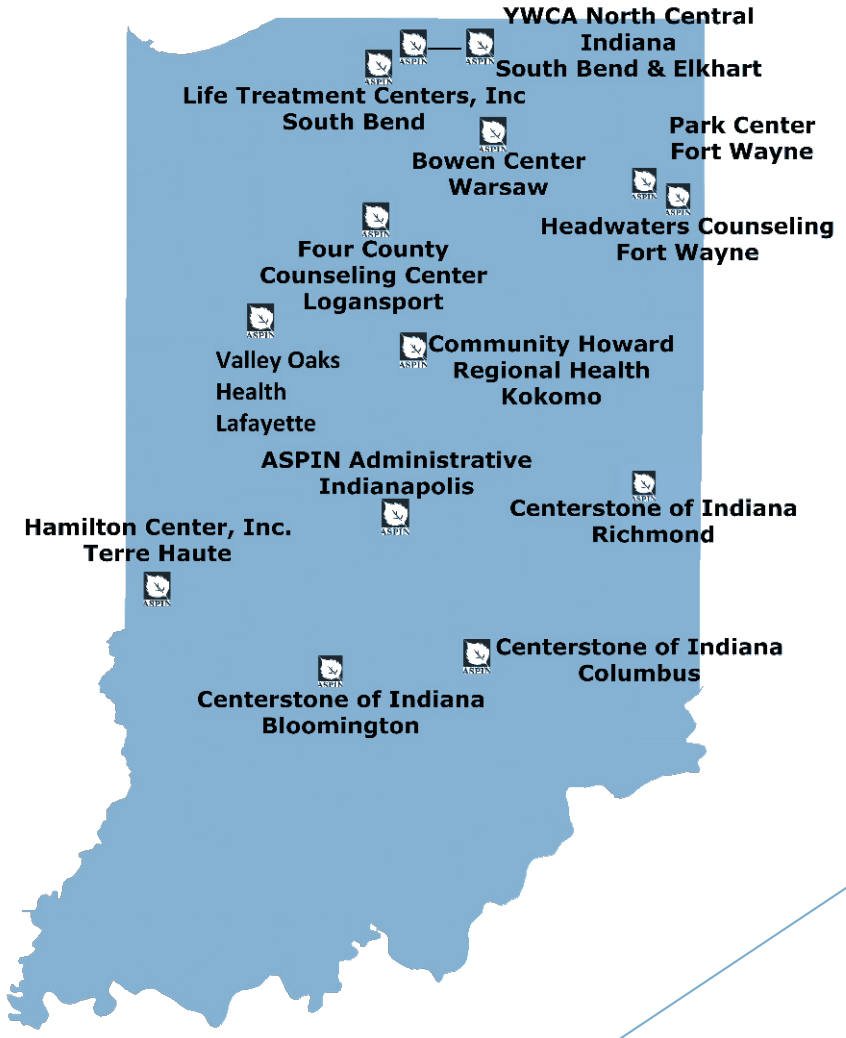
Life Treatment Centers, Inc.
www.lifetreatmentcenters.org

Park Center
www.parkcenter.org

Valley Oaks Health
www.valleyoaks.org

YWCA North Central Indiana
www.ywcancin.org

Headwaters Counseling
www.headwaterscounseling.org



ASPIN History of CHW Training

ASPIN	CHW/CRS History
2009	• Peers Certification Curriculum Created & Implemented-DMHA Contract
2010	• Added SA Designation
2011	• Added GAM Designation
2012	• 1st Curriculum Revision CRS/CHW BH/PC Integrated • Grandfathering Peers
2013	• Certified Regional Trainers Trained Providers on Integrated Care Models • CMS Navigator Grant to cross train navigators as CHWs
2014	• Implemented Revised CHW Training and Grandfathering Case Managers • Implemented ARRC-Allied Health Grant to Train Behavior Health Technicians • Rural Health Network Development Grant to Certify rural CHWs
2015	• Rural Health Services Outreach Grant to form the ASPIN Community Health Worker Network • Benefits Counseling Grant utilizes navigators dually trained as CHWs to enroll veterans and their families in health insurance
2016	• 2nd Curriculum Revision • CHIP grant to cross train navigators as CHWs
2017	• Implemented New Training & Worksite Visits
2018	• Online CCHW Training Approved and Launched • Medicaid approves ASPIN CHW training for reimbursement • Implemented ACCEPT- Behavioral Health Workforce Education Grant to Train 70 CHWs annually 4yrs • ASPIN Received HRSA Promising Practice Award for CHW/Navigator Training
2019	• ASPIN became Charter Member of National Association of Community Health Worker Association and a National Ambassador

ASPIN Community Health Worker Certification Evolution

Core CHW Certification (DMHA)

Certified Recovery Specialist (DMHA)

Health Enrollment Navigator (CMS & HRSA)

Chronic Care Professional (HRSA)

Opioid Prevention Treatment Recovery (HRSA -pending)

Additional CHW Specializations

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ASPIN

ASPIN CHW Facts

- Awarded 9 Federal Grants to train CHWs
- Ten National CHW Presentations to 28 States
- Rural Health Information Hub Model 2014
- Named Indiana Medicaid CHW Trainer 2018
- HRSA Award as Promising Practice 2018
- Only Indiana Online CCHW Certification
- Charter Member of National Association of CHWs-2019

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ASPIN's Strategy

- Build on ASPIN's years of success creating CHW workforce
- Leverage existing programs by bringing in more Federal dollars to Indiana
- Find out what our providers/consumers need:
  - 16,000 identify as Unemployed looking for Work
  - Work requirement for Medicaid
- Avoid "recreating the wheel"-Use a core training and adapt it to special populations
- Find innovative ways to meet rural workforce shortage area needs

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ASPIN's CHW Federal Grant History

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Rural Health Network Development Grant-2014

The ASPIN Health Improvement Program, goal was to:

- Train existing case managers to be *certified as CHW* in rural communities
- Improve access to primary care/insurance enrollment and preventative services.

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Rural Health Services Outreach Grant-2015

ASPIN Certified Community Health Worker Network focused on utilizing CHW in rural medically underserved areas to :

- **Insurance Coverage:** assist adults with obtaining insurance
- **Mental Health:** increase referrals for mental health/addiction services by medical providers
- **Primary Care:** Increase utilization of primary care/preventative health visits
- **Health Education**: provide public health education opportunities
- **Prevention:** tobacco cessation education and Quitline referrals

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Rural Health Network Development Grant II-2016

- The ASPIN Health Improvement Program II:
- **Integration of Primary Care into Behavioral Health:** Provide chronic condition training to Case Managers
- **Navigator Services:** Provide enrollment assistance; education on tobacco cessation, health literacy, and preventive services;
- **Diabetes Management and Support:** Provide diabetes self-management education and support groups

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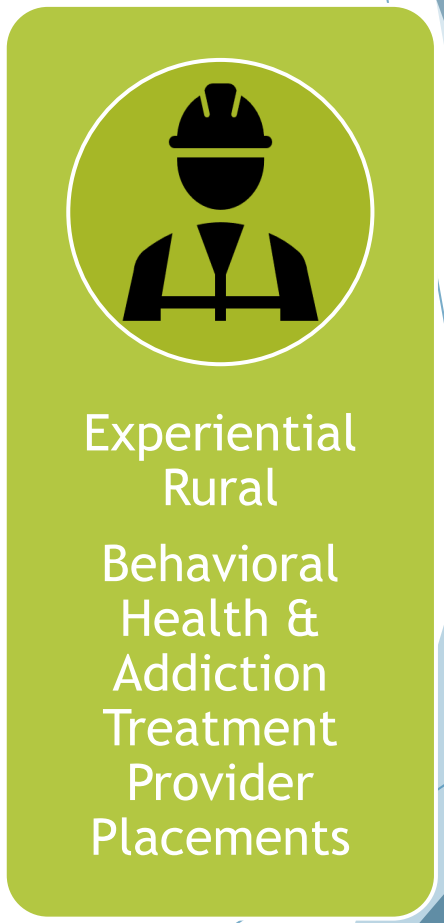
The Allied Health Training Grant

ASPIN Recruitment and Retention Consortium:

- Conduct centralized recruitment for the network providers
- Train college students as CCHWs for medically underserved areas.



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CMS-Health Insurance Navigators 2014-2019

ASPIN Navigator Program is currently it sixth year CMS navigator grant. Goals of the CMS grants:

- Enroll, education, and assist consumer obtain health insurance
- Assist with Health Literacy and utilization
- CHIP grant and their navigators.

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Behavioral Health Workforce Education and Training Program

ASPIN's Chronic Care Education & Paraprofessional Training goals:

- Facilitate the CHW Certificate Training Program for students attending Community Health Worker and Chronic Care Professional training, minimum of 70 candidates
- Develop formal relationships to enhance community recruitment efficiency and increase hiring entity relationships for CHWs.

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ASPIN
CHW Training Funded by Federal Grants

Grant	CHWs Trained
AHIP-ASPIN Health Improvement Program	53
ACHWN- ASPIN Community Health Worker Network	4
Navigator (CMS, CHIP, Jails, Veteran, Opioid)	34
ARRC- ASPIN Recruitment and Retention Consortium	42
ACCEPT- ASPIN Chronic Care Professional Program	125
Total	258

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DWD NextLevel Jobs – Employer Grants

- The grant will reimburse employers up to $5,000 per employee who is trained, hired, and retained for six months, up to $50,000 per employer.
- Reimbursable training cost of up to $5,000 for newly trained employees that are trained, hired, and retained for 6 months; current employees must see a wage gain from the start of training to the completion of training. There is no current wage requirement for training new hires.

ASPIN Community Health Worker Certification Program

#10319

ASPIN

Indianapolis, Indiana (Marion County)

Marion County

4 week(s)

Provider Status: Staff Approved 100% Online: $1000.00

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Thank you!

QUESTIONS?

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Contact Information

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State Loan Repayment Program (SLRP)

Lacy Foy
Chronic Disease, Primary Care, and Rural Health Division

Indiana State Department of Health

Indiana SLRP Purpose

Increase the number of health professionals, especially those serving in mental health and addiction disciplines in Indiana's Health Professional Shortage Areas (HPSAs)

Indiana State Department of Health

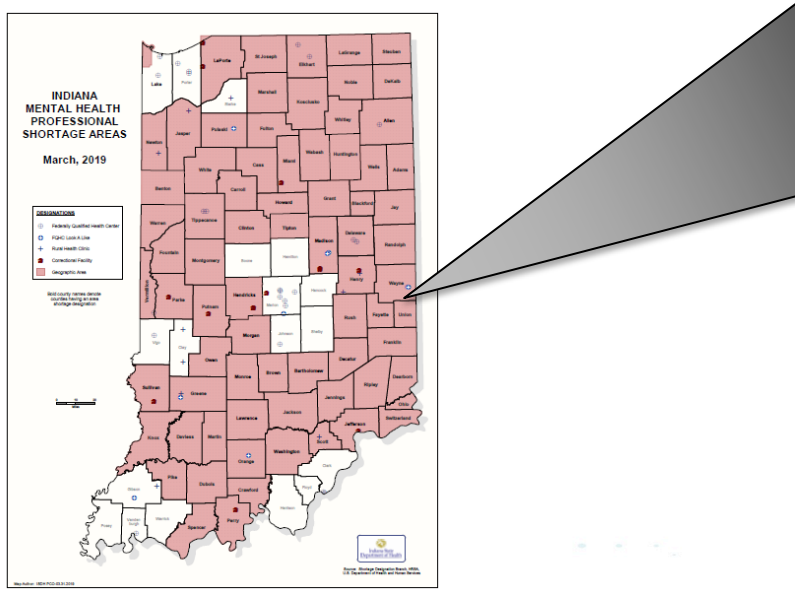
Year 1 Region of Interest

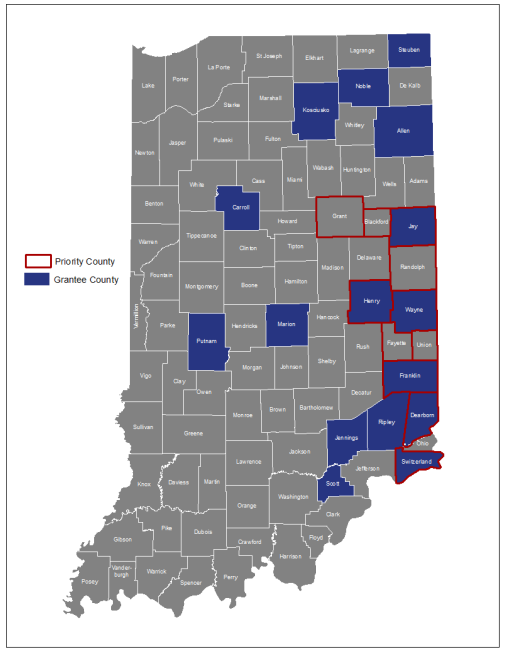
- Captures the top 7 *rural* counties with opioid related deaths in Indiana

- 7 counties in the area of interest are in the CDC's top 5% of vulnerable counties for opioid use

Indiana State Department of Health

Regions of Interest





Indiana State Department of Health

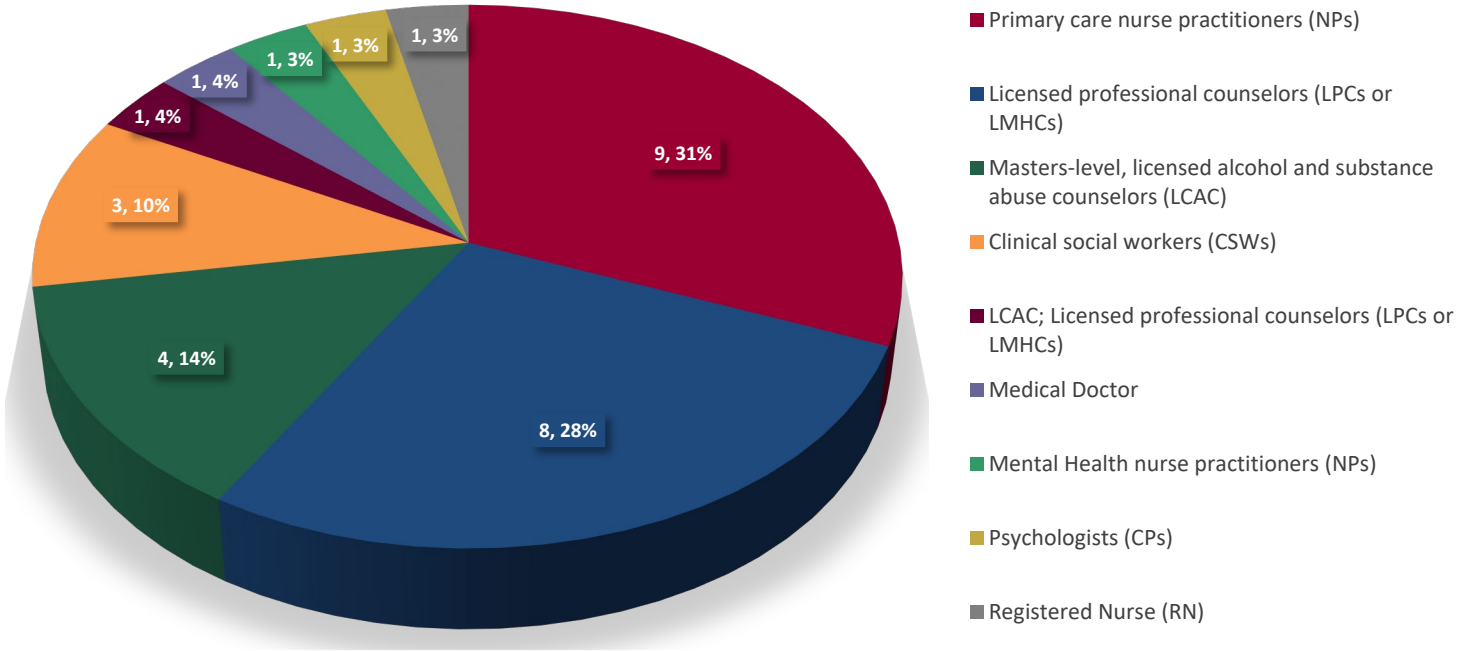
Funding

- Indiana has total repayment pool of $600,000 per year
- Pool allows for 30, $20,000 awards each year for a two-year commitment at practice site.
- 28 awards made to date

Indiana State Department of Health

Recruitment Results

- Outreached to areas with scores too low to qualify for the National Health Service Corps Loan Repayment Program—thus filling the gap



Grantee Professions

Site Eligibility

Practice site types represented in 2019:

- Community Mental Health Centers
- Private Mental Health Centers
- Federally Qualified Health Centers (FQHCs)
- Federally Qualified Look Alike FQHCs
- Rural Health Clinics
- Critical Access Hospitals
- Women's Health Clinic
- Correctional Facility

Indiana State Department of Health

Site Scores

- Low HPSA scores prioritized
- Indiana SLRP HPSA Scores ranged from 3 – 19
- Scores of 18 or above will qualify for National Health Service Corps Loan Repayment

Meet Tara Pearcy

Family Nurse Practioner

Additional Questions

Contact Information:
Lacy Foy
lfoy@isdh.in.gov

Indiana State Department of Health

ACADEMIC-EMPLOYER PARTNERSHIPS:
A WIN/WIN FOR STUDENTS AND EMPLOYERS

Cathy Boggs
Community Health Network

Stephanie Bothun
Ascend

Mary Anne Sloan
Ivy Tech Community College

Janet Rummel
Ivy Tech Community College

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Community Health Network
Ascend

Agenda

Community + Ascend Overview

Behavioral Health Landscape

Community Behavioral Health Academy

Community Health Network (CHNw)

- **Nonprofit health system** serving 11-county area including Marion County
- Provides a full continuum of care through:
  - 8 specialty and acute care hospitals
  - 200+ sites (primary and specialty)
  - Home care services
  - Walgreens community clinics
  - MedCheck urgent care clinics
  - Behavioral & employer health services
- **12th largest employer** in Indiana

Annual Service Snapshot

2M +

Patient Encounters

7,899

Hospital Births

700K+

Doctor Visits

Community is known for…

Providing the **largest volume** of Central **Indiana's behavioral health services**

Implementing **a single, unified patient medical record**

Housing Indiana's **largest network of primary care physicians**

Housing **one of the nation's largest LDRP (maternity) programs**

Innovating practices for **pain management**

Partnering with educational institutions to address talent needs

open jobs **available talent**

By 2025, nearly 1 million Indiana jobs will go unfilled.

Meet Mariah.

BA, Butler University

3.8 GPA

Proficient in Adobe Creative Suite

President, Delta Gamma

She’s underemployed.

After 22 applications, she heard back from three employers. None offered her a job. She’s currently working part-time at Godiva.

Meet Acme.

800 employees

Consistent YOY growth

Named one of Best Places to Work

Competitive salaries and benefits

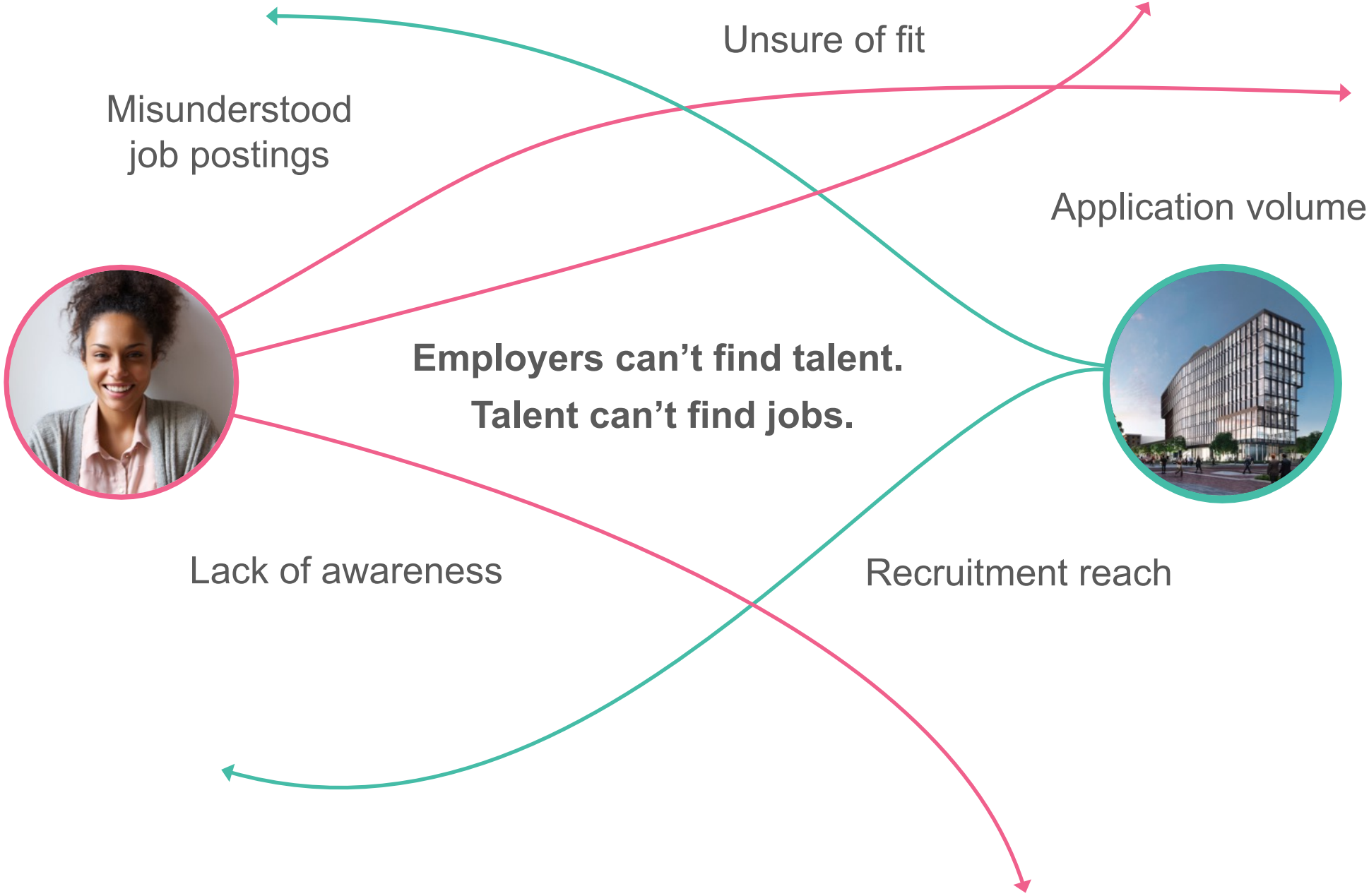
Staffing isn’t easy.

They have 100 open early-in-career positions annually, value achievement and leadership, and are known for promoting from within.

Talent

Why?

Employers


Unsure of fit
Misunderstood job postings
Application volume
Employers can’t find talent.
Talent can’t find jobs.
Lack of awareness
Recruitment reach

And some fields face critical talent shortages.

Ascend

Ascend bridges talent and communication gaps by creating connectivity between people and employers.

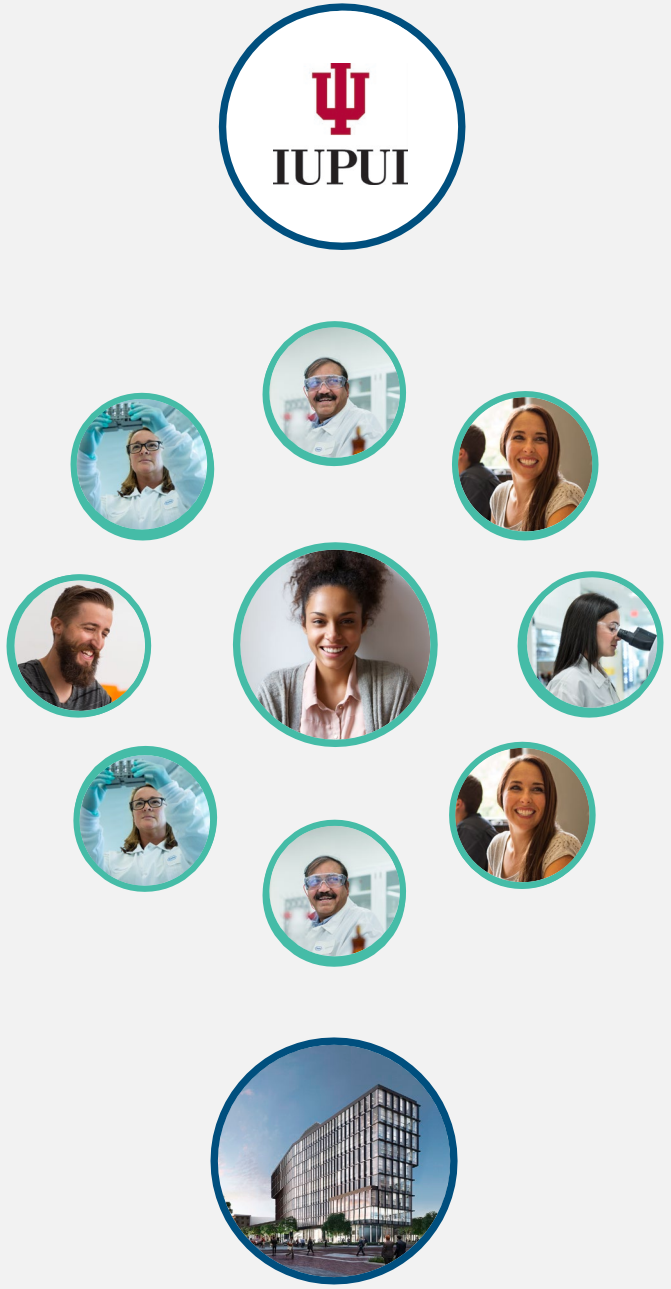
Ascend Network

Ascend Services

Ascend Services

Ascend's **strategic consulting services** help high-growth companies identify, evaluate, and address their talent needs through building talent pipelines and developing strategic plans.

Our custom services are tailored to your specific needs to ensure the supply is there to fill your demand.



Employer Benefits

Intentional investment. Continued growth.

Continuous supply of talent

Decreased orientation costs

Increased retention

Less time spent recruiting

Solidified partner ecosystem

Agenda

Community + Ascend Overview

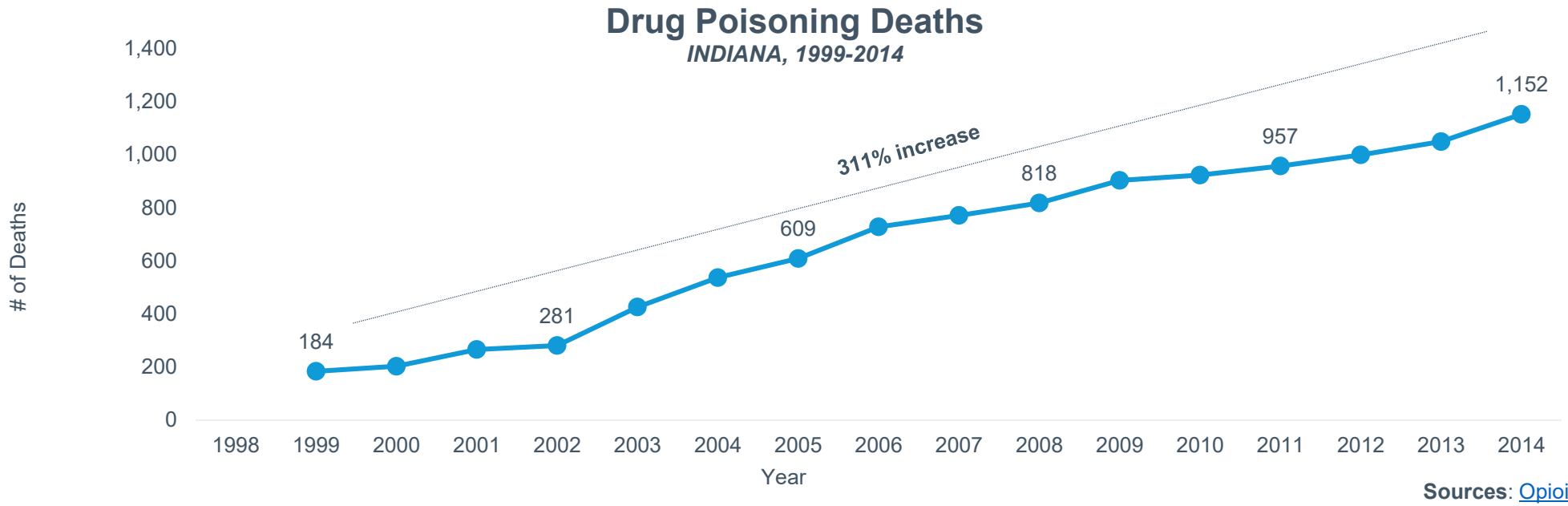
Behavioral Health Landscape

Community Behavioral Health Academy

Indiana's Opioid Abuse Epidemic

Drug use in Indiana is increasing

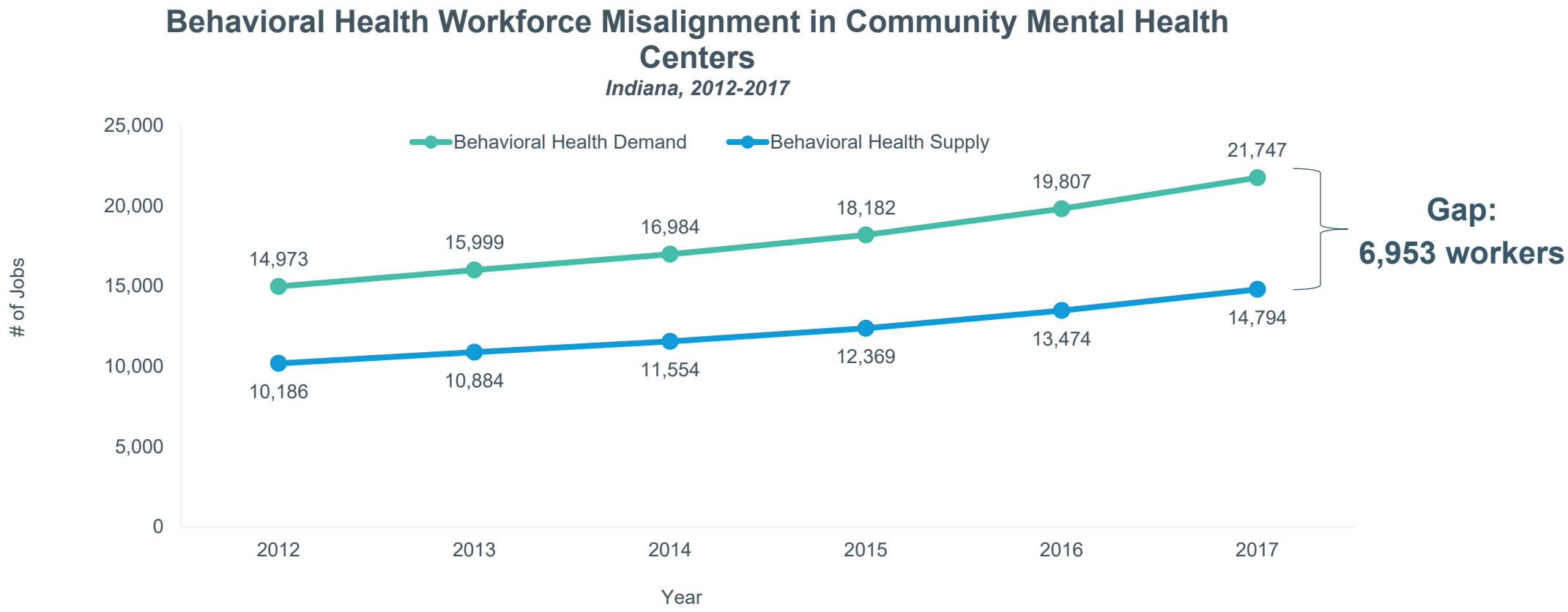
- Over 5% of Hoosiers have used opioid pain relievers recreationally
- 12% of individuals 18 to 25 have abused prescription drugs vs. national rate of 9.5%
- 311% increase in drug poisoning deaths from 1999 to 2014



Sources: Opioids Rising (2016)

Indiana's Behavioral Health Professional Shortage

Indiana supply only meets 68% of projected demand for behavioral health professionals

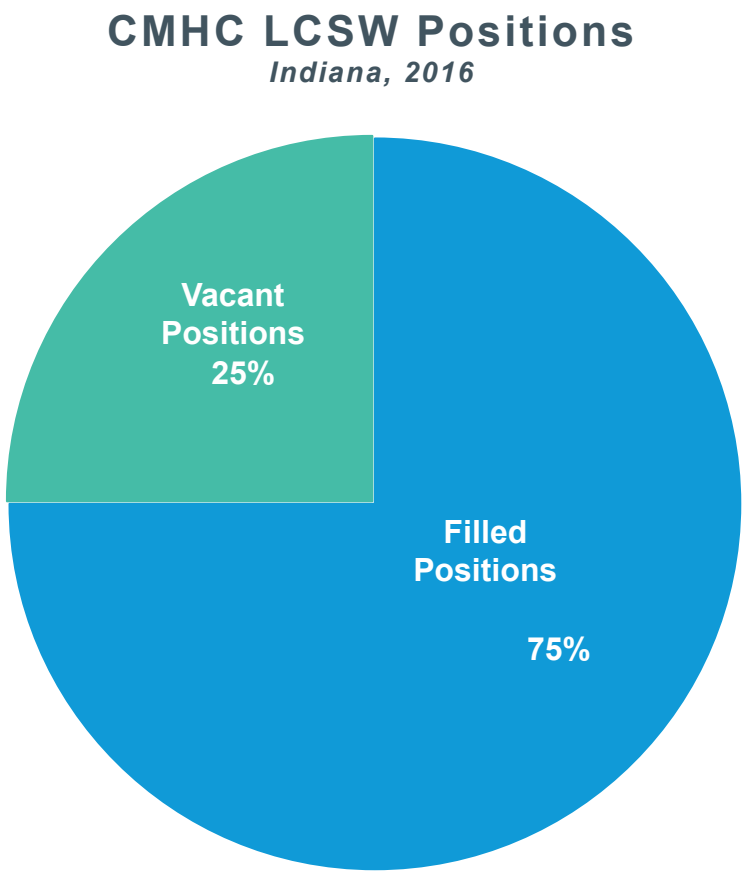


Sources: 2016 Compensation and Benefits Survey of the Indiana Council of Community Mental Health Centers

Indiana's Licensed Clinical Social Worker Shortage

Community Mental Health Centers (CMHCs) struggle to fill licensed clinical social work positions

- 95 out of 376 Licensed Clinical Social Worker (LCSW) jobs are vacant in the CMHC setting
- Community estimated the need for 65 -75 additional LCSWs

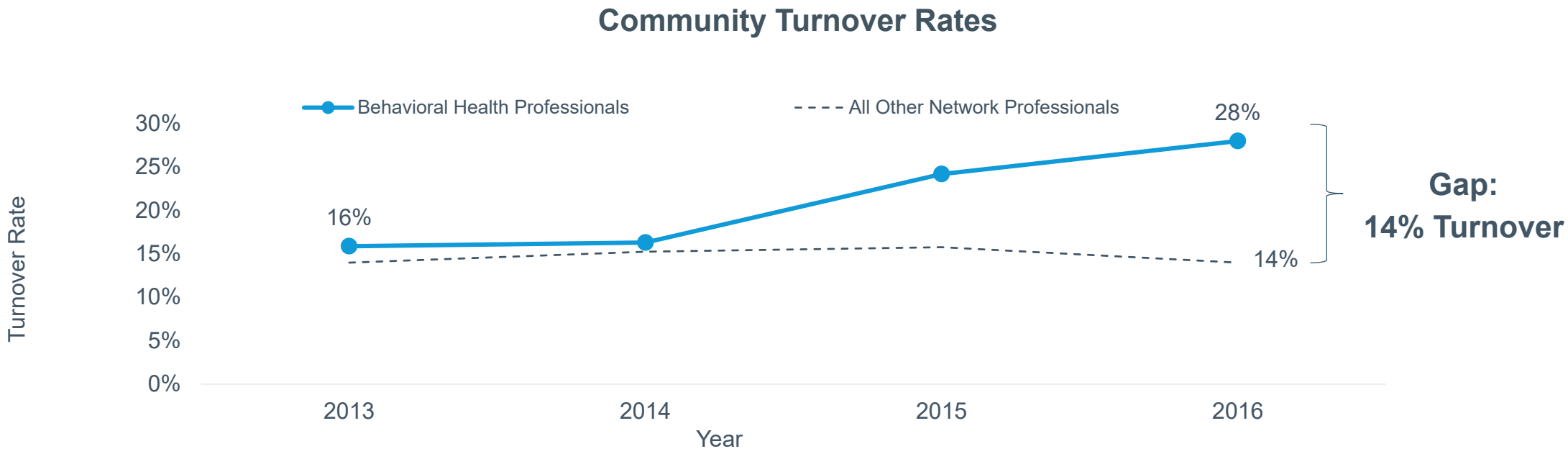


Sources: 2016 Compensation and Benefits Survey of the Indiana Council of Community Mental Health Centers

Behavioral Health Turnover

Turnover rates are high

- 96% of surveyed Indiana Community Mental Health Centers reported recruitment and staff retention issues
- 25.5% turnover rate among surveyed CMHCs
- Community Behavioral Health turnover rates increased from 16% to 28% from 2013 - 2016



Sources: 2016 Compensation and Benefits Survey of the Indiana Council of Community Mental Health Centers

Evolution of the Behavioral Health Field

Roles and responsibilities are changing

Indiana's behavioral health professionals face evolving roles and responsibilities.

Movement away from siloed care towards integrated care

Need for training in evidence based practices

Increasing need for professionals trained in SUDs treatment

Shortage Consequences: Economic and Social Costs

Economic Costs

- Prescription opioid abuse in Indiana will cost over $4 billion in 2018
- Opioid misuse led to $752 million in potential lost wages in Indiana in 2016

Medical Costs

- Non-lethal opioid overdoses in Indiana cost $224 million in hospitalization in 2016
- Marginal costs for babies with neonatal abstinence syndrome were over $36 million in Indiana in 2016

Social Costs

- The number of children in foster care in Indiana due to parental opioid misuse rose 600% 2003 - 2016

Sources: Indiana University Study (2018)

Agenda

Community + Ascend Overview

Behavioral Health Landscape

Community Behavioral Health Academy

Community Health Network

UNIVERSITY of INDIANAPOLIS

INDIANA UNIVERSITY

Community Behavioral Health Academy

Challenge

Indiana faces a critical shortage of qualified behavioral health professionals to meet increasing need related to the opioid epidemic.

Solution

Partnering with Richard M Fairbanks Foundation, Ascend, IU School of Social Work, and UIndy Dept. of Social Work created a work-ready pipeline of practitioners with training in evidence-based practices and dual licensure as licensed clinical social workers (LCSW) and licensed clinical addiction counselors (LCAC). Practitioners initiate and continue their careers at CBH.

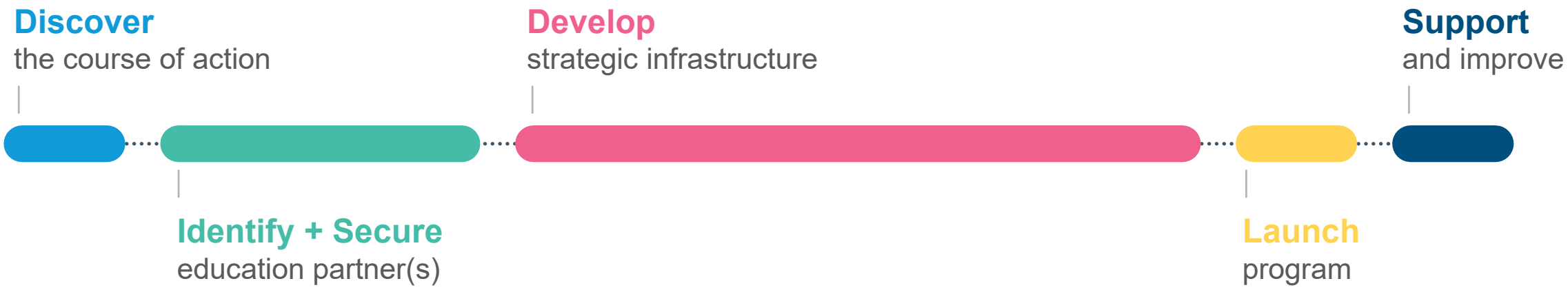
Result

15-30 dually licensed behavioral health professionals annually.

Qualified staff providing thousands of treatment opportunities.

Opioid epidemic impacted.

Ascend Services Methodology



Community Behavioral Health Academy

Vision

Indiana residents impacted by the opioid epidemic and other substance use disorders will benefit from timely, high-quality recovery services.

Mission

To recruit, employ, and retain masters-prepared, SUD-specialized licensed behavioral health professionals through an innovative education model grounded in evidence-based approaches.

Community Behavioral Health Academy Model

Marketing + Recruitment

- Class presentations and info sessions
- Branded promotional materials
- Professional organization outreach

Program Sustainability

- Program coordinator
- Steering committee
- Working group
- Education partner participation as needed

Selection + Academy Orientation

- Candidate pre-screening
- Candidates selected through Academy fair
- Cohort orientation

Employment + New Hire Onboarding

- Priority interviews
- Academy specific onboarding
- Licensure preparation
- Dual LCSW and LCAC licensure
- Financial incentive

Education Experience

- Focus on evidence-based practices
- Academy-specific elective and seminars
- Monthly supervision and education sessions
- Financial incentive

Academy Outcomes and Benefits

Students

- Enhanced training in evidence-based practices
- Reduced debt burden
- Priority interview

Community Behavioral Health

- Predictable talent pipeline
- Robust behavioral workforce to meet community need for SUD treatment

UIndy and IUSSW

- New program to attract students
- Alignment of curriculum to behavioral health field
- Strong community partner

Students
+ Skills

Education Providers
+ Opportunities

Employers
+ Hires

OUR COMMUNITIES. YOUR COLLEGE.

PATHWAYS FOR STUDENT SUCCESS AND A STRONGER INDIANA.

Academic-Employer Partnerships: A Win/Win for Students and Employers

Skilling Up Through Employer-Driven Academic Partnerships

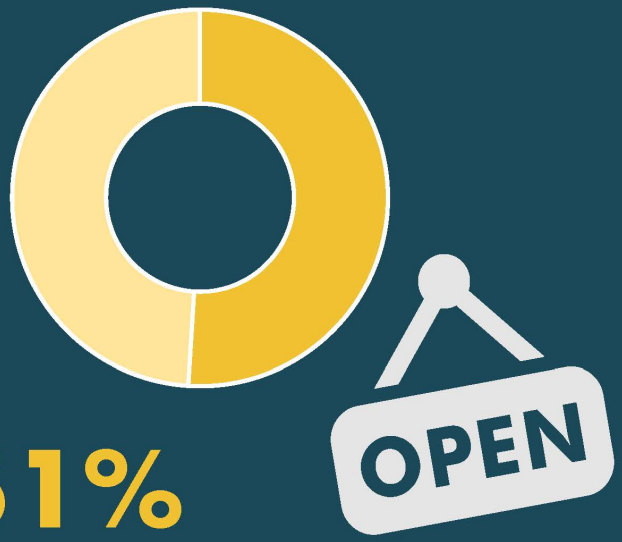
Mary Anne Sloan
Vice President Healthcare

Janet Rummel
Vice President Workforce Alignment Marketing & Consulting

IVY TECH COMMUNITY COLLEGE

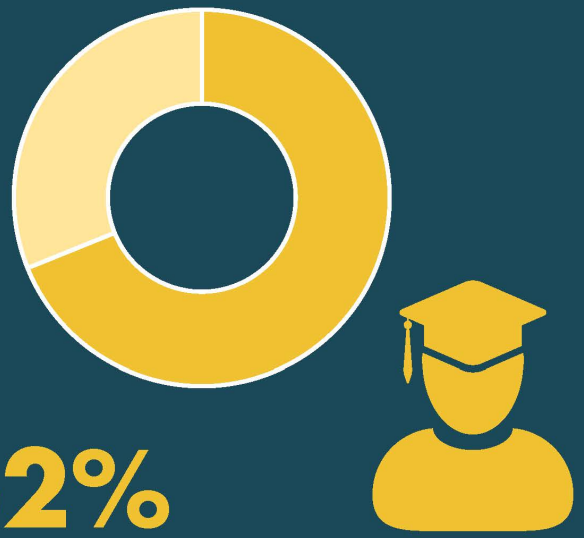
2018 Workforce Survey

In the 11th version of the Indiana Chamber of Commerce's Employer Workforce Survey, nearly 700 responses from business leaders in a wide variety of industries demonstrated increasing concerns about filling their talent pipelines.



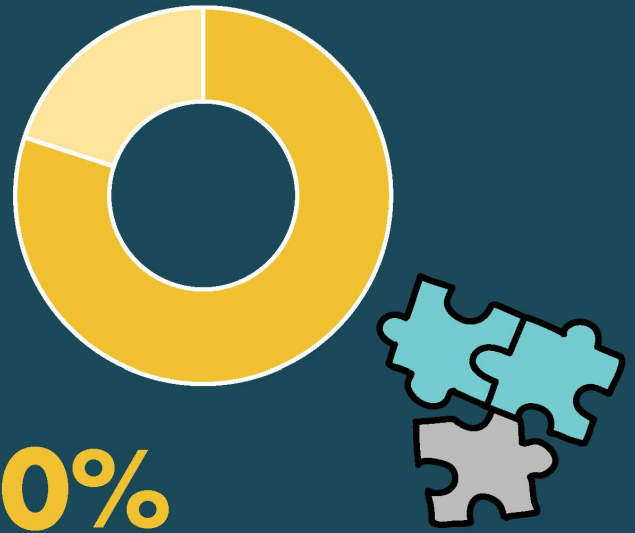
51%

Just over half of employers reported leaving a position open until an appropriate candidate was found.



62%

More than six in 10 indicated the supply of qualified applicants does not meet demand.



80%

All but 20% reported filling talent needs is their biggest (or among their biggest) challenge.

Meeting Employer Workforce Needs through Innovative Programming & Partnerships

- K-12 Education Partnerships
- Achieve Your Degree
- ICHA Sector Partnership
- St. Vincent - Surgical Technology
- Reid Hospital - Medical Assisting
- Nursing

K-12 Education Partnerships

- Local sector partnerships between industry, K-12 schools, and Ivy Tech Community College guide high school program offerings, work and learn experiences, and the development of career pathways.
- Students acquire higher and higher skill sets, pursue dual credit and work and learn experiences through high school, and often enter Ivy Tech with their first year of credits complete.

ACHIEVE YOUR DEGREE™
IVY TECH COMMUNITY COLLEGE

- **Unique employer tuition assistance program** - including tuition deferral, direct employer billing, and customized concierge services for employees
- **Removes financial barriers** – little to no upfront cost to employee
- **Leverages available employer $** - financial aid and state grants combined with employer tuition reimbursement
- **Provides high-touch student support** - concierge model with onsite assistance, intensive advising
- **Employer-driven** - company selects degree programs supported and participant eligibility; dedicated IVYT courses when possible

ACHIEVE YOUR DEGREE™
IVY TECH COMMUNITY COLLEGE

- Program began 3 years ago
- Ivy Tech currently partners with 18 large employers in the healthcare sector, many of which are large networks
- In the 2018-19 academic year, 403 employees from these health care partners are enrolled at Ivy Tech
- Majority of students are enrolled in Nursing programs or are working on pre-requisites for the Nursing programs
- AYD students earned 113 degrees in nursing and health sciences 2017 – 2018

Indiana Health Care Association

- Need: Increase skilled workforce in the long-term care industry
- Solution: Formal partnership
  - Large number of IHCA members are AYD partners
  - Seat on IHCA Workforce Council
  - Direct communication with IHCA members
  - Developed Ivy Tech Long-Term Care Specialist Certificate
  - Recognition of C.N.A. in Nursing program application process
  - Pre-Nursing Certificate requires C.N.A.

IHCA INCAL

INDIANA HEALTH CARE ASSOCIATION
INDIANA CENTER FOR ASSISTED LIVING

St. Vincent Indianapolis - Surgical Technology

- Need: Increased numbers of skilled Surgical Techs
- Solution: Formal Partnership
  - St. Vincent identifies current employees (PCT's) who wish to become Surgical Technicians
  - Ivy Tech will accommodate St. Vincent employees who meet the entrance requirements, expanding the program as needed. Current 1 St. V employee has completed Pre-reqs
  - Identify current Indianapolis Surg. Tech students who wish to work at St. Vincent
  - Ivy Tech will fill 10 clinical spots at St. Vincent for Fall of 2019
  - St. Vincent will provide $10,000 sign on bonus for Surg Techs (this will cover the cost of their education)

Reid Hospital – Medical Assisting

- Need: Increased numbers of skilled Medical Assistants
- Solution: Formal Partnership
  - MA Technical Certificate Externship – most students do these hours at Reid – talent pipeline
  - CCMA Exam 12 Week Prep Course – open to anyone at Reid with previous experience in healthcare wanting to take the NHA CCMA Exam
  - Skill Up 3 Elite Grant - 4 week CCMA Exam Prep current Reid Medical Assistants that have never previously obtained their certification
  - Medical Assisting Dual Enrollment Program with 2 Local High Schools – HS Juniors and Seniors attend Ivy Tech to obtain their TC in Medical Assisting

Nursing

- Need: Increase the skilled nursing workforce statewide
- Solution: Formal partnerships
  - MOU with a large hospital to provide a full-time nursing faculty for 2 years to the local Ivy Tech campus
    - Increases Ivy Tech's ability to expand enrollment in the Nursing program
    - Pipeline to employment at the partner hospital; access to Ivy Tech students
    - Professional development of the "on-loan" hospital staff who is serving as faculty
  - Significant Achieve Your Degree partnerships with hospitals and long-term care networks to increase workforce in nursing and other health sciences

Meeting Indiana's Talent Pipeline Needs

- Collaborative employer partnerships are a cornerstone of Ivy Tech's commitment to helping make Indiana's economy one of the most robust and business friendly in the nation.

- Co-development of curricula, innovative delivery, alignment with other education providers, and outcome-oriented solutions are part the formula.

NETWORKING LUNCH

Food in Rooms 1 & 2

Seating in Rooms A, B, C

CAREER PATHWAYS & APPRENTICESHIPS IN THE HEALTH SECTOR

Daniel Bustillo
Healthcare Career Advancement Program, Inc.

Carrie Lively
Indiana Department of Workforce Development

Mee Hee Smith
Indiana Department of Workforce Development

Marie Mackintosh
EmployIndy

#INHealthWorkforce
Get the facts at **www.bowenportal.org**
Informing Policy. Aligning Initiatives. Advancing Health.

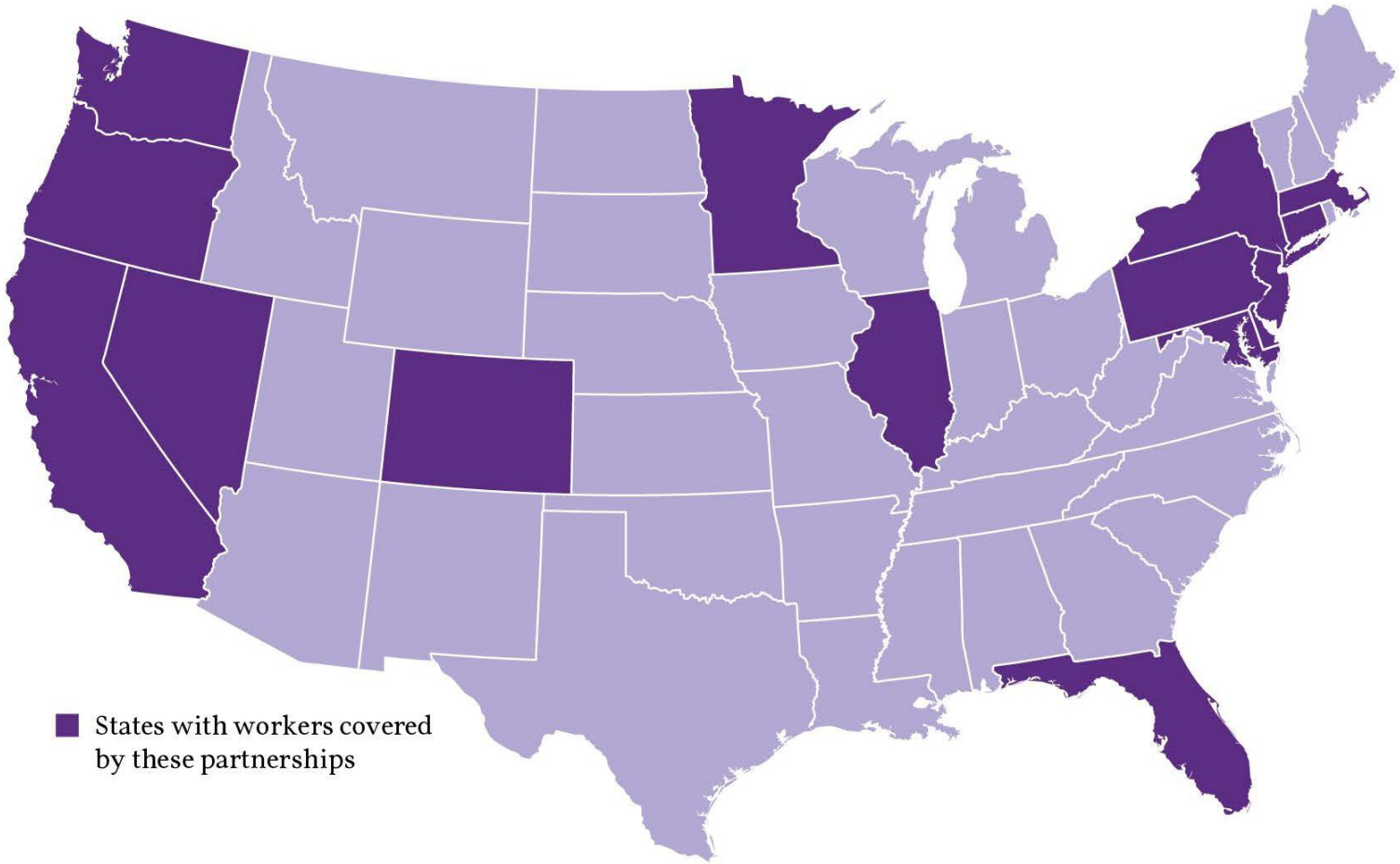
HEALTHCARE CAREER ADVANCEMENT PROGRAM

Career Pathways & Apprenticeships in the Health Sector

2019 Indiana Health Workforce Summit
Daniel Bustillo, Executive Director, H-CAP
Tuesday, May 21 2019

About H-CAP

H-CAP is a national labor/management organization promoting innovation and quality in healthcare career education



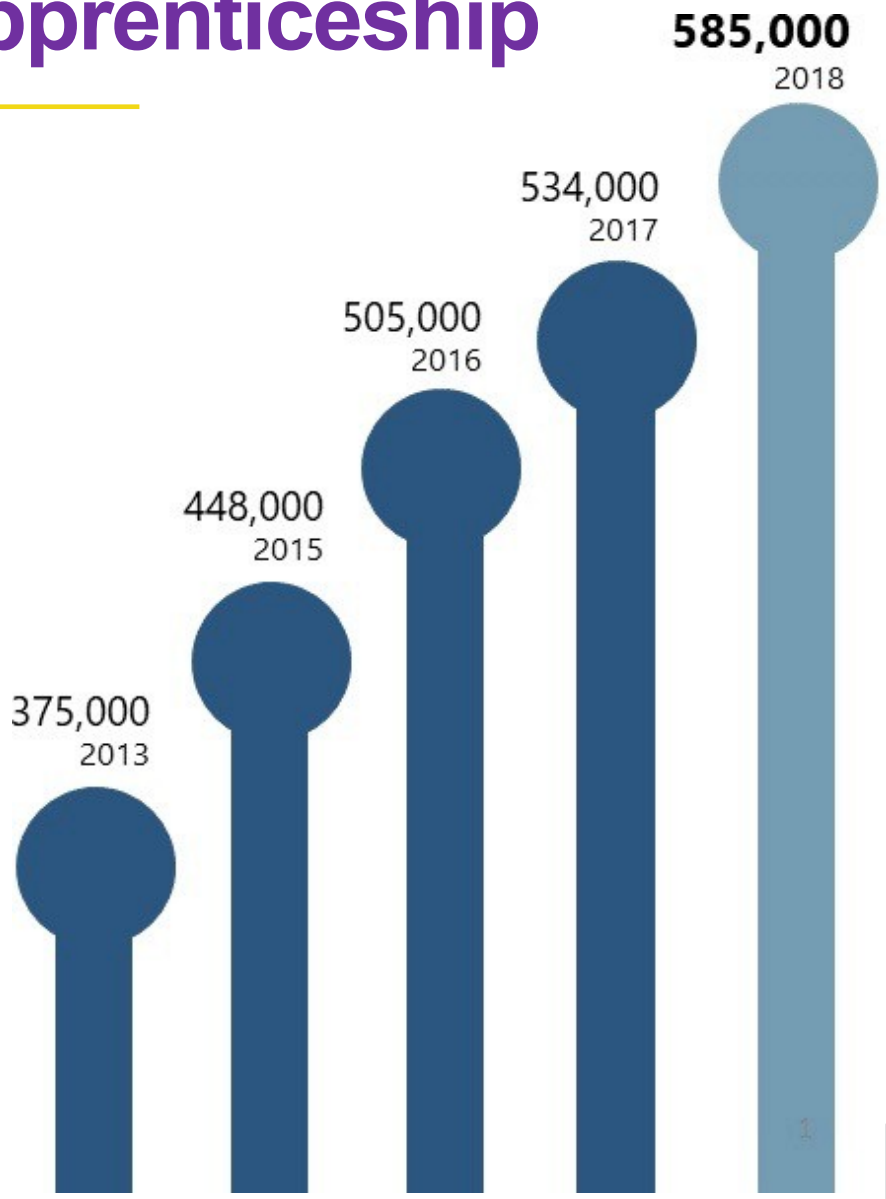
H-CAP
HEALTHCARE CAREER ADVANCEMENT PROGRAM

H-CAP was awarded a U.S. Department of Labor contract to expand industry-led, high quality apprenticeship programs with healthcare employers & partners.
H-CAP

Growth in Registered Apprenticeship

56%

GROWTH SINCE 2013



Key Facts

- Over 282,000 participants graduated in the last 5 years
- Over 10,800 new programs were created in the last 5 years

Source: US DOL, OA

HI-CAP
HEALTHCARE CAREER ADVANCEMENT PROGRAM

So Why Registered Apprenticeship in Healthcare?

- An industry with a history of apprenticeship like training models…without the formal Registered Apprenticeship system
- **Increases** the supply of skilled healthcare workers to support a changing healthcare delivery system
- **Creates** a pipeline that brings women, people of color, immigrants, and experienced low-wage workers into an accessible advancement program
- **Builds** internal training capacity and creates an opportunity to focus on competency: highly flexible and customizable
- **Codifies** and standardizes workforce evaluation and assessment across departments
- **Allows** for non-traditional approaches to workforce education with real career pathways
- **Reduces** turnover and related costs
- **Benefits** employers, workers, and patients
- **Increases** access to federal, state and/or local workforce resources

HI-CAP
HEALTHCARE CAREER ADVANCEMENT PROGRAM

But Challenges Exist in Healthcare

- Requires a new system embedded in the workplace, with a perceived loss of productivity during apprenticeship period
- Requires cooperation from certifying and licensing boards and organizations
- Requires change from educational providers
- Requires leadership buy-in, financial resources, and evidence

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HEALTHCARE CAREER ADVANCEMENT PROGRAM

National Healthcare Apprenticeships

77%

GROWTH SINCE 2017

Key Facts

- The total number of active apprentices in Health Care & Social Assistance for FY2018= 4,507
- The total number of active apprentices in Health Care & Social Assistance for FY2017= 2,549

Source: US DOL, OA

HI-CAP
HEALTHCARE CAREER ADVANCEMENT PROGRAM

Indiana Ranks High in the Number of Active Apprenticeships

Top 10 States Ranked by Active Apprenticeships, FY 2018

	State	Apprenticeships, FY 2018	Apprenticeships, FY 2011	% growth, FY11-FY18
1	California	89,949	36,129	105%
2	Michigan	20,576	8,424	104%
3	South Carolina	20,763	3,198	505%
4	Ohio	19,081	9,995	91%
5	New York	18,337	16,671	10%
6	Pennsylvania	17,948	11,938	5%
7	Texas	17,767	10,602	68%
8	Indiana	16,973	11,954	42%
9	Washington	16,622	10,937	52%
10	Illinois	15,905	11,906	34%

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HEALTHCARE CAREER ADVANCEMENT PROGRAM

Source: US DOL, OA

The Healthcare Landscape: Continued Expansion

Current H-CAP Registrations:

- *Advanced CNA: LTC*
- *Advanced Home Health Aide w/Specialties*
- *Ambulatory Coder*
- *Central Sterile Processing Technician*
- *Community Health Worker*
- *Emergency Medical Technician*
- *Home Care Supervisor*
- *Hospital Coder*
- *Medical Assistant*
- *Surgical Technologist*
- *Assistant Case Manager*

In the Pipeline:

- *Pharmacy Technician*
- *Behavioral Health*
- *LPN*

H-CAP
HEALTHCARE CAREER ADVANCEMENT PROGRAM

Women & Infants Hospital, Providence, RI
Medical Coding

"When Medical Coders can code both outpatient and inpatient records, the hospital experiences increased productivity and billable hours. With a 'Grow-Your-Own-Talent' *model, we expect to save our department substantial overhead costs."*

Jen Couri, Director of Health Information and Management, Coding and Revenue Integrity, Women and Infant's Hospital

Results

- Increased skill and efficiency in coding medical records
- Increased billable hours, productivity, and teamwork
- Improved labor/management relationship that resulted in new workforce collaborations
- Piloted a Mentorship Training Program for Healthcare Apprenticeships to prepare apprentices and mentors for workplace excellence
- Expansion of Registered Apprenticeship to develop a coding career pathway

HCAP
HEALTHCARE CAREER ADVANCEMENT PROGRAM

Bronx-Lebanon Hospital Center
Community Health Worker Apprenticeship

They really are a quality group "who act as the eyes and the ears of the community" to bring back valuable information to primary care physicians. "We want to show that this program has a significant impact on individuals' lives and the communities we serve."

- Dr. Doug Reich, Chair, Bronx-Lebanon Department of Family Medicine

Key Program Features

- Formalized haphazard training approach
- Apprentices spend time learning in the classroom, medical setting, and the community
- Builds in guidance from experienced mentors
- Rigorous evaluation

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HEALTHCARE CAREER ADVANCEMENT PROGRAM

South Los Angeles, Los Angeles County, CA Emergency Medical Technician Apprenticeship

- Meets industry demand for highly skilled workers
- Increases workforce diversity aligned to the patients populations served
  - From communities with high unemployment
  - Encountered economic hardship, violence, and high school dropout
- Pre-apprenticeship program provides trauma-informed care to address these barriers
- Updated apprenticeship to competency-based model and current industry practice
- Increased participation by EMT employers

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HEALTHCARE CAREER ADVANCEMENT PROGRAM

National Industry Partner in Healthcare: Technical Assistance Available

National Library

An online clearinghouse of Registered Apprenticeship healthcare occupational outlines interested parties and apprenticeship sponsors as they develop programs.

Available at www.hcapinc.org

H+CAP
HEALTHCARE CAREER ADVANCEMENT PROGRAM

Other H-CAP Resources and Support

- **Planning and Facilitation** – H-CAP can work with your team to create a plan for a Registered Apprenticeship program, including educating key stakeholders about the process and requirements for Registered Apprenticeship, facilitating meetings among key stakeholders, and connecting with state and local Apprenticeship Agencies and Workforce Boards for additional support.

- **Standards Development –** For those interested in creating standards for a new occupation, the H-CAP team can walk you through our framework for creating competencies and determining educational requirements.

- **Managing State and/or Federal Approval –** H-CAP will shepherd your standards through to approval by either your State Apprenticeship Agency or the US Department of Labor (DOL). H-CAP will also work with you to customize and build off existing standards in order to get your program up and running as quickly as possible.

- **Curriculum Development –** H-CAP will work with you to partner with education providers to create and deliver curricula that will get your apprentices where they need to be to do the job.

Contact Information

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Executive Director

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HCAP

HEALTHCARE CAREER ADVANCEMENT PROGRAM

INDIANA DEPARTMENT OF WORKFORCE DEVELOPMENT

Indiana Office of WORK BASED Learning and Apprenticeship

Employer-Led Solutions Addressing Workforce Development Needs

DWD'S PURPOSE

Connecting people and employers through engagement with continued accountability and transparency.

Oversee & Administer Indiana's:

1. Workforce Operations
2. Unemployment Insurance Program
3. **Work-Based Learning & Apprenticeship System**

Indiana Office of WORK BASED Learning and Apprenticeship

Indiana Office of WORK BASED Learning and Apprenticeship

OWBLA EXECUTIVE LEVEL THEME

"Creating meaningful work-based learning solutions through engagement and partnerships with employers, education providers and agencies"

Next Level Indiana

INDIANA DEPARTMENT OF WORKFORCE DEVELOPMENT

What We Hear Most From Employers

One: "I need people today!"

Two: "I need to sustain long-term growth."

Meaning: The #1 obstacle to business growth is a supply of Human Capital.

Indiana Office of WORK BASED Learning and Apprenticeship

INDIANA'S WORKFORCE CHALLENGE OVER THE NEXT 10 YEARS

700K+ Jobs to be replaced

+

300K+ Jobs to be filled

→

Over 1,000,000+ Indiana Jobs

INDIANA DEPARTMENT OF WORKFORCE DEVELOPMENT

Indiana High Schools

80,000 potential high school grads per year

9,000 don't graduate

25,000 have no plan beyond graduation other than "get a job"

45,000 will head to a college or university in the fall, of which only 30,000 will have successfully completed within 6 years.

Result: Nearly 62% will **NOT** have completed a post-secondary credential within 6 years!

Note:
~30% of college freshmen will drop out by the end of the first year.

Indiana Office of WORK BASED Learning and Apprenticeship

INDIANA DEPARTMENT OF WORKFORCE DEVELOPMENT

Adults in Indiana

About 50% of those who enroll in Adult Education do so below a 6th grade level

Indiana Office of WORK BASED Learning and Apprenticeship

THREE MAIN OBJECTIVES

Coordinate efforts to expand the DOL registered programs

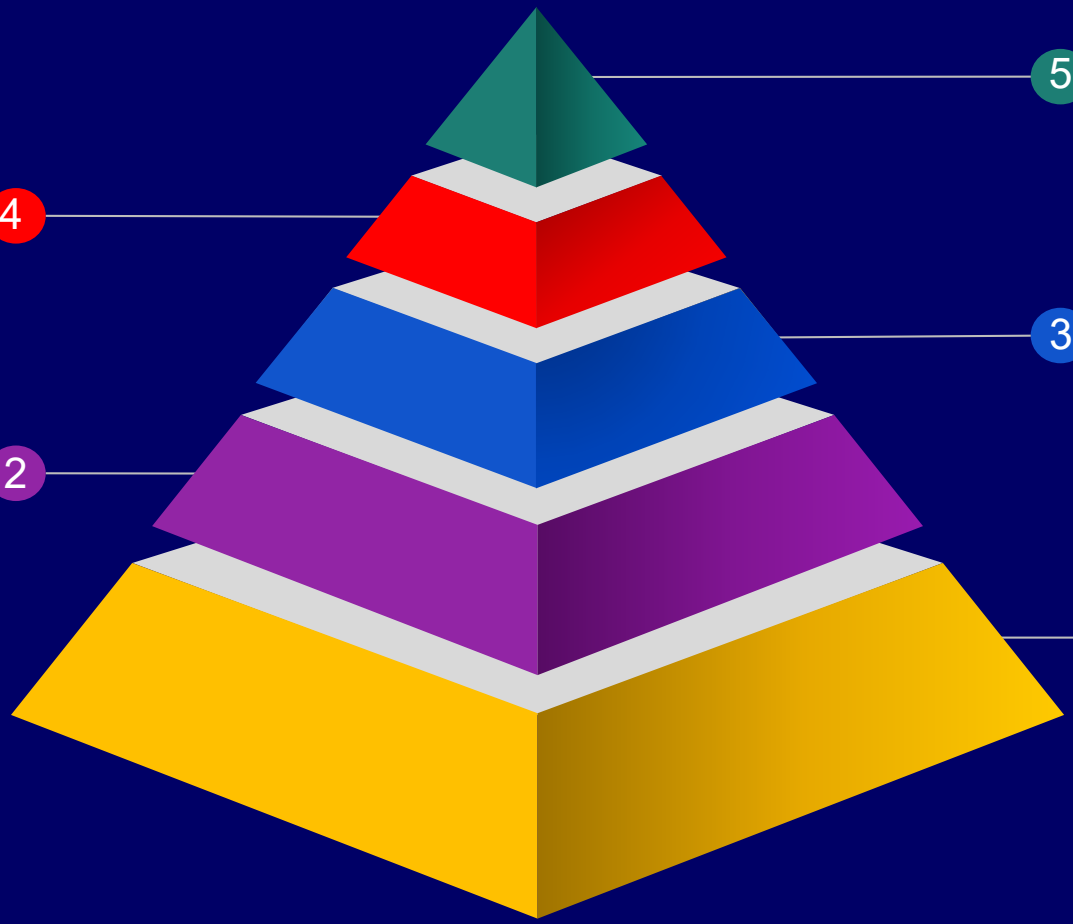
Develop and **implement** a framework of WBL pathways

Build P3 statewide based on local economic needs

INDIANA DEPARTMENT OF WORKFORCE DEVELOPMENT

Understanding Work-Based Learning

FROM EXPLORATION TO EXPERIENCE



5 Career Education & Training

Career Preparation 4

3 Career Exploration

Career Awareness 2

1 Industry Awareness

Indiana Office of WORK BASED Learning and Apprenticeship

Indiana Office of WORK BASED Learning and Apprenticeship

Work Based Learning with Secondary Ed.

8th

Industry Awareness

Learning About Work

- Indiana Career Explorer
- Career Fairs
- Interest inventories
- Lunch and learns
- Classroom visits

9th

Career Awareness

Learning About Work

- Job Shadow
- Industry Tours
- Career Presentations
- Guest Speakers
- Career Fairs

10th

Career Exploration

Learning For Work

- Career Research
- Job Shadow
- Career Counseling
- Industry/College Visits
- Project-Based Learning

11th

Career Preparation

Learning Through Work

- Clinical Experiences
- Internship
- Job Shadow
- Resume Writing
- Interviewing

12th

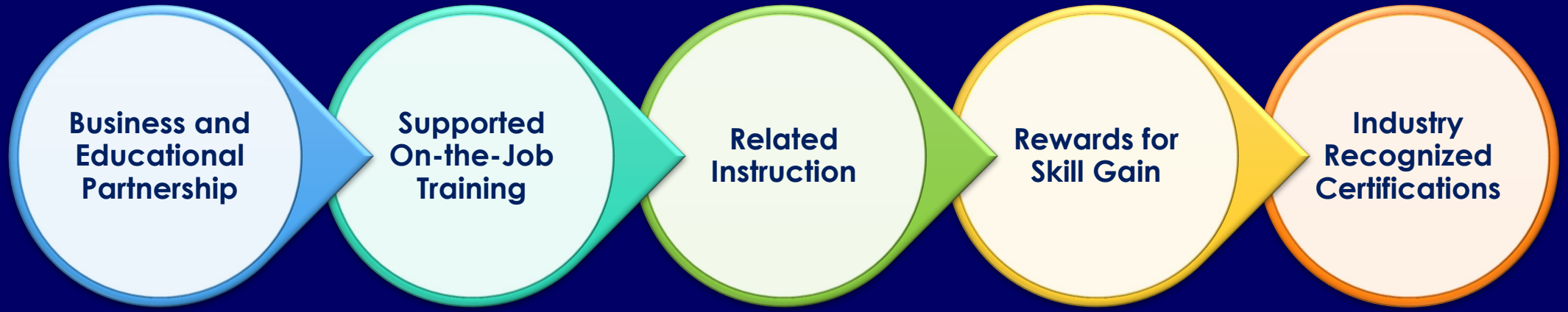
Career Training

Learning At Work

- Internship
- State Earn & Learn
- Capstone Projects
- OJT
- Registered Apprenticeship

Indiana Office of WORK BASED Learning and Apprenticeship

CERTIFIED STATE EARN & LEARN



- Structured
- Scalable
- Flexible
- Sustainable Partnerships

- Industry Skills & Credentials
- Adult and Youth Programs
- Short-Term & Long-Term
- Certificate/Degree Completion

STATE EARN & LEARN CERTIFICATION PROCESS

1) Needs Assessment
2) Verification of Key Economic Sector
3) Legal Compliance with the State
4) Solution Development
5) Education and Training Resources
6) Conformance Requirements
7) Partnership Plan
8) Measured Outcomes
9) Funding Availability

Indiana Office of WORK BASED Learning and Apprenticeship

STATE EARN AND LEARN WITH TRILOGY HEALTH SERVICES

Certified Nurses Assistant:
(Semester 1: 270 Hours)

Certifications:
Dementia Certification
CPR Certification
First Aid Certification

Work-Based Learning
(Semester 2: 270 Hours)

Total: 540 Hours RI/OJT

Grade 11

IVY Tech:
HLHS 107 HLHS 113
HLHS 104 HOSP 101

Qualified Medical Assistant:
(Semester 2: 270 Hours)

Certifications:
Geriatric Certification
Safety Certification

Work-Based Learning
(Semester 2: 270 Hours)

Total: 540 Hours RI/OJT

Grade 12

IVY Tech:
HLHS 117

Licensed Practical Nurse/ Registered Nurse/Hospital Administration

Graduating High School With:

Certifications:
7 Industry-Recognized Certifications
Preceptor Certified

Work-Based Learning
2000+ Hours On-the-Job Experience

Post-High School

IVY Tech:
15 Standing credits transferrable into the LPN/RN training program

COURSES AT SCHOOL

8th GRADE

- Science 8
- Exploring College & Careers

9th GRADE

- Planning for College & Careers (CTE$)
- Biology
- **WBL/ Industry Tour/Guest Speaker**

10th GRADE

- Integrated Chemistry/Physics or Chemistry
- **WBL/Job Shadow (RCA)/ Resident Engagement Activity**

11th GRADE

- Anatomy & Physiology (CTE$)
- Health Science I:
- **WBL/Internship (CTE$)**

12th GRADE

- Biology 2
- Health Science II: Nursing
- **WBL/Internship (CTE$)**

Indiana Office of WORK BASED Learning and Apprenticeship

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"Creating meaningful work-based learning solutions through engagement and partnerships with employers, education providers and agencies"

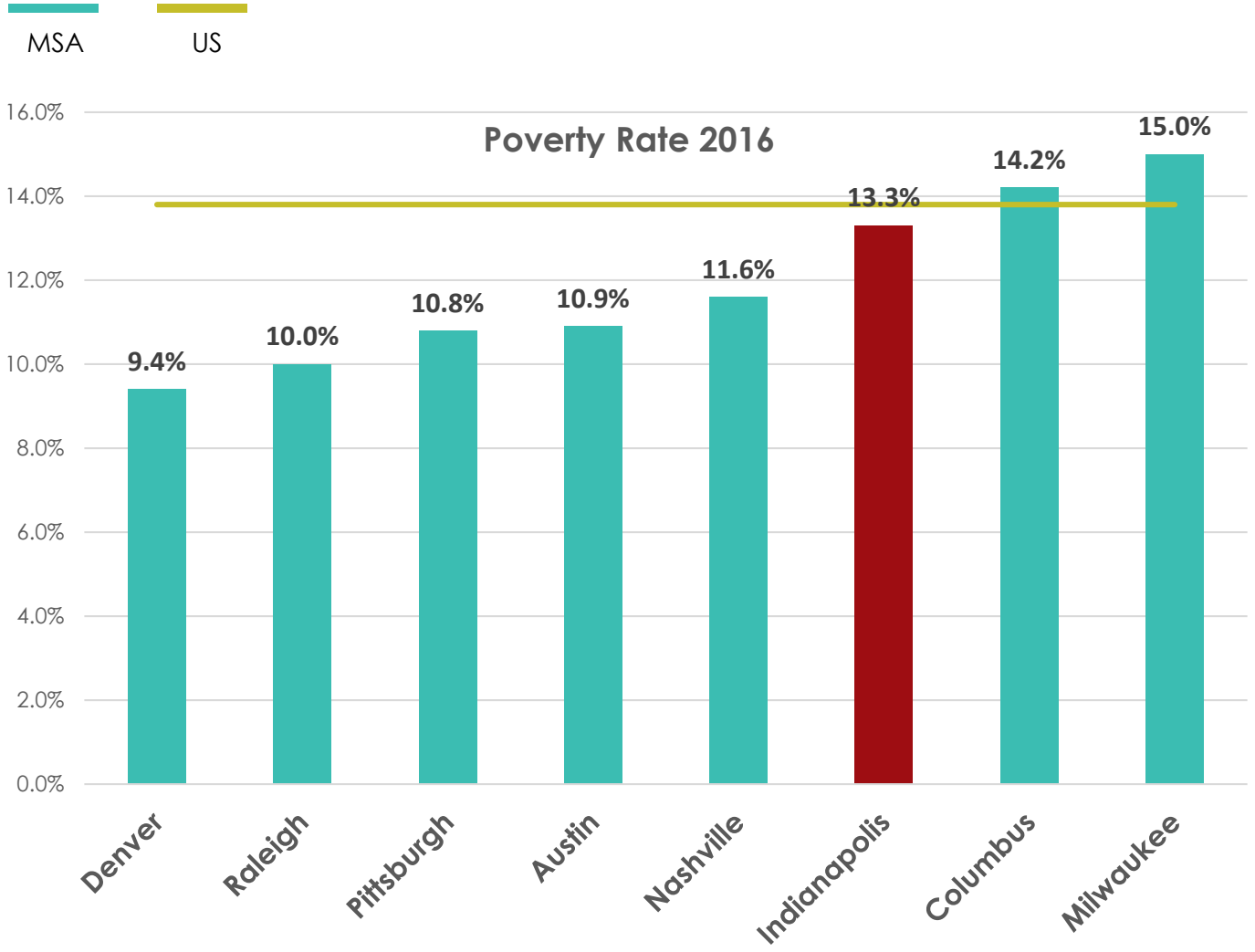
EmployIndy

Health Apprenticeships: A Local Perspective

Indiana Health Workforce Summit
May 21, 2019

EmployIndy guides the local workforce ecosystem and makes strategic investments to remove barriers to quality employment for underserved and underrepresented residents.

Indy's Poverty Rate vs. Other Similar Cities

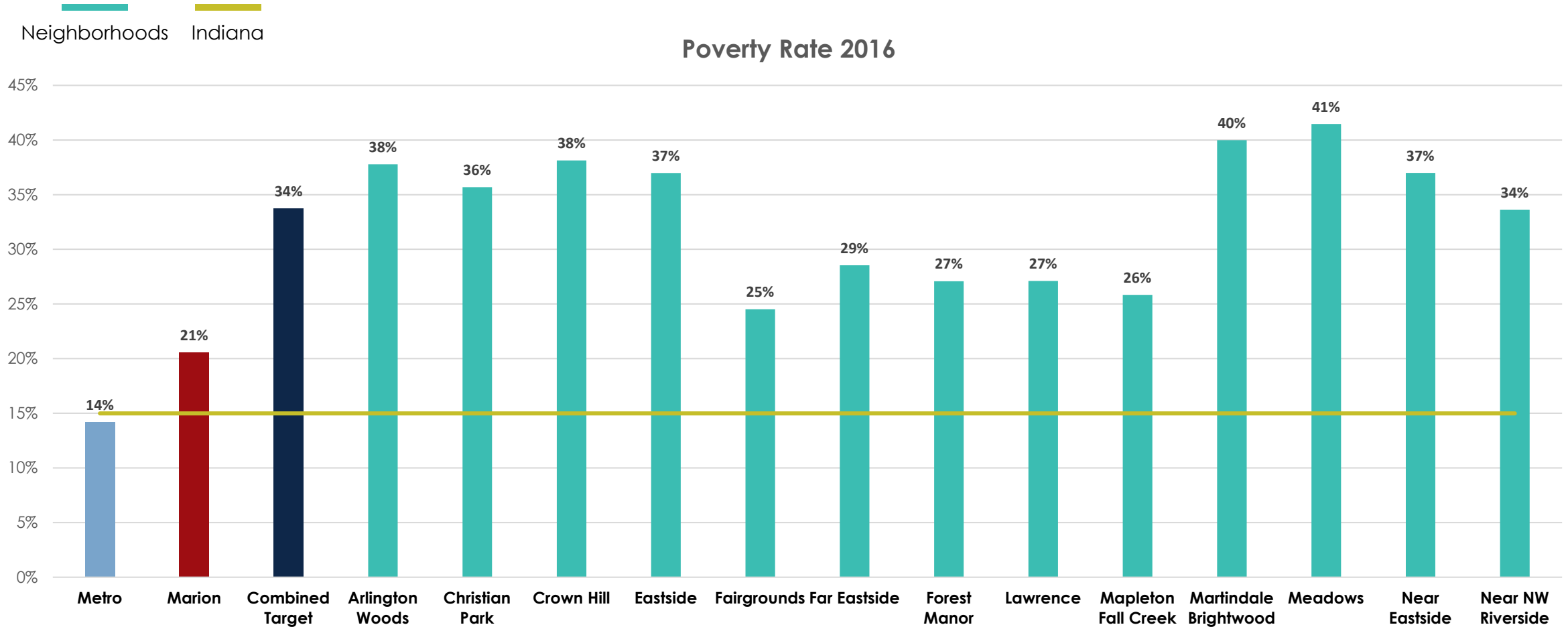


2015-16 Change and Rankings

Location	Poverty	Not HS
Denver	-19.1%	0.7%
Austin	-17.4%	4.4%
Pittsburgh	-14.9%	-20.9%
Nashville	-8.6%	-1.0%
Raleigh	-8.6%	-14.0%
Columbus	0.9%	0.1%
Milwaukee	3.4%	8.3%
Indianapolis	6.3%	4.3%

Source: IU Public Policy Institute Presentation

Poverty in Indy Neighborhoods



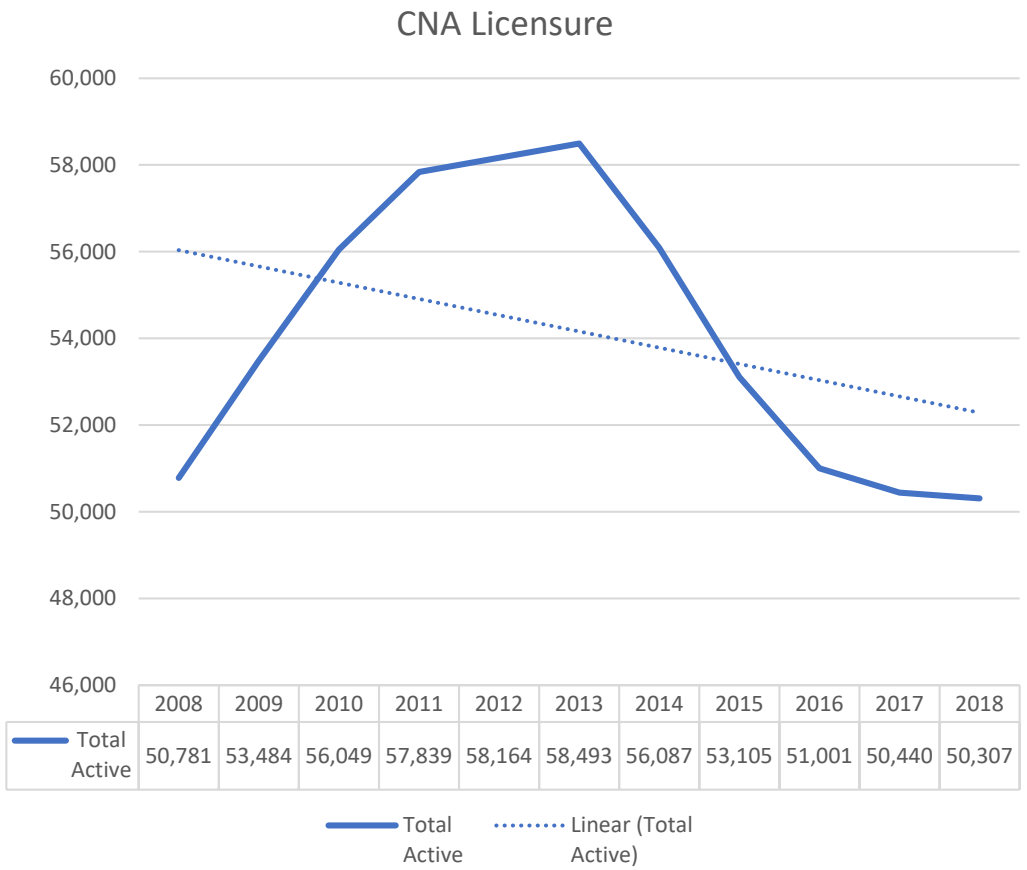
Source: SAVI

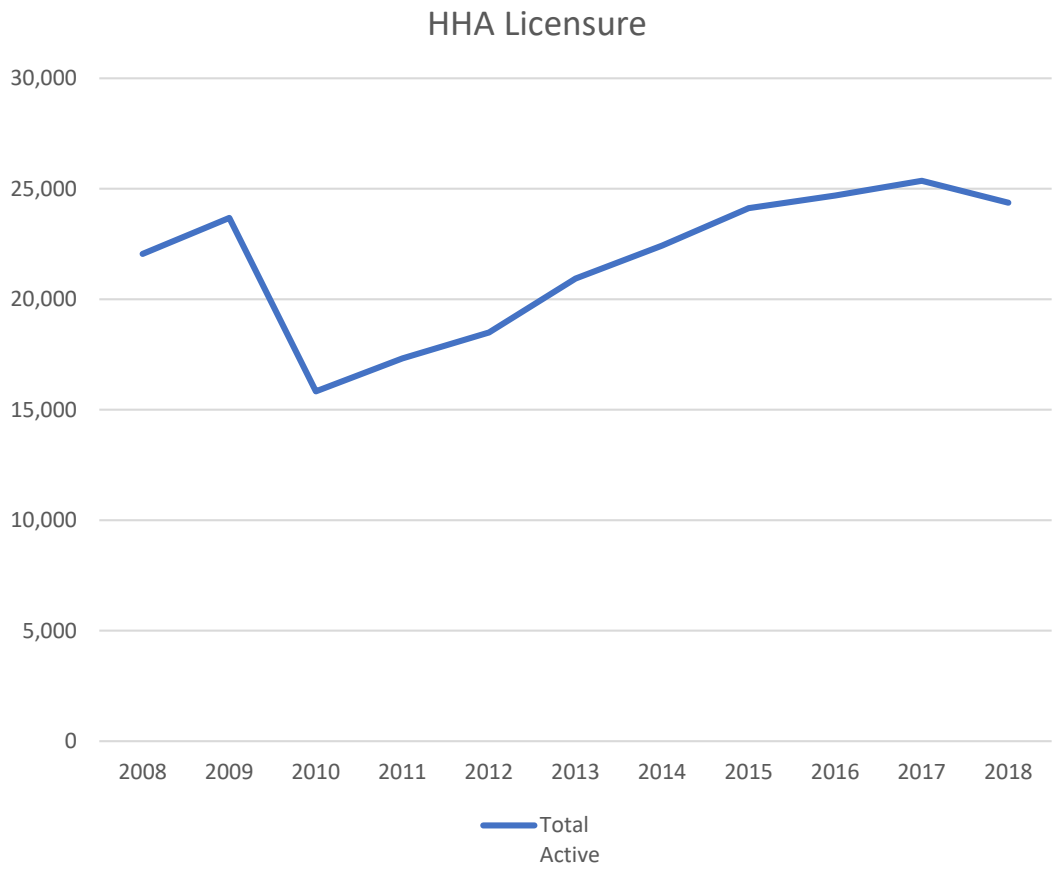
Healthcare Occupations in Demand

Table 2: Top Occupations by Employment, Central Indiana, 2014-2019				
Occupation	**2014 Jobs**	**2019 Jobs**	**% Change**	**Med Wage**
Registered Nurses	16,299	18,082	11%	$29.99
Nursing Assistants	7,141	7,984	12%	$11.83
Home Health Aides	4,492	5,571	24%	$10.33
Personal Care Aides	4,324	5,258	22%	$9.45
Licensed Practical Nurses	4,353	4,957	14%	$21.24
Medical Assistants	3,845	4,477	16%	$15.07
Medical Secretaries	3,525	4,220	20%	$15.74
Physicians and Surgeons	3,503	3,834	9%	$97.09
Receptionists/Information Clerks	2,266	2,733	21%	$13.22
Medical/Health Managers	2,130	2,390	12%	$41.81
Medical and Clinical Laboratory Technologists	1,588	1,698	7%	$29.24
Dental Assistants	1,487	1,717	15%	$17.53
Physical Therapists	1,486	1,876	26%	$39.47
Office Clerks, General	1,532	1,716	12%	$13.55
Dental Hygienists	1,446	1,675	16%	$33.29
Billing and Posting Clerks	1,476	1,723	17%	$17.11
Maids/Housekeeping Cleaners	1,420	1,603	13%	$8.66
Medical and Clinical Laboratory Technicians	1,348	1,541	14%	$16.09

Source: U.S. Bureau of Labor Statistics (BLS), Quarterly Census of Employment and Wages (QCEW) Employees, Non-QCEW Employees & Self-Employed - EMSI 2015.2 Class of Worker, Indianapolis-Carmel-Anderson MSA.

Statewide Licensure trends





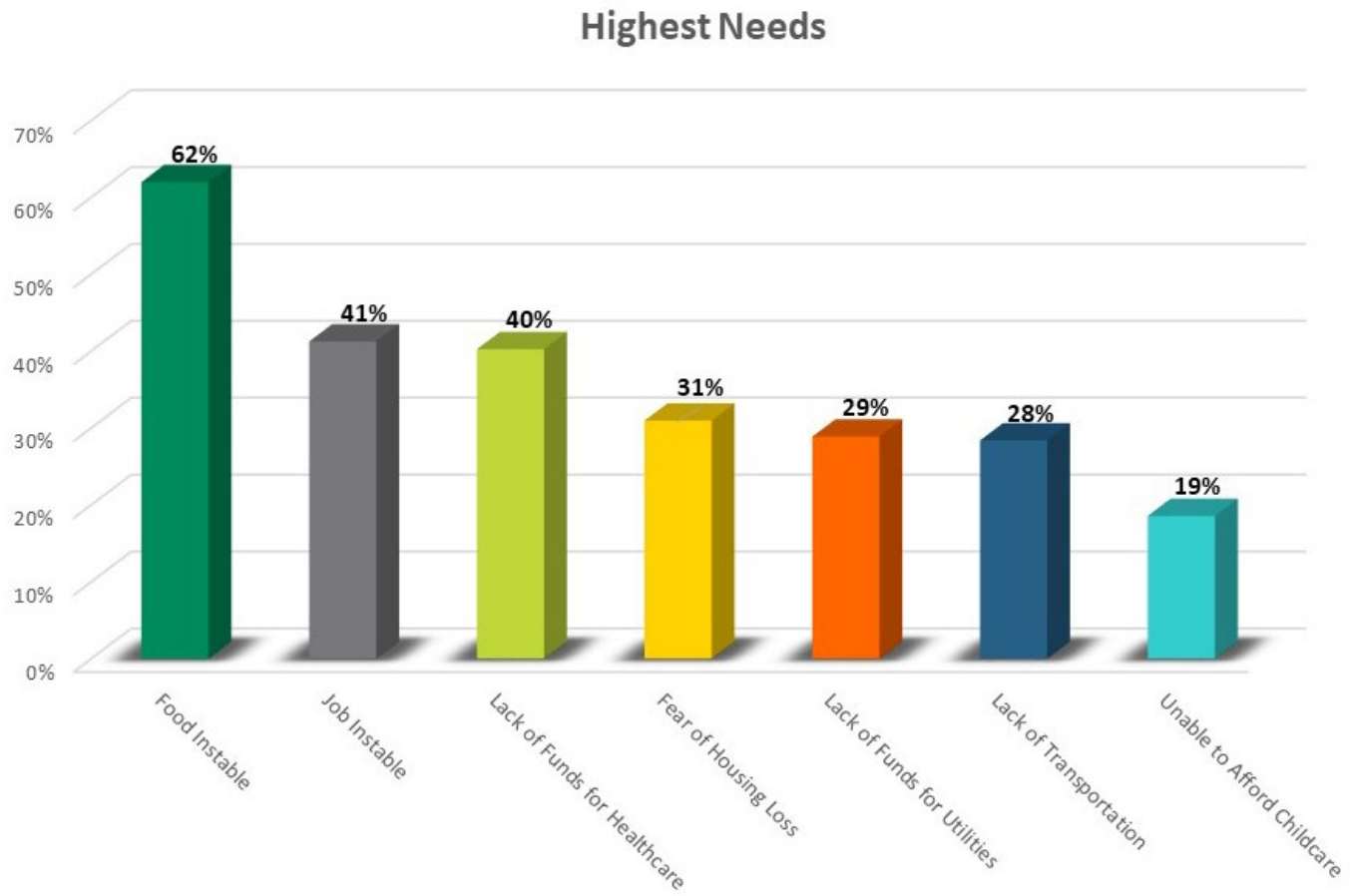
Source: IN State Department of Health

The Struggle is Real

Survey of individuals receiving services through IN Family & Social Services Administration (IN FSSA) – 1.5 Million

SOURCE: Indiana Office of Healthy Opportunities, Indiana Family and Social Services Administration

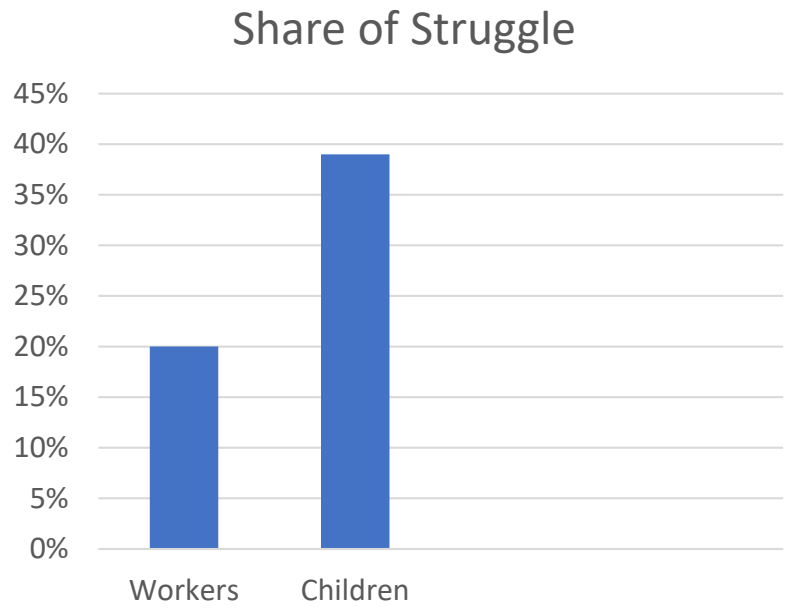
03.28.19



The Struggle is Real

30%

of Central Indiana residents belonged to families that struggled to make ends meet in 2016



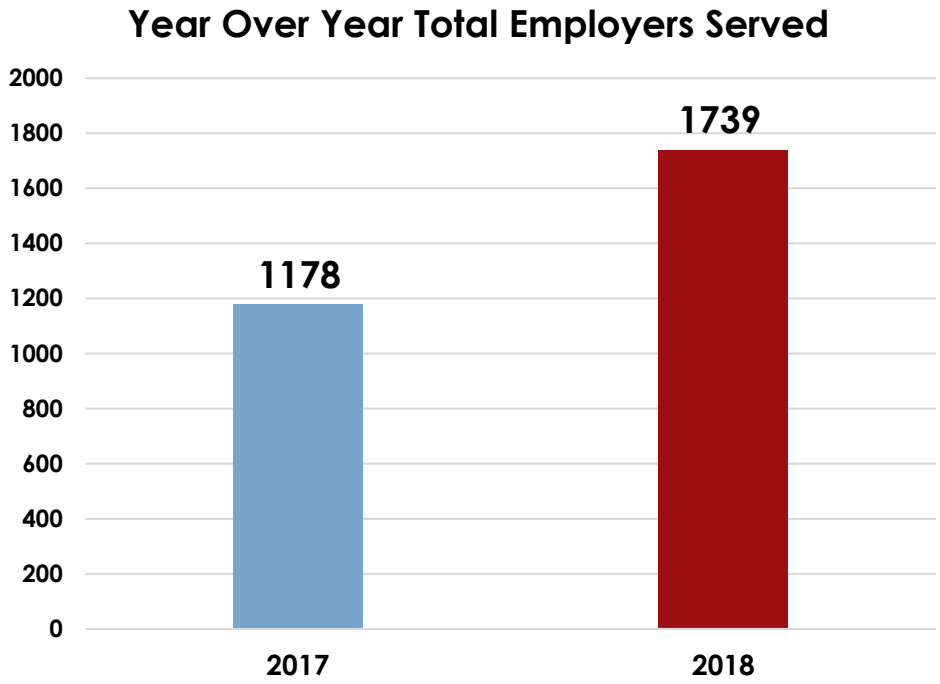
Source: Brookings analysis of American Community Survey microdata and the University of Washington Sufficiency Standard for Indiana

EmployIndy's Approach

Address systemic barriers preventing a strong pipeline of entry-level workers and employment opportunities.

DEMAND KPI:

By 2022, increase employers served by 50% while offering a suite of services to employers including labor market data, internship/apprenticeship development, job fairs, youth engagement, and hiring assistance.



- *YTD: July 2018 - March 2019
- In 8 months we are serving an additional 561 employers more than last year
- Average per month, we are serving 45.23% more businesses per month

Apprenticeship Work To Date

Progress Made

- Partnership with IPS Crispus Attucks High School and multiple employers is strong and growing
- Planning pilot with partners through the Fairbanks Foundation

Lessons Learned

- Perception of apprenticeships in health sector
- High regulation and legal engagement makes it difficult to innovate

Key Elements for Success

Corporate Executive Buy-In

- Create a culture shift of ongoing growth and engagement
- Long term commitment to the model. Not an overnight fix
- Empower local leadership to take part in the model
- Defined growth within organization

Local Leadership Buy-In

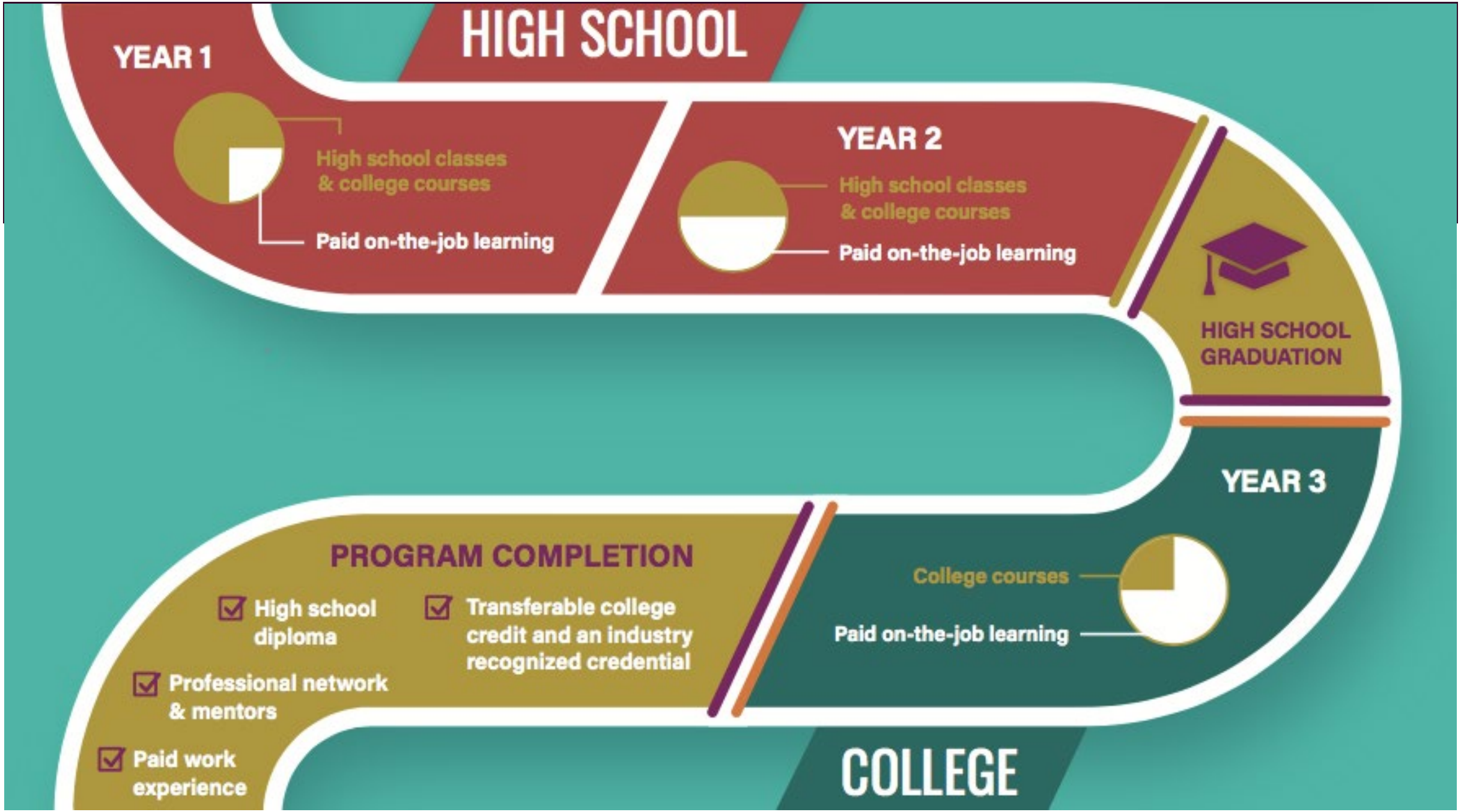
- Built into local structure
- Shift to growth mindset for operations
- Defined growth at both the local and organization level

What is a Youth Apprenticeship?

A structured, stand-alone program meeting core elements of an apprenticeship….

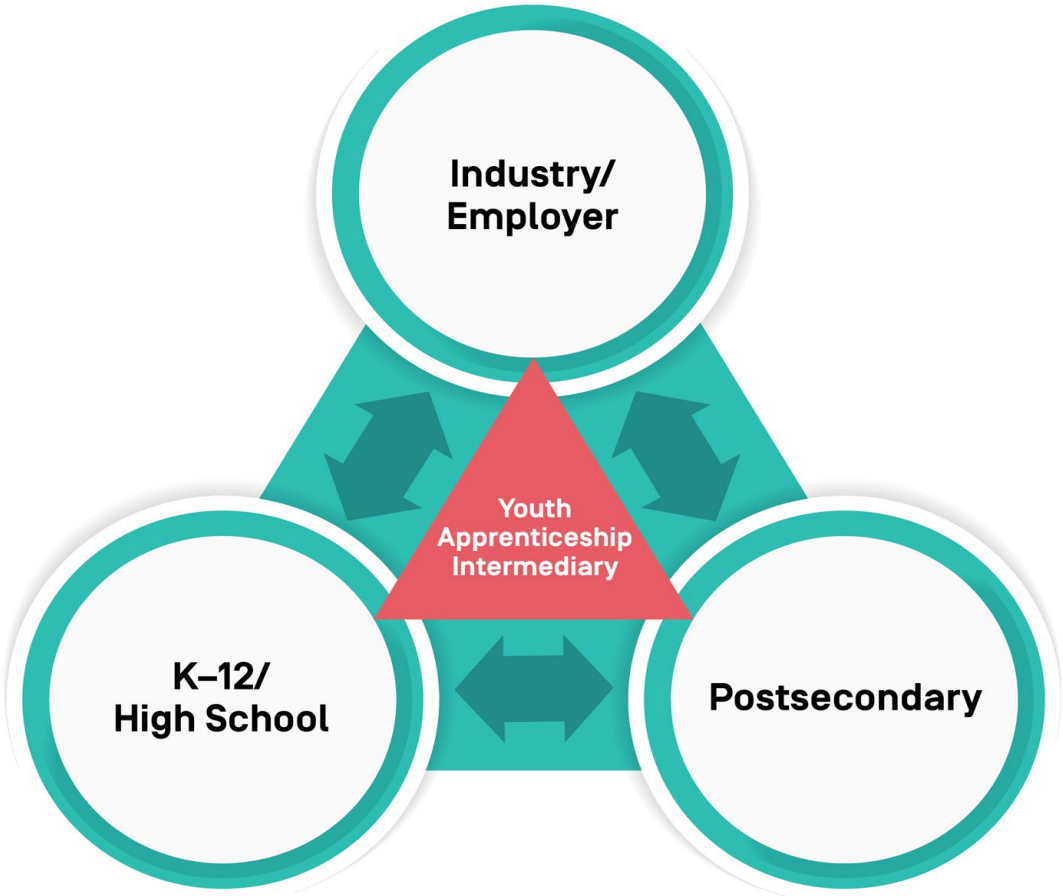
- Paid, on-the-job learning under the supervision of skilled employee mentors
- Related, classroom-based instruction
- Ongoing assessment against established skills and competency standards
- Culmination in a portable, industry-recognized credential and college credit

….Designed for apprentices that at the start of the program are enrolled as high school students.


HIGH SCHOOL
YEAR 1
High school classes & college courses
Paid on-the-job learning
YEAR 2
High school classes & college courses
Paid on-the-job learning
HIGH SCHOOL GRADUATION
YEAR 3
College courses
Paid on-the-job learning
PROGRAM COMPLETION
High school diploma
Transferable college credit and an industry recognized credential
Professional network & mentors
Paid work experience
COLLEGE

CAREER-ORIENTED	Learning is structured around knowledge, skills, and competencies that lead to career with family-supporting wages.
EQUITABLE	Learning is accessible to every student, with targeted supports for those adversely impacted by long-standing inequities in our education system and labor market.
PORTABLE	Learning leads to postsecondary credentials and transferable college credit that expands options for students.
ADAPTABLE	Learning is designed collaboratively to be recognized and valued across an industry or sector.
ACCOUNTABLE	Student, employer, and program outcomes are monitored using transparent metrics to support improvement.

Youth Apprenticeship as a Partnership



EmployIndy

Questions?

Marie Mackintosh
mmackintosh@employindy.org

PLENARY PANEL

Starting at 3:00pm

Please make your way to the Auditorium

#INHealthWorkforce

Get the facts at **www.bowenportal.org**

Informing Policy. Aligning Initiatives. Advancing Health.