

Pathways to Allied Health Careers

National Academies, June 25, 2015

Eleni Papadakis
Executive Director

Workforce Training and
Education Coordinating Board



Change the Dialogue: Connect with Industry (Employers and Workers) on Industry's Terms

- What is the business problem to be addressed (not “what positions are available?”)?
- What is the short and long term impact of not solving that problem, from your business (enterprise) perspective?
- What does success look like and how will it be **measured**?
- What is the role of the workforce in the current problem, and in prospective solutions?
- What is the **role of the employer** and its practices/policies in the current problem and prospective solutions?

“Employer desperation is our best friend.”

The Trouble with Desperation as Impetus

- Employers keep negative trends to themselves. Often layoffs or operation closures come before help is provided.
- Most postsecondary education institutions need time and funding to get new programs up and running; often 2 – 4 years before new workers are prepared.
- Incumbent worker training funds are limited or restrictive, and rarely also provide for the “wrap around” services that employers might need.
- Small and mid-size companies get short shrift as it often requires significant FTE capacity to take advantage of public programs.

Learning from Desperate Situations:

Example 1--Extended Care Career Ladder (ECCLI)

- 1999: about 50% of MA nursing homes were in financial crisis
- Frontline worker turnover averaging 300% annually
- Employers, labor, advocates, public and private education, workforce development, researchers, third party payers came together to disrupt the trend.
- Workforce Development Intervention as Engine of **Culture Change**
 - Altered workplace hiring and promotional practices (Career Pathways)
 - Changed scope of CNAs (care planning, patient advocacy)
 - Supervisor and worker training on new practices and culture, and prep for further career development
 - Career and education counseling
 - Pre-hire orientation

The Results in 2006

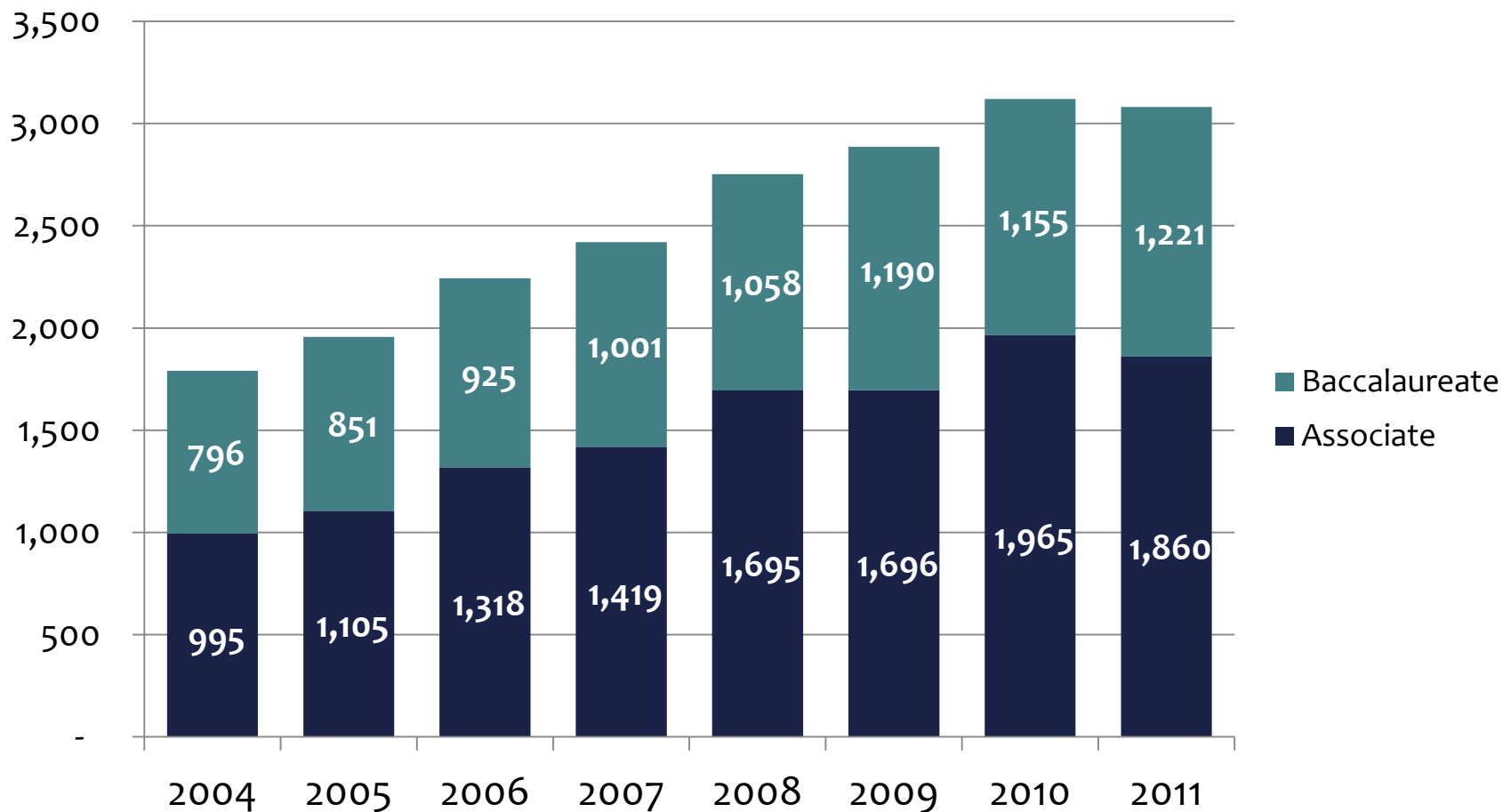
<https://www.youtube.com/watch?v=mdr-14lInls&feature=youtu.be>

- Reduced annual frontline worker turnover to nearly 0%
- Employee retention rate to 85%
- Improved recruitment of nurses; most had a waiting list
- Reduced supplemental staffing (temp) costs by 20% to 85%
- Increase in gross revenues by 10-16% (reinvested into education, training, higher wages)
- Improve quality patient care indicators, reduced episodes of behavior problems, such as wandering, verbal and physical abuse, disruptions
- Articulated pathways from CNA and HCA to LPN and RN

Example 2: WA Health Workforce Council

- 1999 near catastrophic nursing shortage
- Nursing gap masked other health occupation labor needs
- Colleges w/o resources to expand nursing education capacity or other programs
- All healthcare subsector employers and labor, k-20 public education, workforce development identified barriers, developed strategic plan, joint advocacy
- Workforce Development Intervention:
 - Funding to expand 2 and 4 year capacity
 - Support for “grow your own” employer-based programs
 - Encourage K-12 youth and minorities to choose health careers
 - Support k-20 programs of study, and modernize curriculum
 - Collect better, timely data on health occupation trends

WA Health Workforce Council Progress Annual Registered Nursing Program Completions 2004-2011



HWC Track Record

- High Demand Programs of Study targeted funding
- Health Care Industry Skill Panels - Regional
- Professional licensing app and renewal surveys
- Hospital Employee Education and Training (HEET)
- Basic Education and Skills Training (I-BEST) programs in health care
- The Allied Health Center of Excellence at Yakima Valley Community College
- The Rural Outreach Nurse Education (RONE) program
- Recovery Act and Health Care Reform Grant Funds
- Bill passed to create uniform clinical affiliation agreements

Overarching Policy Recommendations

- Create a fund to support major sector growth or change initiatives; model on USDOL's National Emergency Grant Program for Worker Dislocations.
- Federal education and training programs should financially support both work experience and career navigation.
- Earn and learn models should become a staple, especially for older youth and adult career pathway programs.
- Federal policy should encourage, not penalize employers that provide workplace experiences.
- Create a national benchmarking data base using business impact metrics, by sector and employer type, to provide a communication vehicle between education and employers.
- Create national consumer report card system for ed & trng.

Find the education and training you need to get the job you want!

The screenshot shows the Washington Career Bridge website. At the top, there is a search bar with the text "Search for education programs" and a magnifying glass icon. Below the search bar is a checkbox labeled "Eligible Training Provider approved" with an information icon. To the right of the search bar is a "Sign in / Register" link. The main header features the "Washington Career Bridge" logo and the tagline "Find the education & training you need to get the job you want". A left sidebar contains a menu with the following items: "Explore Careers", "View Job Trends", "Find Education", "Pay for School", and "Eligible Training Provider List". Below the menu is a small graphic of a book titled "You're Going!" with the text "Printed guide available" underneath. The main content area has three columns, each with a title, an image, a question, and a button: "Explore Careers >" with an image of a woman in safety glasses and a "TAKE A QUIZ" button; "View Job Trends >" with an image of a welder and a "FIND OUT MORE" button; and "Find Education >" with an image of a graduate and a "START YOUR SEARCH" button. Below these columns is the text "Washington's one-stop source for career and education planning." At the bottom, there are social media icons for Facebook, LinkedIn, and Twitter, and a footer with navigation links: "Home", "Contact Us", "About Us", "Help Center", "Terms & Privacy", and "Access WA". A copyright notice "Copyright ©2012 by the Workforce Training & Education Coordinating Board" is also present.

CareerBridge.wa.gov is a free state website that connects to over 6,000 Washington education programs in one place.

Performance results show students how former students fared after completing their program

Sign in / Register
Find the education & training you need to get the job you want

[Back](#) [Find Education](#) [Education Search](#) [Education Details](#)

[Explore Careers](#)
[View Job Trends](#)
[Find Education](#)
[Pay for School](#)
[Eligible Training Provider List](#)

Education Details

Nursing

Award type: AS

Whatcom Community College

Program Details
School Details
Performance Results
Student Characteristics

Consumer Report Card

Employment, wages and completion for Nursing | AS at Whatcom Community College ⓘ

Program Type: Registered Nursing/Registered Nurse

Employment Rate ⓘ	96%
Typical (Median) Hourly Earnings	\$27.69
Typical (Median) Annual Earnings	\$46,257.30

[View statewide earnings and employment trends for jobs related to programs of this type.](#)

Industry of employment for Nursing | AS at Whatcom Community College ⓘ

Program Type: Registered Nursing/Registered Nurse

Industry	Percent of all students who completed the program(s) and are employed
Healthcare and Social Services	82%
Administrative Support	10%
Retail Trade	3%
Transportation and Warehousing	3%

For Training Providers


[Home](#) [Contact Us](#) [About Us](#) [Help Center](#) [Terms & Privacy](#) [Access WA](#)


Copyright ©2015 by the Workforce Training & Education Coordinating Board

The Program Details tab shows students information about the program, including program description, school website, contact information, tuition, and more!

Education Details

Nursing
Award type: AS
Whatcom Community College

[Back to Search Results](#) 

[Print](#) 

Program Details


School Details

Performance Results

Student Characteristics

Program Details

Program Overview for Nursing

ETP eligible 	yes
School	Whatcom Community College
Program website	http://www.whatcom.edu/academics/degrees-certificates/nursing
Program contact	Entry & Advising (360) 383-3080 advise@whatcom.ctc.edu
Program description	Registered nurses practice in a collaborative health care team with physicians, allied health professionals, social service providers, clients/patients and others in the health care environment. Registered nurses are required to utilize decision-making capabilities, communication techniques, health teaching strategies, and delegation skills in assisting individuals who are experiencing healthcare problems to progress toward an optimal level of health and wellness. Graduates of Whatcom's nursing program are eligible to take the National Council Licensure Examination (NCLEX-RN) for Registered Nurses (RN) and consistently pass at rates above state and national averages.

Financial Information

Tuition	Average per quarter: \$1,800 for a Washington State resident and \$3,400 for a non-resident
Tuition per credit	Resident \$112.84 (1-10 credits) \$52.99 (11-18 credits) \$96.26 (19+ credits) Non-resident \$284.84 (1-10 credits), \$58.00 (11-18 credits), \$268.26 (19+ credits)
Total program tuition	Based on 2014 tuition, total tuition cost is approximately \$16,200 for a Washington State resident and \$30,600 for a non-resident (including pre-requisites and core requirements)
Fees	\$1,500
Books and materials	Required books for pre-requisites approx. \$1,300; for core requirements approx. \$900
Supplies, tools, uniform	\$350
Other costs	Insurance

Career Bridge Users

- Career Bridge has 11,580 registered users that have created an account to easily access their career searches and quiz results.
- In the past year, Career Bridge had 243,167 individual sessions on the site (over 150,000 were unique visits)
- Created to appeal to all people interested in searching for training opportunities (youth and adult workers)
- Demand for Career Bridge spurred by free, printed companion *Where Are You Going?* guide – over 100K requested since June, 2014