



**HEALTHCARE CAREER
ADVANCEMENT PROGRAM**

Developing Registered Apprenticeships in Healthcare

U.S. Department of Labor National Industry Partner Contract

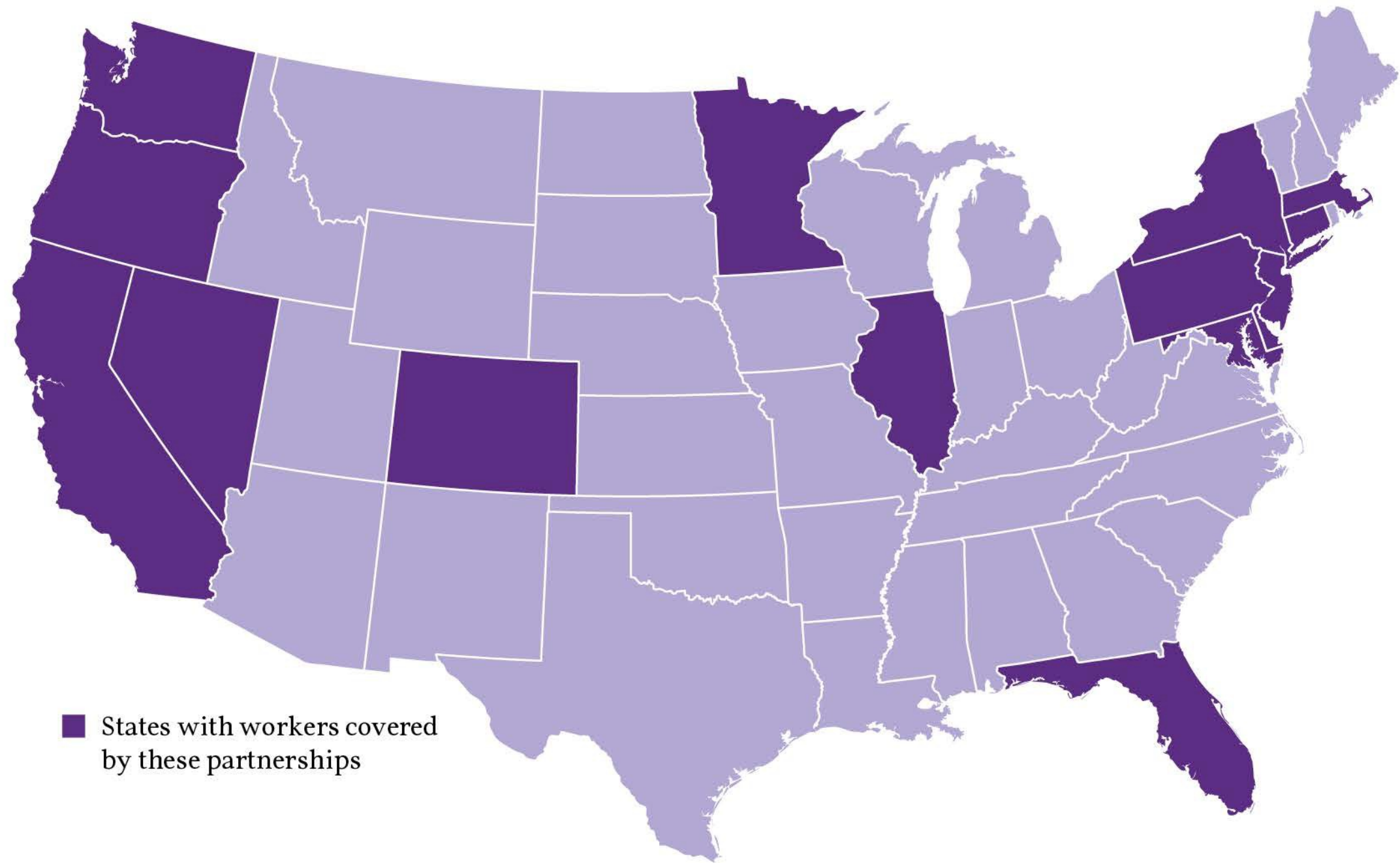


Apprenticeship**USA**

August 7, 2017

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

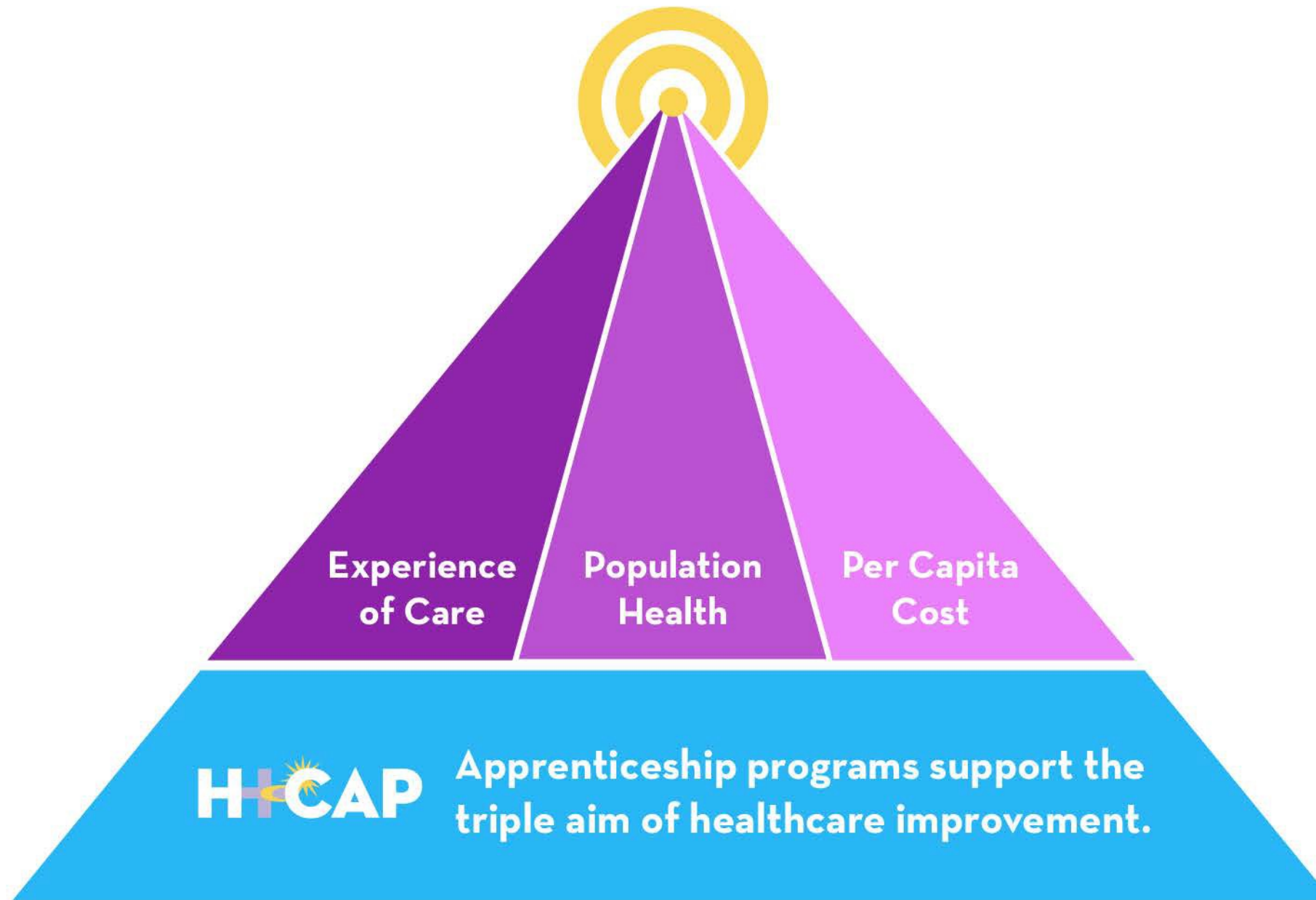
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Healthcare: An Industry in Transition

- From treating illness to promoting health
- Consolidation of institutions
 - Larger systems absorb more risk and serve more patients and communities
- Projected job growth
 - Primarily at low-wage end
 - Shortage of nurses, doctors, and other primary care providers remains
- Increasing need for upgraded skills across the workforce as patient acuity increases
- Increasingly difficult to bridge the gap between low-wage and middle to higher-wage jobs

Healthcare Reform, the Workforce & Apprenticeships



Developing Healthcare Workforce to Meet System Goals

Reformed Healthcare Workforce

- New care delivery models
- Helping complex patients
 - Care transitions
 - Behavioral health
 - Accessing community services and supports
- Enhanced/advanced/specialized skills and knowledge
- New job titles and roles
- Recruiting, training, and retaining diverse workers
- Leadership training for succession planning



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Changing Healthcare Workforce Roles

Traditional Role	—————→	New Role
Episodic Care	—————→	Health and Wellness
Treatment	—————→	Integrated Care
Supervising Staff	—————→	Managing a Team
Individual Provider	—————→	Team-based Care
Care Provider	—————→	Care Manager
Paper-based	—————→	Technological Advances
Payment for Service	—————→	Payment for Service
Productivity Outcomes	—————→	Accountable for Quality and Outcomes
Patient Treatment Management	—————→	Patient Engagement and Self-management

Making the Case for Apprenticeships in Healthcare

- Many experienced, dedicated low-wage workers with the mission, talent, and energy to advance
- Brings women, people of color, and immigrants into an accessible advancement program
- An industry with a history of non-registered apprenticeships...without the formal Registered Apprenticeship system



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Apprenticeships in Healthcare: Challenges

- 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

Apprenticeships in Healthcare: Workforce Solution

- Benefits employers, workers, and patients
- Builds internal training capacity
- Creates opportunity to focus on competency
- Codifies and standardizes workforce evaluation and assessment across departments
- Allows for non-traditional approaches to workforce education with real career pathways



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National Industry Partner in Healthcare: Technical Assistance Available



State Apprenticeship Registration Support

Apprenticeship Rhode Island (AAI Grantee)

- Provided technical assistance on healthcare registrations and healthcare industry experience
- Supported labor/management partners on state registration of Medical Coder and upcoming Medical Assistant apprenticeships
 - Built new innovations through customization

Pennsylvania

- Supported design and state registration of multiple healthcare occupations
 - Advanced Home Health Aide
 - Nurse Aide
 - Medical Assistant
 - Direct Support Professional



SEIU-AFSCME National Center for Healthcare Apprenticeships

National Joint Apprenticeship Training Committee of healthcare labor and employer representatives, administered by H-CAP

- Robust vetting and approval of new occupations
- Registered occupations
 - Community Health Worker
 - Hospital Coder
- Pending approval
 - Home care (Support and Retention Coordinator 1 and 2)
 - Medical Assistant
 - Emergency Medical Technician
- More to come!

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



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



San Francisco/San Mateo Counties, CA

Support and Retention Coordinator 1 and 2

- Interest in promoting home care workers into supervisory position due to labor shortage and skill needs
 - Qualified applicants lacked home care experience
 - Home care workers lacked supervisory experience
- Labor/management driven process providing union members a career pathway into a non-union position
- Expansion plans to include more apprentices and higher positions, based on pilot results

Q&A

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