



# SOLVING HEALTHCARE SHORTAGES PARTNERSHIP MODEL

**FOR 2024 TWC FORUM**

May 2024

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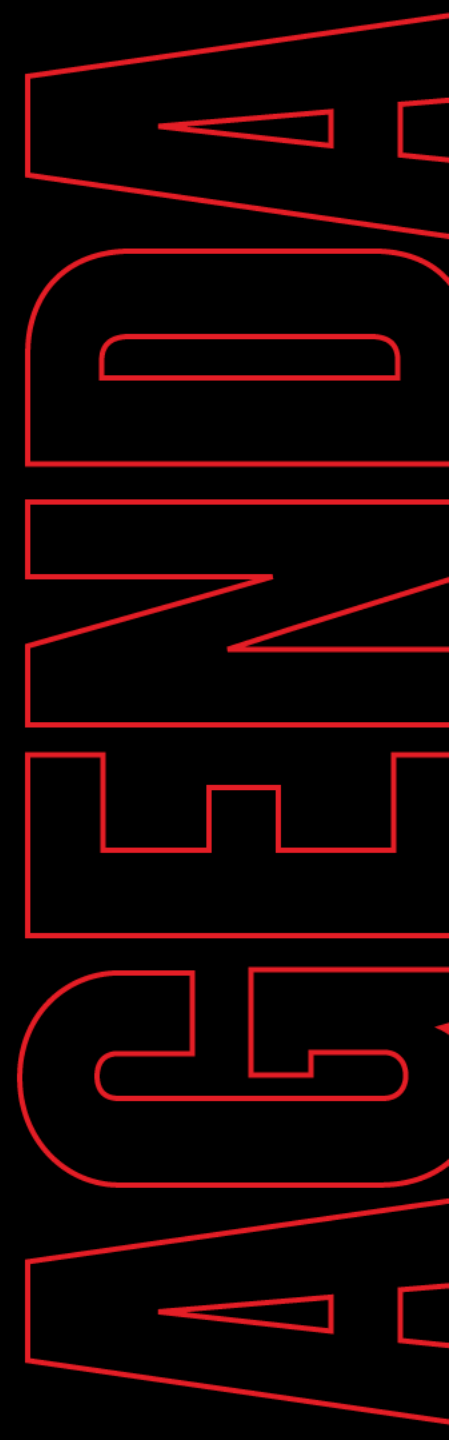


## **Jake McClelland**

*Chief Executive Officer*



- 1. Workforce Dilemma**
- 2. Central Texas Healthcare Partnership**
- 3. Creating a United Front Through Apprenticeship**
- 4. Panel Discussion**
- 5. Q & A**





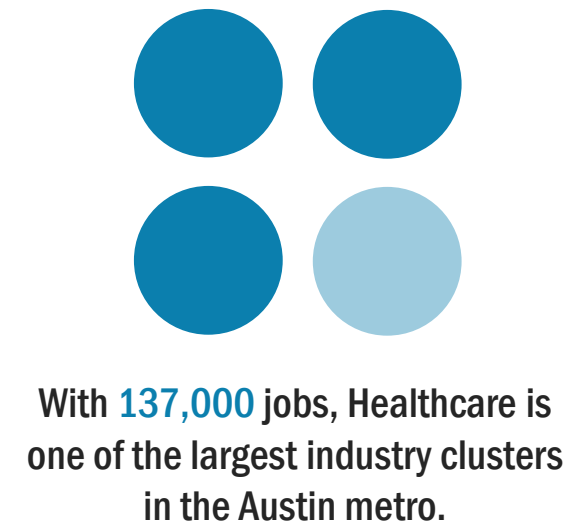
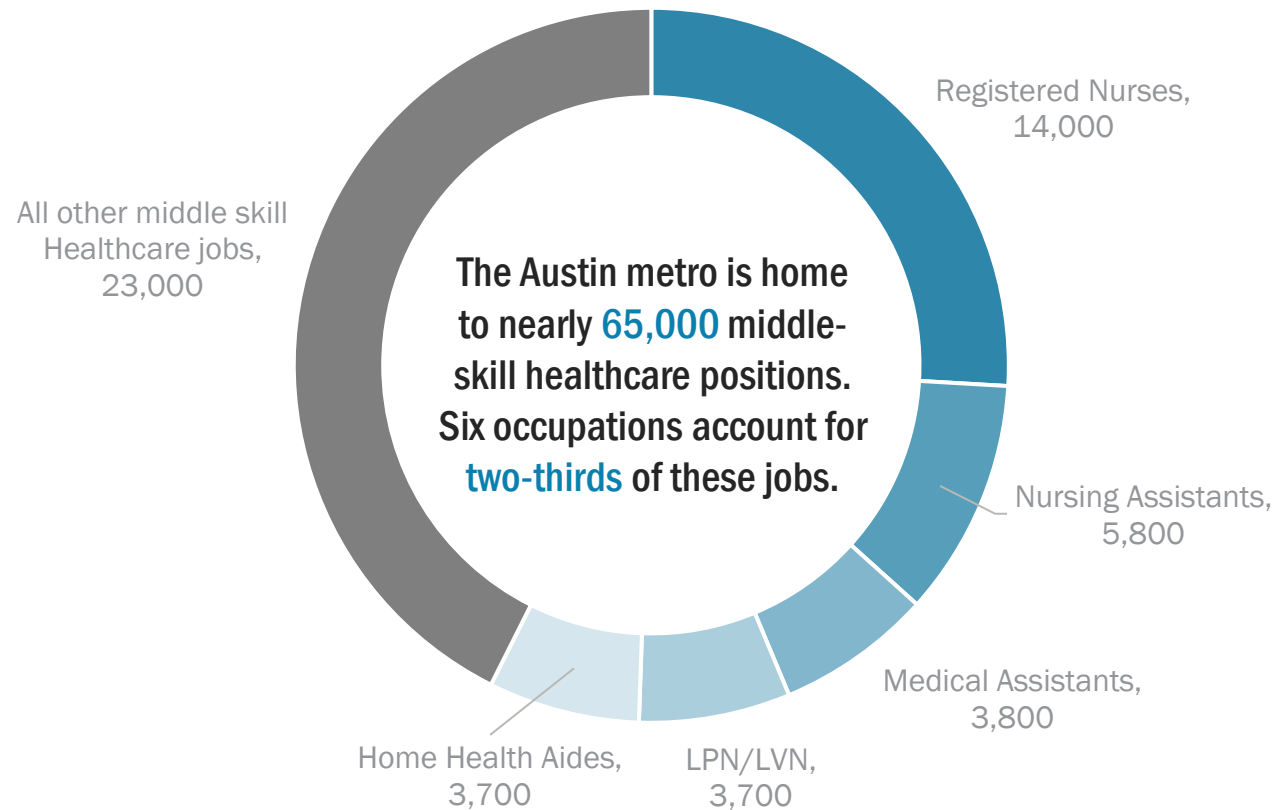
# THE HEALTHCARE WORKFORCE DILEMMA

**Workforce Solutions Capital Area**  
provides oversight of the region's  
employment ecosystem

*We support and connect  
local people to local jobs*



# HEALTHCARE IS ONE OF THE AUSTIN METRO'S LARGEST INDUSTRY CLUSTERS



# A GROWING NUMBER OF CHALLENGES EXACERBATE A SKILLED HEALTHCARE WORKER SHORTAGE

1



Gaps in employment, cost of living, turnover, Covid-19, and changes in healthcare

2



Lack of programs means not enough students are graduating, leading to high turnover

3



Hospitals can't operate efficiently without full staff

The background is a dark, grayscale aerial photograph of a city skyline. In the foreground, a wide river flows, with a multi-lane bridge crossing it on the right side. A small boat is visible on the river. The city buildings are silhouetted against a slightly lighter sky, creating a high-contrast, somber atmosphere.

**Without a skilled healthcare workforce,  
our Austin-Travis County neighbors will continue  
to wait for care amid the ongoing health crisis.**

**It's more apparent than ever after the pandemic:  
Community collaboration is needed.**





## **INDUSTRY SECTOR PARTNERSHIPS**

# Industry Sector Partnerships Texas Talent and Economic Growth



## Texas Talent Experts

Standardize data

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Thought leaders

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Resource investment



## Service Optimizers

Standard menu of  
employer services

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Targeted delivery model

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Expanded training



## Relationship Managers

Industry engagement

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Economic dev. collaboration

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Education & training alignment

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CBO support

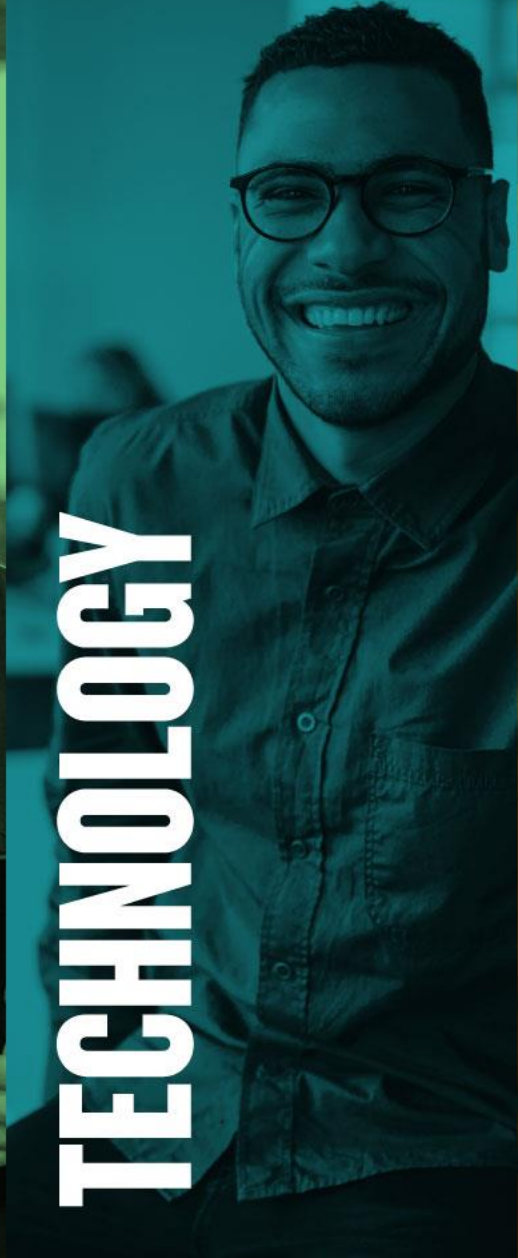
**HEALTHCARE**



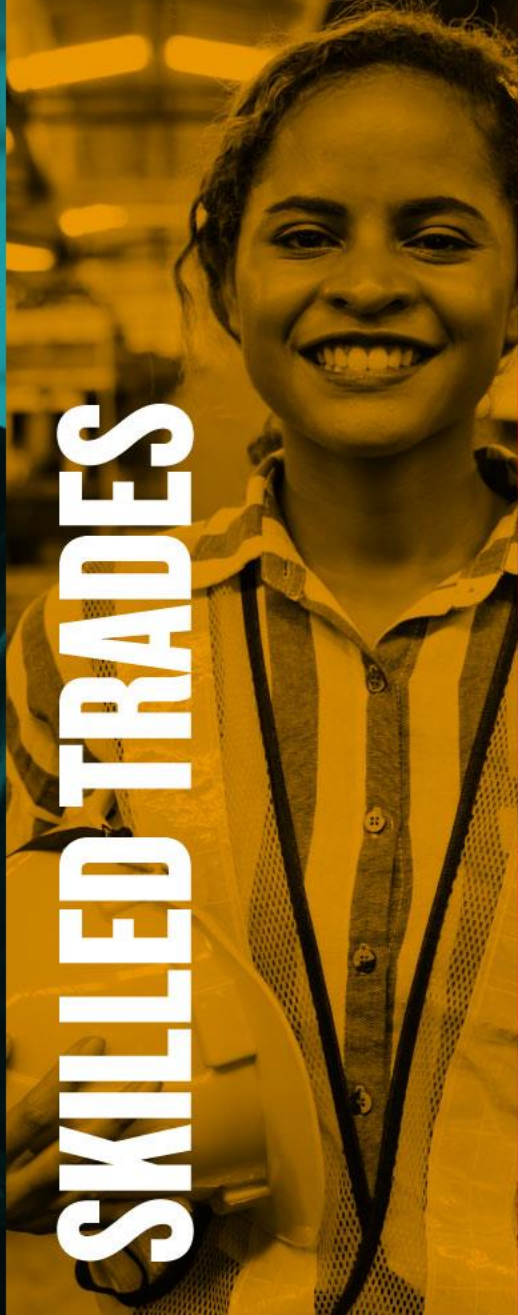
**ADV. MANUFACTURING**



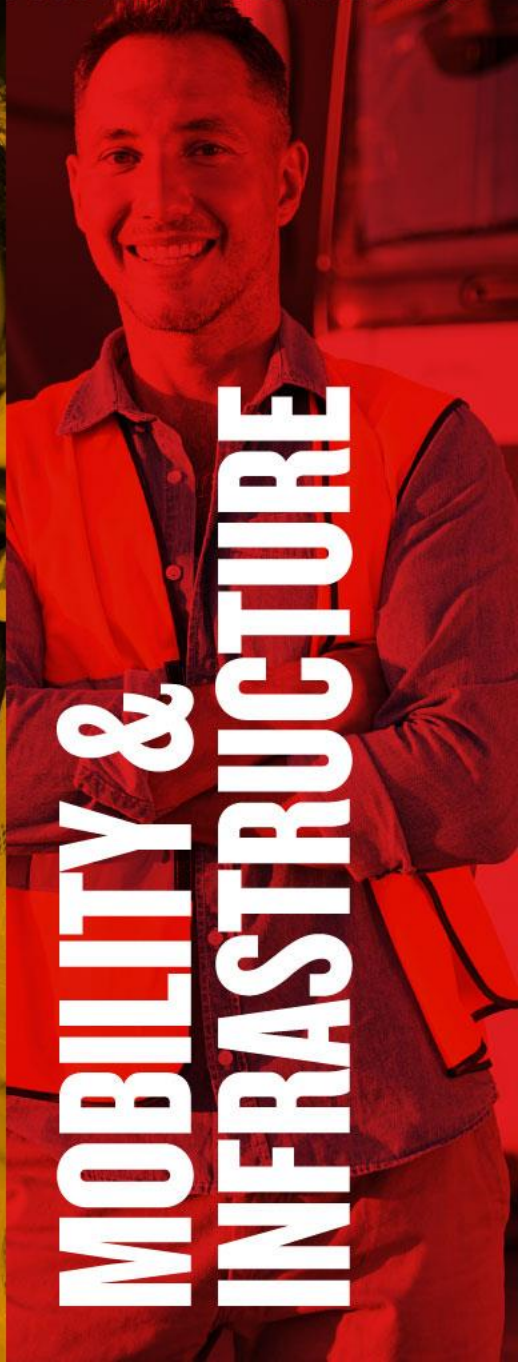
**TECHNOLOGY**



**SKILLED TRADES**



**MOBILITY &  
INFRASTRUCTURE**



# INDUSTRY SECTOR PARTNERSHIPS

## PROVEN STRATEGY FOR EMPLOYER-LED WORKFORCE DEVELOPMENT

- ✓ Fill hard-to-fill jobs more quickly
- ✓ Influence training program creation & updates
- ✓ Lead systems change in response to real-world business needs
- ✓ Strengthen the Austin economy

### WFS INDUSTRY SECTOR PARTNERSHIPS



Central  
Texas  
Healthcare  
Partnership



CENTRAL TEXAS  
**MANUFACTURING**  
PARTNERSHIP

AUSTIN COALITION FOR  
TECHNOLOGY COLLABORATION

MOBILITY & INFRASTRUCTURE  
INDUSTRY COUNCIL



**Central  
Texas  
Healthcare  
Partnership**

## **THE MISSION OF CTHP**

**To sustain and grow the Central Texas  
healthcare workforce while expanding pathways  
to economic mobility for local residents.**

# Central Texas Healthcare Partnership Launched With Three Objectives in Mind



To jointly develop an agenda to sustain and grow the healthcare industry in the Central Texas region



To facilitate coordinated action to address shared workforce challenges and realize shared opportunities



To provide a forum for the Central Texas healthcare industry for networking and information sharing

## Partnering Companies:



**Ascension**



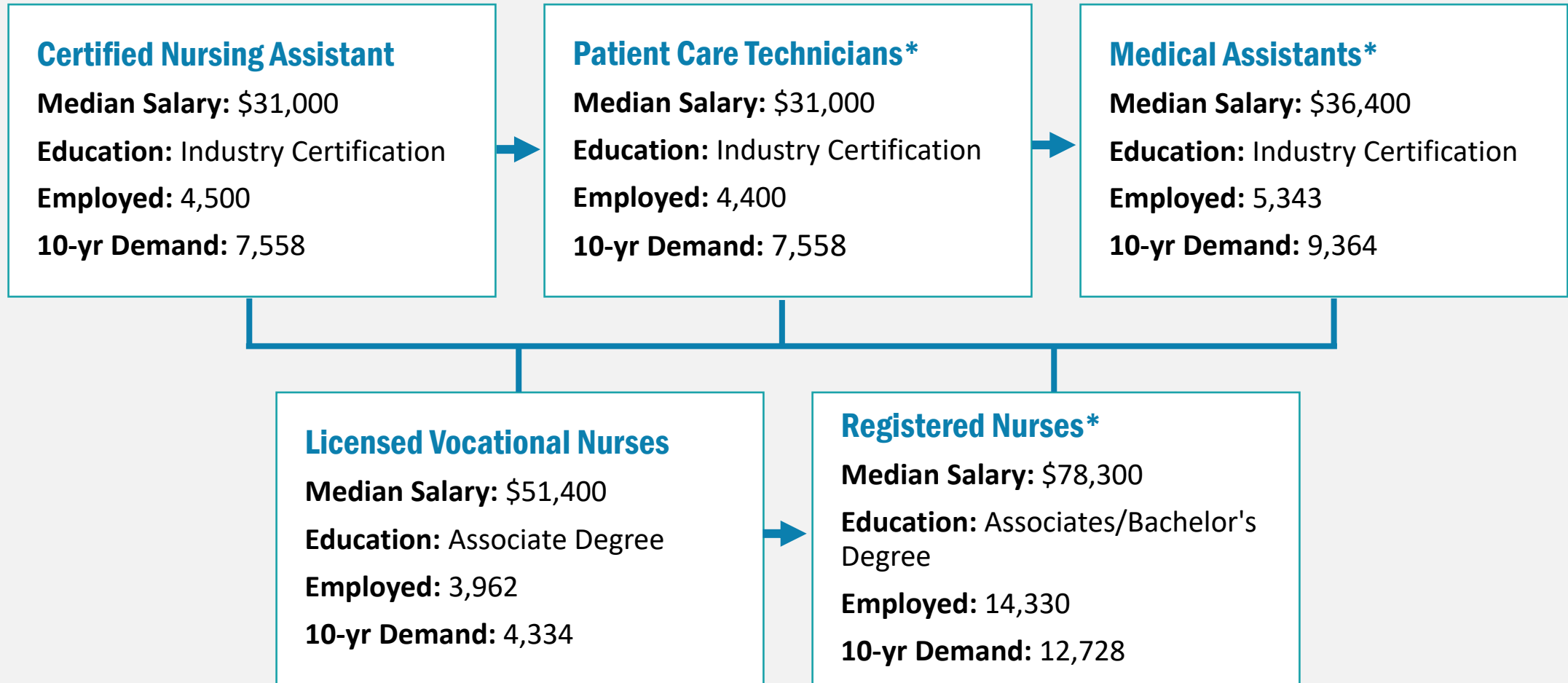
**BaylorScott&White**  
HEALTH

**StDavid's**  
**HEALTHCARE**

# Central Texas Healthcare Partnership Core Areas of Focus



# ALL ROADS LEAD TO NURSING



*\*Indicates Registered Apprenticeship or Nursing Internship*



3



## **CREATING A UNITED FRONT THROUGH APPRENTICESHIPS**

# Employer-led Workforce Strategies

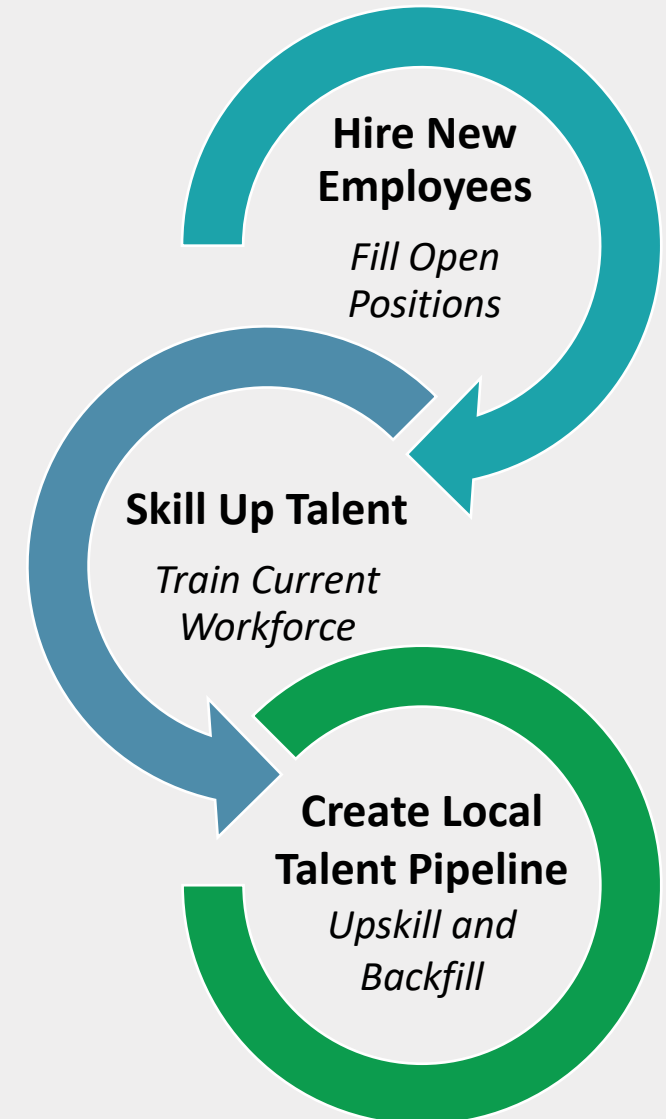
## Upskilling

Assisting incumbent workers in acquiring skills to advance into middle and upper-skill jobs, particularly those in high demand for the company.

## Earn & Learn

Providing an individual the opportunity to gain paid experience in the field in which they are studying.

- Job Shadowing
- Internships
- Part-time employment
- Apprenticeships



# APPRENTICESHIP

An industry-driven, high-quality career pathway combining classroom learning with on-the-job training

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PAID JOB



EDUCATION &  
ON-THE-JOB  
TRAINING



CREDENTIALS

# Program Model Structure



**BAYLOR SCOTT & WHITE HEALTH'S  
UTILIZATION OF APPRENTICESHIP**

**How did BSWH implement the  
apprenticeship program and why?**



# BAYLOR, SCOTT & WHITE HEALTH

## MA/CMA APPRENTICESHIP

[reworkknow.org/austin](http://reworkknow.org/austin)

- **Most impactful occupation shortages:** PCT, MA, RN
- **Initiatives started:** Apprenticeships, sign-on bonuses, employee referral program, national and international recruitment campaign
- **Success:** Improvements, but limited in scale
- **Challenges:** Aging US Labor Force, fewer potential workers, careers in health care are seen as less attractive to those entering employment, current workforce is burning out.
- **Occupations to add to apprenticeship program for most benefit:** Radiology tech + Pharmacy tech



## **MEDICAL ASSISTANT APPRENTICESHIP**

**How does this apprenticeship function and  
what does it consist of?**



# Medical Assistant Apprenticeship

## Entry-level position

- Identify new or current employees ready for career growth

## Training for Medical Assistant Certification

- Employees gain classroom instruction needed to become MAs
- Wages are paid for on-the-job training to increase success rate and retention

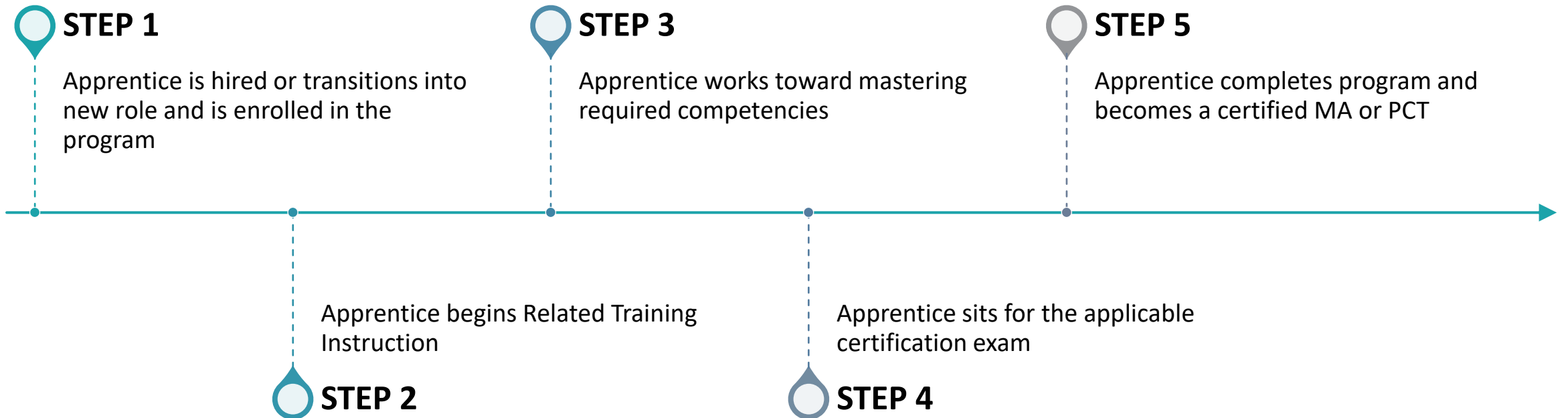
## Advancement to Medical Assistant

- Career and wage progression into hard-to-fill jobs

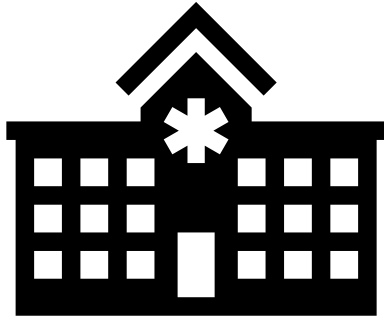
Entry-level positions are backfilled



# Medical Assistant Apprenticeship Process



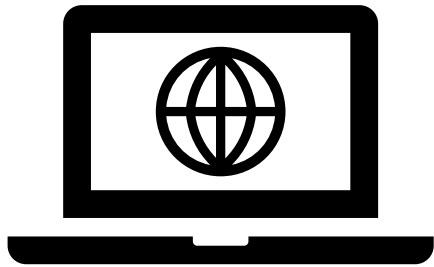
# MA Program Components



## ON-THE-JOB TRAINING (OJT)

- Completed at the employer site through hands-on experience observing and learning from mentors
- Apprentices work toward mastering competencies and learning skills identified by the employer; credit for prior experience available
- Apprentices are employees of the clinical site and are paid according to a progressive wage scale

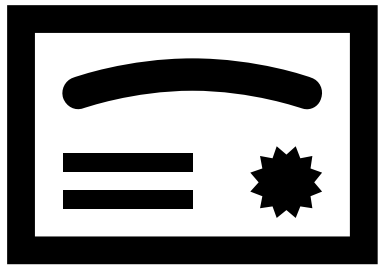
# MA Program Components



## RELATED TECHNICAL INSTRUCTION (RTI)

- 156 total hours spread across the duration of the program
- Completed online during non-paid hours unless otherwise stated by the employer
- Tuition costs are covered on behalf of the apprentice

# MA Program Components



## NATIONAL CERTIFICATION

- Upon completion of the OJT and RTI hours, apprentices are eligible to sit for the national certification exam
- Certified Clinical Medical Assistant (CCMA) offered through the National Healthcareer Association (NHA)
- Exam fees are also covered, along with practice exams and other study materials purchased through the certifying body

# **RESULTS, IMPACT, & FUTURE OF HEALTHCARE APPRENTICESHIPS**

**How many apprentices have been enrolled  
and what does that mean to the workforce?**



# Healthcare Apprenticeship Impact

**280**

**Healthcare Apprentices**

*Enrolled between 2019 - 2023*

**237**

**Medical Assistant  
Apprentices**

*Enrolled between 2019 - 2023*

**\$17.72**

**Average entry wage  
for MA apprentices**

# The Benefits of Apprenticeship

## Highlight: Baylor Scott & White Health



# Looking Ahead

We're working with Industry and Education partners to roll out programs to create new opportunities

## Original Apprenticeship Programs

- Certified Medical Assistant (MA)
- Radiology Tech Upskilling Apprenticeships (CT) and (MRI)

## New Apprenticeship Programs Available:

- Patient Care Tech (PCT)
- Phlebotomy
- Pharmacy Tech

## Accelerated Radiology Tech Apprenticeship program with ACC for Computed Tomography (CT) 10 Week Training Program

## Developing Opportunities

- Radiology Tech
- Limited Radiology Tech (LMRT)
- Surgical Tech





## **LEASONS LEARNED**

**What were some of the challenges and roadblocks for the apprenticeship?**



# Workforce Solutions Lessons Learned

- System involvement – multiple company contacts
- Meet employer need
- Online – Earn & Learn Models
- Sustainability – long term in mind
- Switzerland – neutral
- Always document success stories and case studies
- It is HARD WORK – celebrate success
- Don't get discouraged and be persistent
- Don't be afraid to pivot from ideas that aren't working



# Employer Lessons Learned

- Support from training providers and Workforce Solutions Capital Area was critical
- Offer financial incentives
- Conduct education and outreach to key stakeholders about benefits
- Gained pipeline of diverse and skilled employees
- Earned recognition and visibility



# Training Providers – Lessons Learned

- Online coursework allows employers to have maximum flexibility to build program structure around what best fits their needs
- Great fit for both incumbent workers who are not yet certified as MAs or new hires with little or no previous healthcare experience
- Program can be a particularly useful resource for rural employers



# Failing Forward



## HOW TO REPLICATE

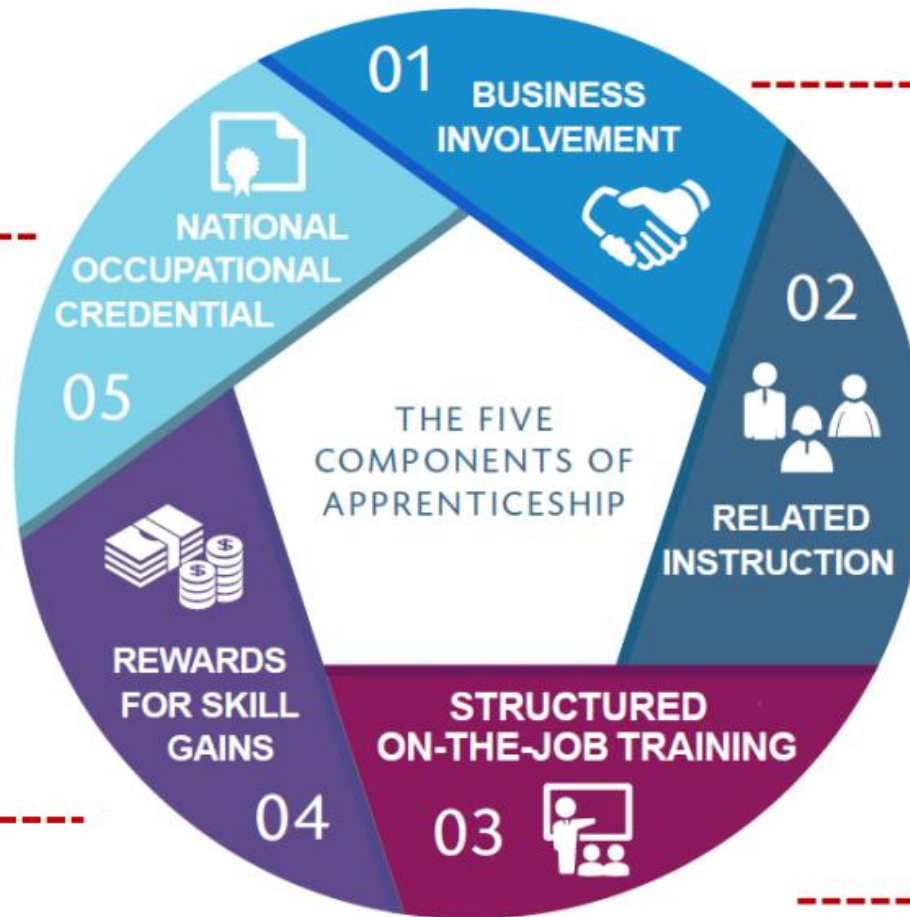
What advise would you provide to someone trying to start healthcare apprenticeships?



# Components of Apprenticeship

**5) National Occupational Credential:** Every graduate of a Registered Apprenticeship program receives a nationally-recognized credential.

**4) Rewards for Skill Gains:** Apprentices receive increases in pay as their skills and knowledge increase. Progressive wage increases help reward and motivate apprentices as they advance through their training.



**1) Business Involvement:** Employers are the foundation of every program. They define skill requirements, recruit apprentices, provide on-the-job training and validate related instruction.

**2) Related Instruction:** Apprenticeships combine on-the-job learning with technical education at community colleges, technical schools, apprenticeship training schools, provided on-line or at the job site.

**3) Structured On-the-Job-Training:** Apprentices get hands-on training from an experienced mentor at the job site for typically not less than one year.

# Ready to Get Started 3 Areas to Identify



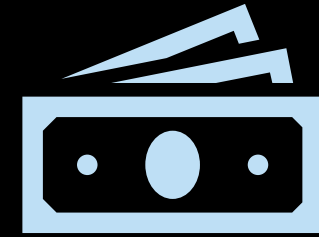
## Employer Input

**START** with what your employers want and need



## Apprenticeship Alignment

Identify existing or new apprenticeships to utilize



## Resource Support

Determine how to provide support to the apprenticeships



# How Workforce Solutions Can Support Apprenticeships

Connect career seekers and employers with apprenticeships to develop the workforce

1



## Connect to Apprenticeships

*Help career seekers navigate apprenticeship program options to enroll into.*

2



## Fund Related Instruction

*Under WIOA, all classroom training can be funded through individual training accounts (ITAs).*

3



## On-the-job training (OJT)

*Workforce Solutions provide on-the-job training funds to apprentices and help incentivize new employers to utilizing apprenticeships.*

4



## Support Services

*Eligible individuals can receive support service from WFS to help their success in the apprenticeship.*

The background is a blue-tinted aerial photograph of a city skyline. In the foreground, a wide river flows from the bottom left towards the right. A multi-lane bridge spans across the river on the right side. The middle ground is filled with a dense cluster of skyscrapers and office buildings of various heights and architectural styles. The sky is a uniform, light blue color. The overall scene is a panoramic view of a modern urban landscape.

**Questions?**

# CONNECT WITH US

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