



PROJECT PROFILE

Medical Assistant Apprenticeship Workshop in Minneapolis

SUMMARY

- The Health Career Pathways Network is a nationwide program designed to strengthen the healthcare workforce by taking a competency-based approach to sourcing, hiring and advancing talent.
- Fairview Health Services has 22 years of experience advancing demand-driven career pathways in healthcare. In 2016, they became a founding member of the Health Career Pathways Network.
- In September 2017, Hope Street Group convened a Medical Assistant Apprenticeship Workshop and Connectivity Event in Minneapolis, MN, hosted by Fairview Health Services and Rasmussen College to (1) help the region begin to build new apprenticeship programs and (2) discuss best practices for building a workforce that reflects the diverse populations healthcare providers serve.
- Hope Street Group led a workshop that provided step-by-step guidance for defining and specifying the components of demand-driven, competency-based career pathways and introduced best practices for implementing registered apprenticeship programs.
- Hope Street Group also held a Connectivity Event focused on diversity in the healthcare workforce that featured Fairview Health Services' work in the Cedar Riverside community.



AT A GLANCE

LEAD EMPLOYER:
Fairview Health Services

BASED IN: Minneapolis, MN

HOSPITALS: 11

PRIMARY CARE CLINICS: 56

EMPLOYEES: 32,000 including 2,400 physicians and providers

TALENT ACQUISITION:
1,200 openings and 6,000+ hires annually

APPRENTICESHIPS: Fairview has committed to the following apprenticeships in the next 5 years:

- 30 Medical Assistant apprentices
 - 175 Registered Nurse to Bachelor of Science in Nursing apprentices
 - 20 Doctor of Nursing Practice apprentices
 - 20 Surgical Technologist apprentices
- Hope Street Group has provided Fairview with \$80K of Department of Labor funding to build these apprenticeship programs.

BACKGROUND

The Health Career Pathways Network is a nationwide program designed to support individuals by advancing demand-driven, competency-based career pathways in healthcare. The Network was launched by Hope Street Group in conjunction with the White House and the Advisory Board in April 2016 to take an employer-led approach utilizing evidence-based tools and processes to reduce job vacancies, decrease first-year turnover, increase diversity and advance entry-level employees. Currently, there are seven regions in the Health Career Pathways Network and it is continuing to grow.

Fairview Health Services (Fairview) is already a national leader in healthcare apprenticeship development. For example, a Minnesota Pipeline grant is currently funding 99 HIT Dual Training pathways, and Fairview is the Minnesota leader for Apprenticeship USA. Fairview has been awarded two five-year U.S. Department of Labor Apprenticeship grants to pursue career pathways in healthcare. They are the 2016 CareerSTAT Healthcare Frontline Workforce Champion.



THE OPPORTUNITY

Like many healthcare organizations, Fairview is combating a perfect storm of marketplace challenges and opportunities:

1. Healthcare sector has the largest volume of jobs in the Twin Cities and Minnesota as a whole, with a growth rate of 22.9%

2. Healthcare workforce shortages (clinical, provider, non-clinical)

3. Aging workforce and retirements

4. Four generations in the workplace

5. Increasing demand and access for healthcare services

6. Graduation rate challenges correlated to ethnic achievement gaps

7. Cost of education rising with associated debt for students

8. While there are ample new grads, employers find a lack of experienced candidates

9. Demand and competition for educational clinical sites

THE STRATEGY

Fairview believes that a strong workforce pipeline is essential to securing the majority of their current and future workforce needs. The current retention rate for existing Fairview scholarship and sponsorship recipients is 99%. Expanding these opportunities by leveraging the tools, processes and experience of other members is a clear strategic decision.

To this end, Hope Street Group convened a Medical Assistant Apprenticeship Workshop and Connectivity Event in Minneapolis, MN, in September 2017. The interactive workshop focused on two themes: first, a seven-step career pathway model, and second, specific strategies to implement Medical Assistant apprenticeships. With 1,200 current openings, Fairview plans to secure 80% of its future employees through new and existing student and community workforce programs.

EVIDENCE-BASED CAREER NAVIGATION

Workforce professionals familiar with career navigation strategies will recognize the four core steps that our model guides participants through: Self-Awareness, Option Exploration, Decision Making, and Action Planning. These steps are bookended by Preparation and Follow-up phases. "Evidence-based" career navigation supplements this traditional model with data-based evidence.

KEY STAKEHOLDERS IN THE MINNEAPOLIS REGION

- ▶ **LEAD EMPLOYER:** Fairview Health Services
- ▶ **BACKBONE ORGANIZATION:** HealthForce Minnesota
- ▶ **COMMUNITY COLLEGES:** Anoka Technical College, Century College, Dakota County Technical College, Rasmussen College
- ▶ **COMMUNITY-BASED ORGANIZATIONS:** Central Corridor Anchor Partnership, Project for Pride in Living
- ▶ **OTHER ORGANIZATIONS:** City of Minneapolis Employment and Training, Hennepin County Workforce Development, MN DLI and DEED Government/Apprenticeships
- ▶ **WIBS:** Local, Regional, and State

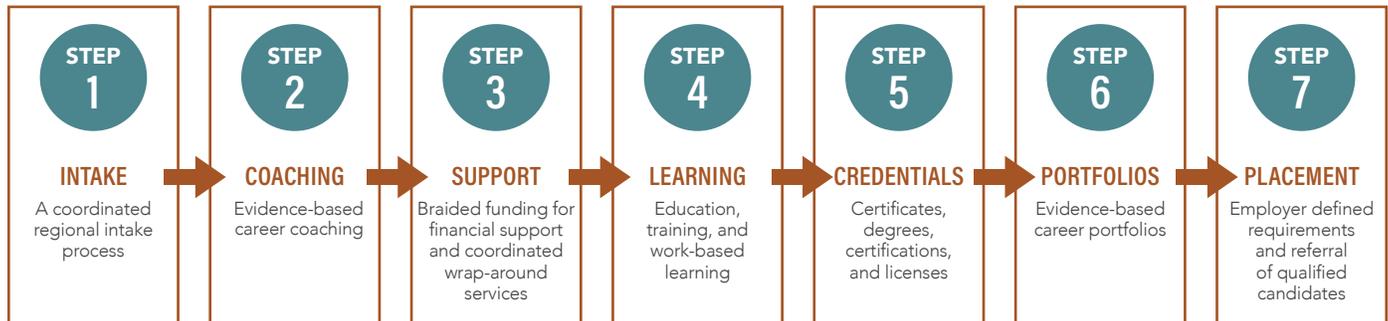
"Everyone learned about best practices that we at Fairview can move from other systems into ours, and that other attendees can take from us as well. It is exciting and engaging to work with people that have a lot of experience with evidence-based strategies."

-LAURA BEETH
Fairview Vice President of Talent Acquisition

THE SEVEN STEP CAREER PATHWAY MODEL

Hope Street Group's presentation focused on how to use assessments and other evidence-based methods to support career navigation in a seven-step model. Assessments help employers make better hiring decisions, and they help individuals understand their personal value in the jobs marketplace.

The model, drawn from the Career Navigation System Guidebook, covers these essential steps in the process:



IMPLEMENTING APPRENTICESHIPS

Fairview is the lead employer for the AHIMA Foundation/Hope Street Group Apprenticeship Incentive Funding opportunity made possible by the U.S. Department of Labor. Under the program, Fairview will establish Minnesota Registered Apprenticeships with the U.S. Department of Labor including: Medical Assistant, Doctorate of Nurse Practitioner, Surgical Technologist, and an RN to BAN/BSN pathway. \$80,000 in incentive funds will contribute to the design and start-up of the apprenticeships, classroom education or online training, and financial assistance to support apprentice's persistence in the program (e.g. transportation, child care, tools and supplies).

The workshop included discussions about implementing apprenticeships in healthcare with key insights provided by subject matter experts (SMEs) from both the West Michigan and Minneapolis regions. In breakout sessions during the workshop, SMEs from Mercy Health addressed the key roles and responsibilities of three critical stakeholder groups: employers, educators and workforce professionals. They also presented detailed checklists and timelines to help stakeholders implement their own programs. Throughout the day, Fairview also shared with the group the significant work they have been doing for over two decades to build a strong pipeline of diverse, qualified candidates. As always, these best practices were presented as inspirational rather than prescriptive. The workshop concluded with a reconvening of MN stakeholders to discuss what will work best for them.

CONNECTIVITY EVENT

On the second day, Hope Street Group sponsored a Connectivity Event for the Health Career Pathways Network focused on increasing diversity and equity in the healthcare workforce. The day highlighted best practices from Fairview Health and the Minneapolis region and included a site visit to the Cedar Riverside Opportunity Center.

Cedar Riverside is a dense neighborhood south of downtown Minneapolis with approximately 8,000 people living within little more than a ½ mile radius. The neighborhood is culturally diverse and home to many immigrant populations, including Korean, Latino and the largest concentration of East African immigrants in the state.

BEST PRACTICES FOR WORKFORCE PROFESSIONALS TO BUILD AN APPRENTICESHIP PROGRAM

- Convene employers and relevant partners and identify funding streams
- Use an employer-led approach to design the program with input from educators
- Identify shared benchmarks
- Develop a communications strategy to recruit and retain apprentices
- Work with community-based partners to provide workforce readiness training
- Conduct pre-apprenticeship assessments and participant tracking
- Provide wrap-around services
- Collect and share career portfolio information
- Collect and incorporate feedback from all partners



While the neighborhood is in close proximity to the West Bank campus of the University of Minnesota, Fairview and other major employers, the unemployment rate is at 18% – double the state average, and more than five times the Twin Cities' average. There are also:

HIGH RATES OF POVERTY
(57% BELOW POVERTY LEVEL)

LOW EDUCATIONAL ATTAINMENT
(33% OF RESIDENTS HAVE NOT EARNED A HIGH SCHOOL DIPLOMA)

HIGH RATIO OF YOUNG ADULTS
(43% OF RESIDENTS ARE BETWEEN 18 AND 24 YEARS OF AGE)



Fairview is a member of the Cedar Riverside Partnership, which has been in existence since 2008 and works to identify and mobilize long-term, strategic investments that promote a safe and vibrant Cedar Riverside neighborhood. Fairview is committed to hire Cedar Riverside residents into jobs at their hospitals and clinics. Fairview representatives are onsite twice per month, engaging with residents and assisting them with the job search and application process. Since the opening of the Cedar Riverside Opportunity Center in March 2017, Fairview has hired 22 residents into positions at their largest hospital.

Following the visit, Hope Street Group and Fairview Health engaged the group in a facilitated discussion around best practices to build a diverse healthcare workforce.

The key insights included:

- ① Utilizing an evidence-based selection process
- ② Connecting community needs with employer needs
- ③ Meeting individuals in their environment
- ④ Investing in relationship and trust building
- ⑤ Considering wrap-around services (e.g., transportation, housing, childcare)
- ⑥ Building industry-wide partnerships
- ⑦ Training recruiters and building their awareness of the importance of diversity
- ⑧ Tracking key data points



About SYNC OUR SIGNALSSM

The **Health Career Pathways Network** is an industry program under Hope Street Group's flagship initiative, Sync Our Signals, which works to strengthen America's workforce by improving the signaling between employers, training providers, educators and individuals on the competencies and skills required for success in a given career path.

To learn more, visit hopestreetgroup.org and follow us on LinkedIn and Twitter @HopeStreetGroup. Also visit hcpnetwork.org for a full listing of upcoming events.