

Bringing Employers and Community Based Training Organizations Together:



Lessons Learned from the Healthcare Sector

Our data, focused on the Seattle-area healthcare industry, proposes to develop a set of reliable guidelines and speaking points designed to bring the services of community colleges and community-based organizations to the forefront for local employers when hiring entry-level positions and training incumbent workers for advancement.

Based upon current labor-market research, an exploration of existing activities in our region, and interviews with stakeholders in the healthcare industry, our goal is to pinpoint gaps and recommend more effective strategies for partnership and connection to better engage employers and training organizations.

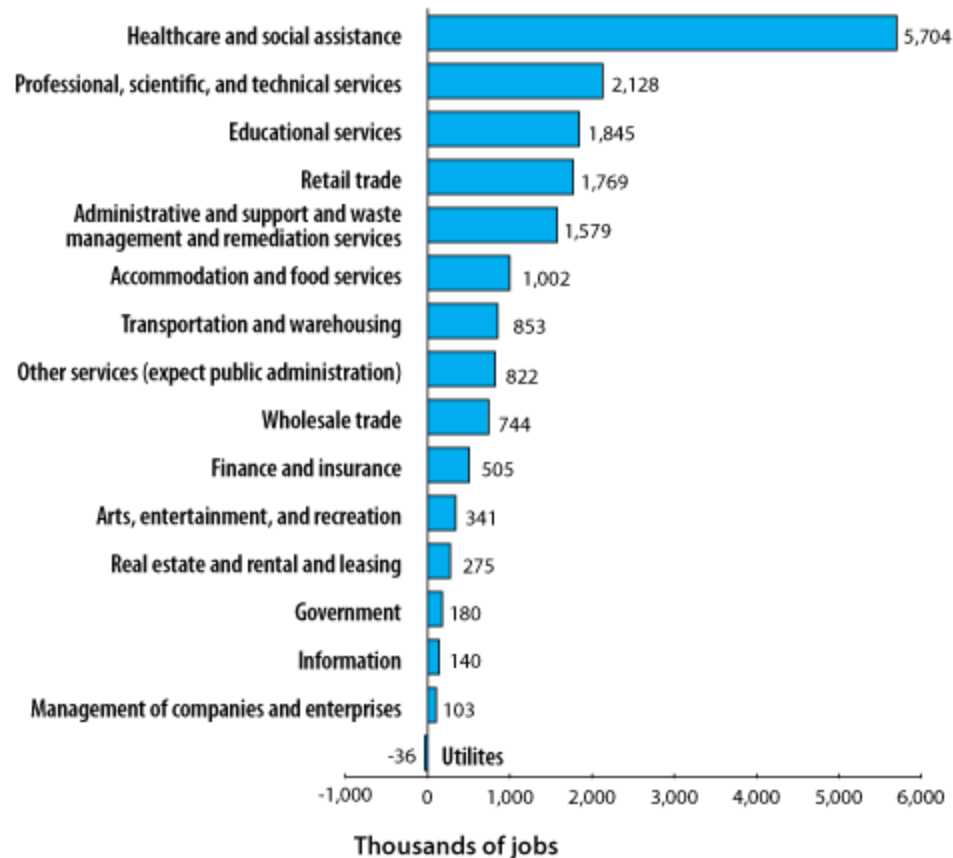
While our team works with a variety of industries, due to the high level of demand and job openings in the Seattle area, this study is focused on entry-level healthcare employment.

The Labor Market and Healthcare



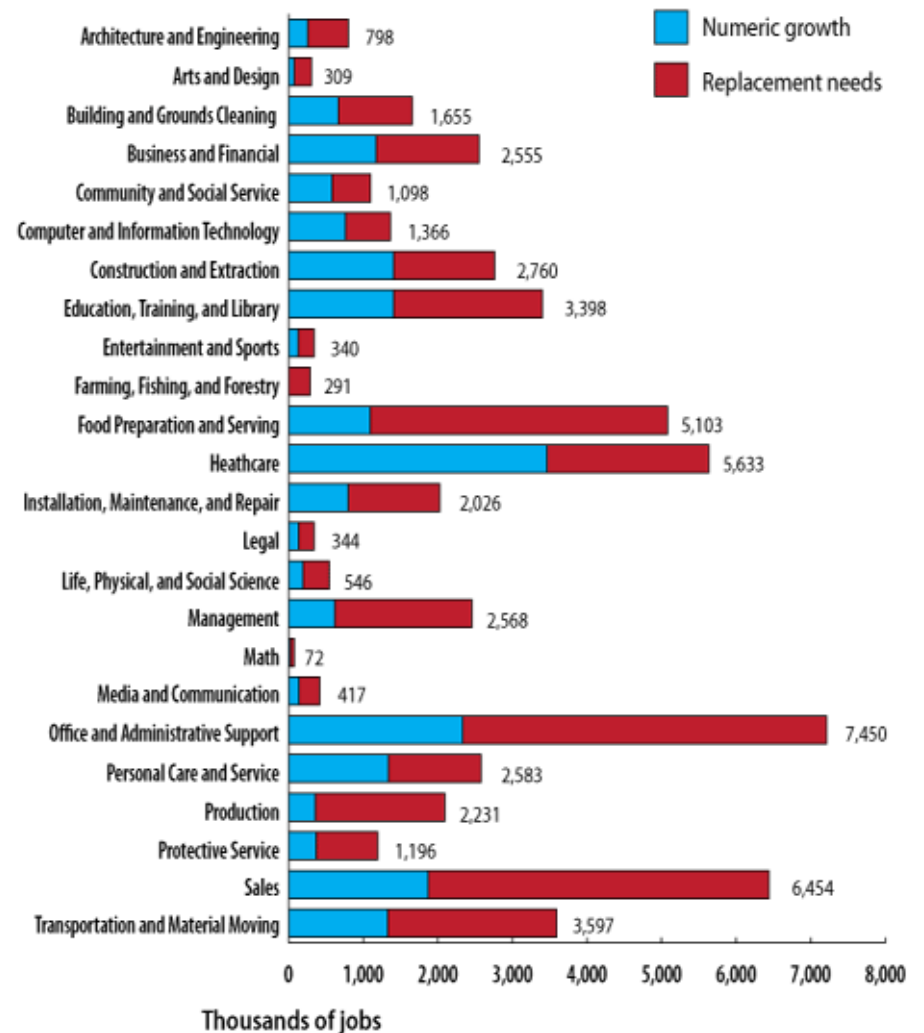
Top 10 employment growth areas nationwide

Wage and salary employment in service industries are projected to increase over the next decade



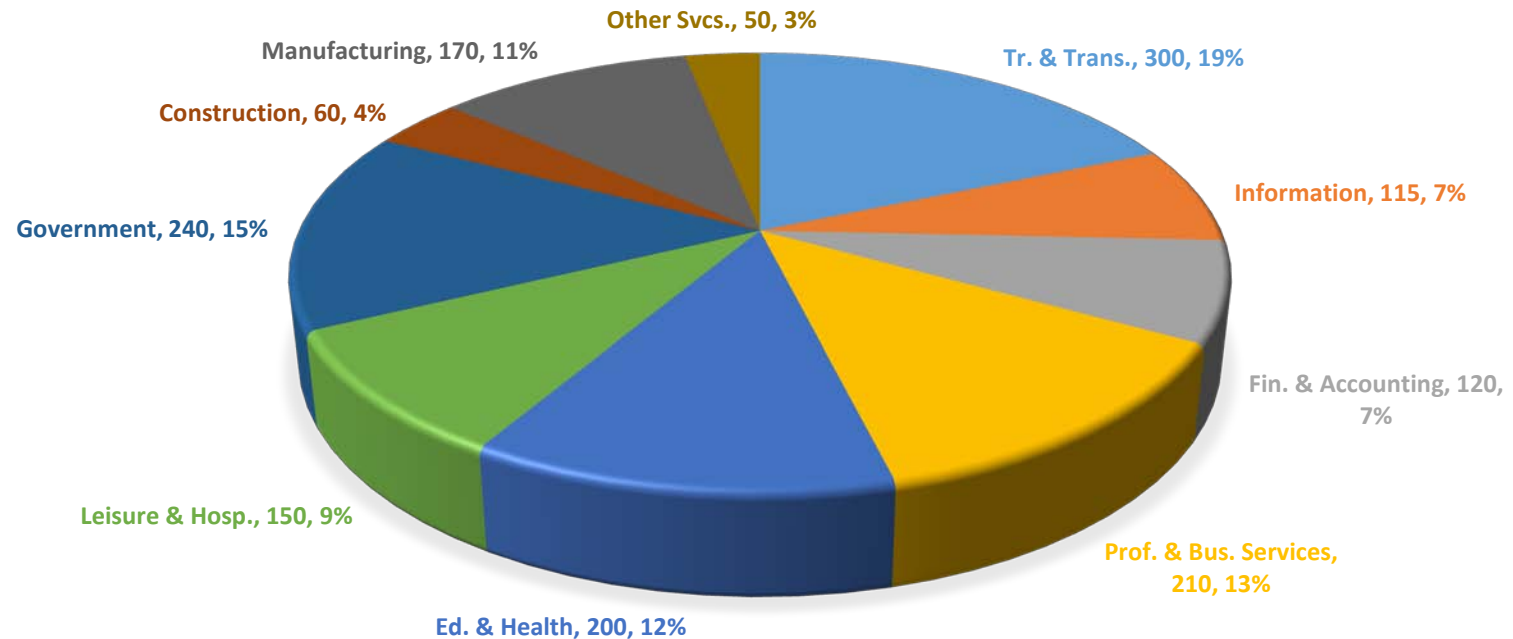
Top 10 employment growth areas nationwide

Chart 9. Number of jobs due to growth and replacement needs, by occupational group, 2010–20 (projected)



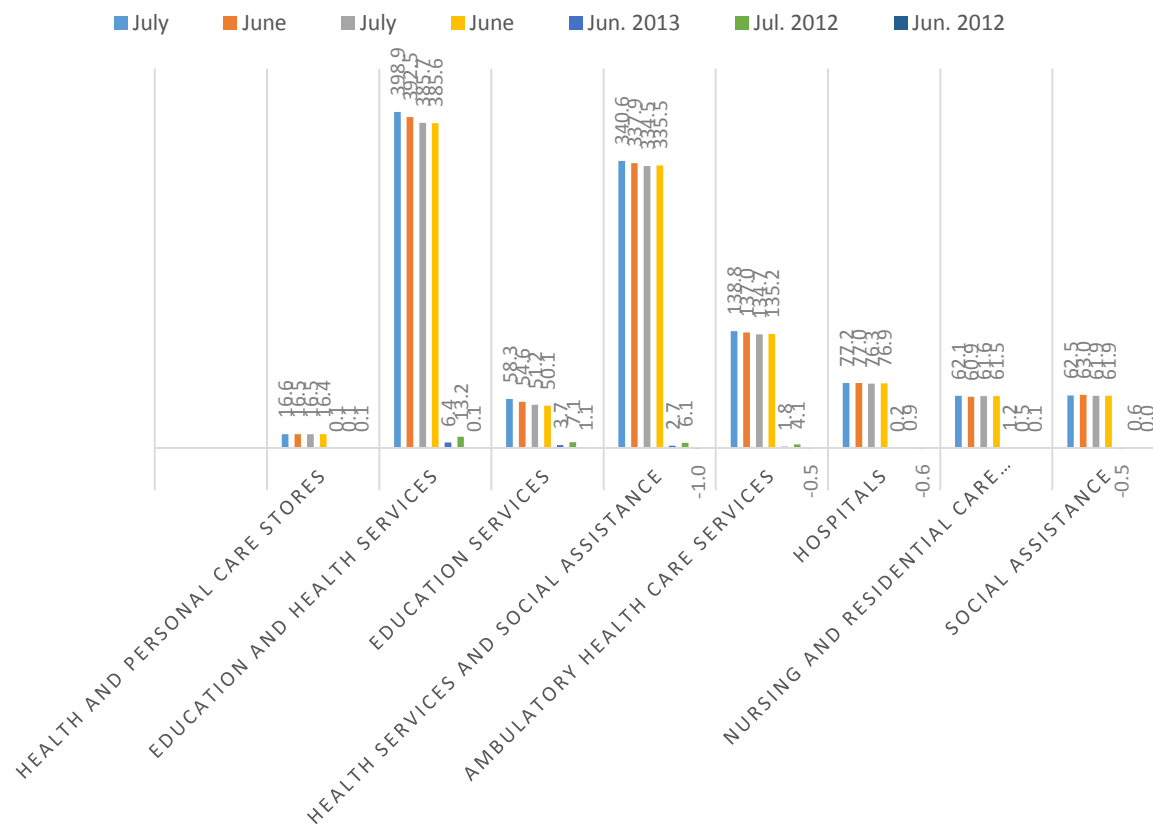
Who are the Employers in the Greater Seattle area?

EMPLOYMENT DISTRIBUTION IN THE SEATTLE/EASTSIDE/TACOMA AREA



Labor market size in '000, there is a total of 1.7M people in the labor force

**SEASONALLY ADJUSTED HEALTHCARE WAGE AND SALARY
WORKERS IN WA, QUARTERLY BENCHMARKED
(SEASONALLY ADJUSTED, IN THOUSANDS)**



Covered Employment Classified By Industry: King County Annual Averages (2012 Preliminary)

Employment Security Department, Quarterly Census of Employment & Wages

2 digit NAICS	Industry description	Firms	Total 2012 wages paid	Average employment	Average wage	Average weekly wage
TOTAL	Total	76,147	\$76,573,883,870	1,163,208	\$65,830	\$5,064
11	Agriculture, forestry, fishing and hunting	322	\$205,288,294	2,486	\$82,578	\$6,352
21	Mining	*	*	*	*	*
22	Utilities	*	*	*	*	*
23	Construction	5,239	\$2,964,164,418	48,442	\$61,190	\$4,707
31-33	Manufacturing	2,160	\$8,105,551,029	102,540	\$79,048	\$6,081
42	Wholesale trade	6,602	\$4,614,521,798	58,608	\$78,735	\$6,057
44-45	Retail trade	4,502	\$4,632,584,392	112,407	\$41,213	\$3,170
48-49	Transportation and warehousing	1,284	\$2,390,983,313	41,679	\$57,367	\$4,413
51	Information	1,492	\$12,457,586,811	80,891	\$154,005	\$11,847
52	Finance and insurance	2,382	\$3,907,590,986	40,468	\$96,560	\$7,428
53	Real estate and rental and leasing	2,249	\$1,191,819,404	22,838	\$52,186	\$4,014
54	Professional and technical services	9,603	\$9,058,088,593	100,474	\$90,154	\$6,935
55	Management of companies and enterprises	309	\$2,914,241,690	25,856	\$112,710	\$8,670
56	Administrative and waste services	3,585	\$3,185,930,248	63,551	\$50,132	\$3,856
61	Educational services	1,213	\$671,207,946	18,336	\$36,606	\$2,816
62	Health care and social assistance	5,269	\$6,287,282,025	119,805	\$52,479	\$4,037
71	Arts, entertainment, and recreation	873	\$736,380,982	22,144	\$33,254	\$2,558
72	Accommodation and food services	4,519	\$2,017,473,788	91,746	\$21,990	\$1,692
81	Other services, except public administration	24,205	\$1,689,568,931	53,059	\$31,843	\$2,449
GOV	GOVERNMENT	286	\$9,404,513,008	156,204	\$60,207	\$4,631
NEC	NOT ELSEWHERE CLASSIFIED	54	\$139,106,214	1,673	\$83,148	\$6,396

King County Demand and Supply for 41 Healthcare Occupations

Seattle-King County Health Care Talent Pipeline Study

		Estimated Total Employment					Projected Talent Supply				
		2010	2015	2020	% of Total Employment (2020)	CAGR (2010-2020)	Avg. Total Annual Openings (2015 - 2020)	Unemployed (Avg. of Oct. 2007, Oct. 2012)	Annual Newly Trained Candidates (Class of 2010)	Total Annual Supply	Annual Surplus or (Shortage)
1	Registered Nurses	19,684	22,254	24,837	1.7%	2.4%	1,005	66	908	974	(31)
2	Personal and Home Care Aides	10,184	11,323	12,762	0.9%	2.3%	402	0	0	0	(402)
3	Nursing Aides, Orderlies, and Attendants	7,401	8,288	9,149	0.6%	2.1%	298	68	404	472	174
4	Medical Secretaries	6,008	6,670	7,361	0.5%	2.1%	233	0	467	467	234
5	Medical Assistants	4,932	5,443	5,934	0.4%	1.9%	194	58	493	551	357
6	Medical Scientists, Except Epidemiologists	3,780	4,300	4,898	0.3%	2.6%	158	0	58	58	(100)
7	Home Health Aides	3,595	4,021	4,471	0.3%	2.2%	151	18	0	18	(133)
8	Medical and Health Services Managers	3,440	3,862	4,315	0.3%	2.3%	203	0	80	80	(123)
9	Massage Therapists	3,423	3,767	4,130	0.3%	1.9%	144	9	167	176	32
10	Social and Human Service Assistants	2,912	3,241	3,588	0.2%	2.1%	147	0	0	0	(147)
11	Physicians and Surgeons	3,068	3,359	3,648	0.3%	1.7%	132	0	117	117	(15)
12	Licensed Practical and Licensed Vocational Nurses	2,703	2,948	3,173	0.2%	1.6%	129	35	154	189	60

King County Demand and Supply for 41 Healthcare Occupations

Seattle-King County Health Care Talent Pipeline Study

13	Pharmacy Technicians	On-the-job Training	2,511	2,760	2,993	0.2%	1.8%	105	14	112	126	21
14	Pharmacists	Master's or higher	2,253	2,455	2,639	0.2%	1.6%	105	11	62	73	(32)
15	Healthcare Support Workers, All Other	On-the-job Training	1,964	2,202	2,442	0.2%	2.2%	87	0	0	0	(87)
16	Medical Records and Health Information Technicians	Associate's degree/ Postsecondary award	1,756	1,942	2,141	0.1%	2.0%	85	25	226	251	166
17	Radiologic Technologists and Technicians	Associate's degree/ Postsecondary award	1,570	1,755	1,953	0.1%	2.2%	73	14	0	14	(59)
18	Physical Therapists	Master's or higher	1,549	1,767	2,006	0.1%	2.6%	73	0	10	10	(63)
19	Medical and Clinical Laboratory Technologists	Bachelor's Degree	1,420	1,579	1,752	0.1%	2.1%	71	9	9	18	(53)
20	Mental Health Counselors	Master's or higher	1,327	1,457	1,588	0.1%	1.8%	60	0	1	1	(59)
21	Emergency Medical Technicians and Paramedics	Associate's degree/ Postsecondary award	1,232	1,312	1,414	0.1%	1.4%	51	0	24	24	(27)
22	Medical and Public Health Social Workers	Master's or higher	1,211	1,340	1,475	0.1%	2.0%	61	0	33	33	(28)
23	Community and Social Service Specialists, All Other	Bachelor's Degree	1,146	1,256	1,368	0.1%	1.8%	52	0	0	0	(52)
24	Child, Family, and School Social Workers	Bachelor's Degree	1,122	1,229	1,364	0.1%	2.0%	59	0	41	41	(18)
25	Health Technologists and Technicians, All Other	Associate's degree/ Postsecondary award	1,077	1,194	1,315	0.1%	2.0%	52	0	0	0	(52)
26	Social and Community Service Managers	Bachelor's Degree	1,051	1,138	1,228	0.1%	1.6%	46	0	72	72	26
27	Medical Transcriptionists	Associate's degree/ Postsecondary award	987	1,169	1,370	0.1%	3.3%	61	7	11	18	(43)
28	Speech-Language Pathologists	Master's or higher	969	1,083	1,207	0.1%	2.2%	49	0	15	15	(34)

King County Demand and Supply for 41 Healthcare Occupations

Seattle-King County Health Care Talent Pipeline Study

29	Clinical, Counseling, and School Psychologists	Master's or higher	919	1,006	1,099	0.1%	1.8%	49	0	26	26	(23)
30	Medical and Clinical Laboratory Technicians	Associate's degree/ Postsecondary award	896	997	1,106	0.1%	2.1%	45	10	5	15	(30)
31	Physician Assistants	Master's or higher	886	1,016	1,128	0.1%	2.4%	45	9	0	9	(36)
32	Surgical Technologists	Associate's degree/ Postsecondary award	860	965	1,072	0.1%	2.2%	42	6	17	23	(19)
33	Medical Equipment Preparers	On-the-Job Training	808	880	953	0.1%	1.7%	30	5	50	55	25
34	Occupational Therapists	Master's or higher	731	833	938	0.1%	2.5%	40	0	0	0	(40)
35	Chiropractors	Master's or higher	726	852	999	0.1%	3.2%	49	0	0	0	(49)
36	Substance Abuse and Behavioral Disorder Counselors	On-the-Job Training	666	734	809	0.1%	2.0%	32	0	14	14	(18)
37	Respiratory Therapists	Associate's degree/ Postsecondary award	600	676	759	0.1%	2.4%	32	0	8	8	(24)
38	Pediatricians, General	Master's or higher	566	634	707	0.0%	2.2%	29	0	0	0	(29)
39	Mental Health and Substance Abuse Social Workers	Bachelor's Degree	564	597	647	0.0%	1.4%	25	0	18	18	(7)
40	Medical Equipment Repairers	Associate's degree/ Postsecondary award	429	483	525	0.0%	2.0%	23	0	6	6	(17)
41	Dietitians and Nutritionists	Bachelor's Degree	385	424	468	0.0%	2.0%	25	8	61	69	44
TOTAL			103,311	115,211	127,731			4,752	372	3,669	4,041	(372)

Healthcare Careers and Training Options in the Seattle/King County Area



PHOTO: JUSTIN SULLIVAN/GETTY IMAGES

Career Paths in Health Care



Hourly Wage Ranges			
Starting → Experience/Education		Starting → Experience/Education	
Medical Assistant	\$15.50 → \$19.39	Medical Secretary	\$16.32 → \$22.70
Pharmacy Clerk/Aide	\$18.86 → \$14.45	Registered Nurse	\$29.84 → \$42.73
Physical/Occupational Therapy Assistant	\$21.21 → \$29.85	Respiratory Therapist	\$25.10 → \$35.65
Lab Technician	\$15.65 → \$24.07	Radiologic Technologist	\$26.11 → \$37.84

Career Path adapted from www.HealthCareWorkInfo.org, a project of the Northwest Alliance for Health Skills and NWDC
Average hourly wages in the Seattle-Bellevue-Everett MSA, March 2012 Occupational and Wage Estimates, Washington State Employment Security Department

Top 10 areas where certificates were awarded (programs that take less than one academic year)

		Men		Women	
Level of certificate and program of study : Less than 1 academic year	Total	Number	Percent	Number	Percent
	334,067	143,129	42.8	190,938	57.2
Medical/Clinical Assistant	35,039	4,134	11.8	30,905	88.2
Nursing Assistant/Aide and Patient Care Assistant/Aide	34,679	4,836	13.9	29,843	86.1
Emergency Medical Technology/Technician (EMT Paramedic)	12,958	8,719	67.3	4,239	32.7
Welding Technology/Welder	11,512	11,025	95.8	487	4.2
Truck and Bus Driver/Commercial Vehicle Operator and Instructor	9,859	9,168	93	691	7
Automobile/Automotive Mechanics Technology/Technician	9,407	8,904	94.7	503	5.3
Pharmacy Technician/Assistant	8,053	2,355	29.2	5,698	70.8
Criminal Justice/Police Science	7,778	6,139	78.9	1,639	21.1
Dental Assisting/Assistant	7,508	896	11.9	6,612	88.1
Medical Insurance Coding Specialist/Coder	6,997	643	9.2	6,354	90.8

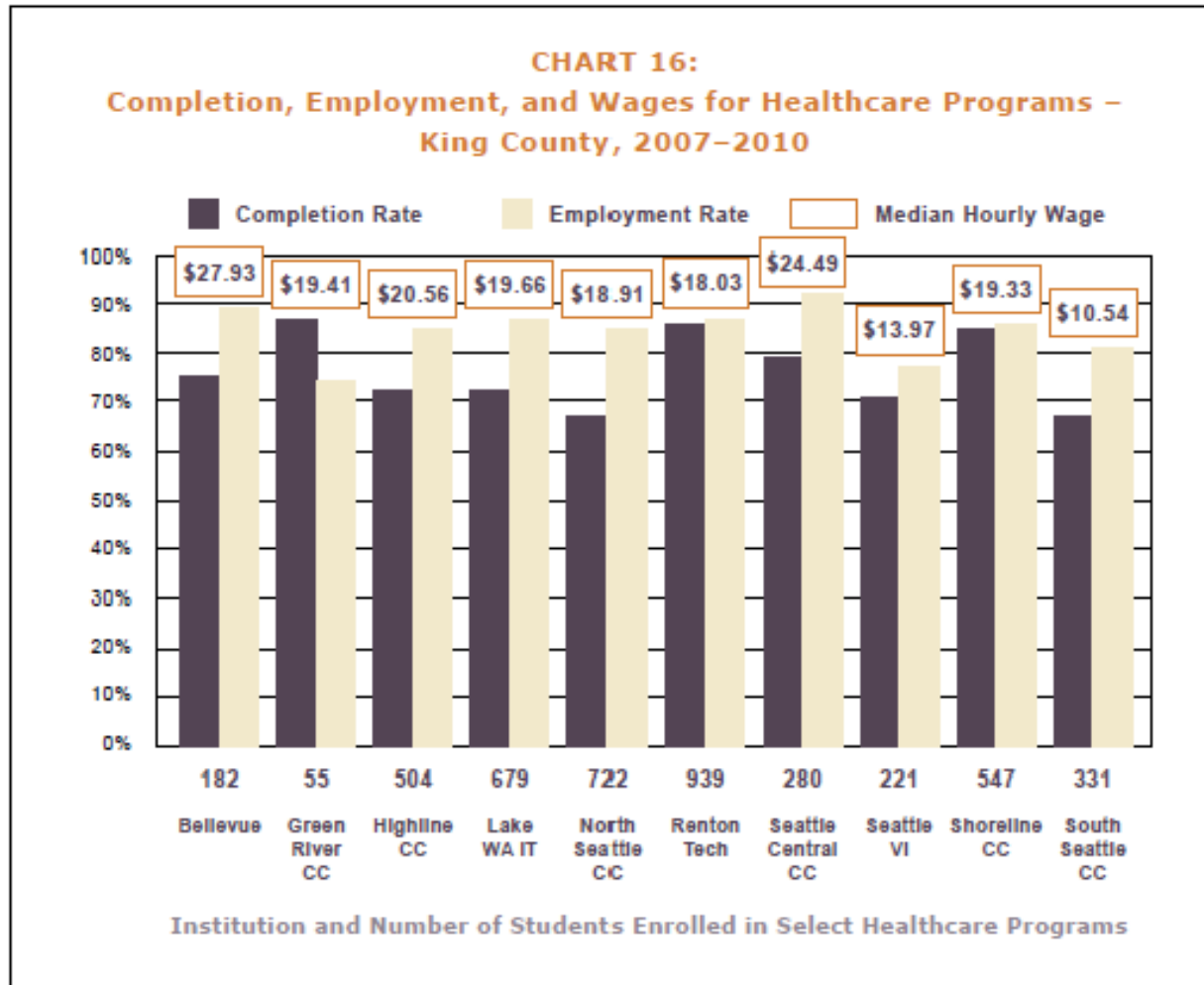
Top 10 areas where certificates were awarded (programs that take between one and two years)

Level of certificate and program of study : More than one, but less than two years		Men		Women	
	Total	Number	Pct.	Number	Pct.
	224,691	87,075	38.8	137,616	61.2
Licensed Practical/Vocational Nurse Training	32,170	3,581	11.1	28,589	88.9
Medical/Clinical Assistant	23,545	2,173	9.2	21,372	90.8
Liberal Arts and Sciences/Liberal Studies	10,765	4,316	40.1	6,449	59.9
Cosmetology/Cosmetologist, General	7,857	437	5.6	7,420	94.4
Dental Assisting/Assistant	6,577	334	5.1	6,243	94.9
Welding Technology/Welder	6,129	5,845	95.4	284	4.6
Heating, Air Conditioning, Ventilation and Refrigeration Maintenance Technology/ Technician	5,410	5,297	97.9	113	2.1
Automobile/Automotive Mechanics Technology	5,231	5,035	96.3	196	3.7
Electrician	4,343	4,166	95.9	177	4.1
Surgical Technology/Technologist	4,076	830	20.4	3,246	79.6

Top 10 areas where certificates were awarded
(Programs that take at least 2, but less than 4 years)

Level of certificate and program of study : At least two but less than 4 years	Total	Men		Women	
		Number	Pct.	Number	Pct.
	43,815	22,155	50.6	21,660	49.4
Cosmetology/Cosmetologist, General	8,288	390	4.7	7,898	95.3
Automobile/Automotive Mechanics Technology/Technician	7,245	7,087	97.8	158	2.2
Registered Nursing/Registered Nurse	3,472	422	12.2	3,050	87.8
Diesel Mechanics Technology/Technician	2,554	2,503	98	51	2
Licensed Practical/Vocational Nurse Training	2,430	226	9.3	2,204	90.7
Diagnostic Medical Sonographer and Ultrasound Technician	1,621	202	12.5	1,419	87.5
Autobody / Collision and Repair Technology	1,069	1,031	96.4	38	3.6
Airframe Mechanics and Aircraft Maintenance Technology/Technician	1,045	982	94	63	6
Medical/Clinical Assistant	890	77	8.7	813	91.3
Radiologic Technology/Science - Radiographer	815	265	32.5	550	67.5

King County Top Short-Term Healthcare Training Programs (Community/Technical Colleges)



A Sample of Health Care Training Pathways at King County Community and Technical Colleges

Short-Term Training Programs				
Training Program/Course	College(s)	Certifications	# of College Level Credits	Training Duration
Certified Nursing Assistant	Highline CC, South Seattle CC, North Seattle CC, Seattle Central CC, Shoreline CC	NA-C Certification	12 - 15	1 quarter
Polysomnography	Highline CC	Certificate of Completion	43	3 quarters
Long-Term Training Programs				
Training Program/Course	College(s)	Certifications	# of College Level Credits	Training Duration
Anesthesia Technician	Renton Technical College	Certificate of Completion	80	4 quarters
Dental Assistant	Seattle Vocational Institute	Certificate of Completion	78	4 quarters
Dental Assistant	Renton Technical College	Certificate of Completion	73	4 quarters
Licensed Practical Nurse (LPN)	South Seattle CC, North Seattle CC, Bates Technical College	Certificate or AAS	72 - 90	4 - 6 quarters
Medical Assistant	Seattle Vocational Institute, North Seattle CC, Highline CC, Bellevue College	Certificate of Completion	70 - 80	4 - 5 quarters
Medical Laboratory Technology	Shoreline CC, Bellevue College	Medical Laboratory Technology AAAS or Certificate of Proficiency	67 - 114	6 quarters
Pharmacy Technician	North Seattle CC	Certificate or AAS	49 - 90	3 - 8 quarters
Registered Nurse (RN) & LPN to RN Ladder	Shoreline CC, Seattle Central CC, Highline CC, South Seattle CC, North Seattle CC, Bellevue	Registered Nurse AAS	81 - 114	3 - 10 quarters
Surgical Technology	Seattle Central CC	Certificate	83.5	3 quarters
Respiratory Care	Seattle Central CC, Highline CC	AAS	91 - 111	6 - 7 quarters

Organizations Currently Supporting or Promoting Healthcare Training and Career Pathways (outside of programs offered through community and technical colleges):

Organization	Role	Description	Webpage
Workforce Development Council of Seattle-King County	funder	<p>Healthcare is one of the WDC's target sectors. They have a long history of investing in healthcare initiatives. For example: in 2010, the WDC got an \$11 million grant from the Dept of Health and Human Services to provide job training in healthcare (roughly goes through 2015).</p> <p>"Career Pathways Hospital Partnerships" where career specialists from WorkSource are outstationed at 5 hospitals (Swedish Medical Center, Group Health Cooperative, Children's Hospital and Regional Medical Center, Virginia Mason Medical Center, Harborview Medical Center)</p>	<p>http://www.seekingwdc.org/industry/health-care-pathways.html</p> <p>It is unclear how up to date their webpage is about their investments in healthcare</p>
SEIU Healthcare NW Training Partnership	training	<p>The training partnership is a non-profit school formed by SEIU Healthcare 775NW and participating employers, including the State of WA, to train and develop professional long-term care workers to deliver quality care. Some points of interest:</p> <p>*Advanced Home Care Aide Apprenticeship - free, 70 hour training for home care aides. Graduates get a 25 cent raise. The program is a benefit provided by the Training Partnership and bargained by SEIU 775NW and supported by SkillUp Washington, the National Fund for Workforce Solutions and the Workforce Development Council.</p>	http://www.myseiubenefits.org/
SEIU Healthcare 1199NW Multi-Employer Training Fund	incumbent worker training (and more)	<p>Since 2008, the SEIU Healthcare 1199NW Multi-Employer Training Fund has provided opportunities for eligible healthcare employees to improve their skills, move up the career ladder, and make a better life for themselves and their families.</p> <p>The Training Fund is a Labor/Management Taft-Hartley Trust Fund benefit negotiated between SEIU Healthcare 1199NW and hospital employers during contract negotiations. Programs and services are offered at no charge to eligible employees.</p> <p>The Training Fund:</p> <ol style="list-style-type: none"> 1. Provides education and training for healthcare workers. 2. Supports career advancement and employment security for healthcare workers. 3. Contributes to an increasingly excellent standard of patient care. 	http://healthcarefund.org/
Skill-Up Washington	funder	Has invested in several healthcare initiatives, including those with both SEIU training orgs mentioned above; also Medical Assistants	http://skillupwa.org/our-work/healthcare-career-pathways
Cross Cultural Health Care Program	training provider	Does Medical Interpreter Training to advance quality care that is culturally and linguistically appropriate	Contact Ira SenGupta from sector skills academy for more info ira@xculture.org
Neighborhood House / Seattle Jobs Initiative	recruitment, case management, support and linkage to college programs	Healthcare Career Pathways -- Provides college-based assistance for those seeking or enrolled in longterm health care training at comm colleges including South Seattle, Central, North, Shoreline, Highline, and Seattle Vocational Institute. Clients receive case management and employment assistance as well as funding for vocational training For short term certificates (Certified Nursing Ass't) and long-term certificates like Anesthesia Technician, Licensed Practical Nurse (LPN), Medical Assistant, Pharmacy Technician, Surgical Technician	http://www.seattlejobsinitiative.com/jobseekers/career-pathways-program/healthcare/

Registered Apprenticeship and Healthcare Training

- Provide technical expertise to develop training curriculum - Develop A Curriculum (DACUM)
- Collaborate with ESD & Community & Technical Colleges to provide the best solutions
- for employer training needs
- Assist in locating financial support for training needs

Department of Labor, Health and Human Services HPOG Grant (\$100,000)

- Funding for employers to train incumbent and incoming workforce
- Washington Association of Community and Migrant Health Centers & Medical Assistant training

Task Forces, Coalitions and Research Groups Currently Supporting or Promoting Healthcare Training and Career Pathways :

Name	Description	Note	Contact	Website
Pathways to Careers	An initiative of the City of Seattle and the Seattle Community College District to align college programs across the district and help more people complete certificates and degrees in four target sectors (healthcare, transportation/logistics, manufacturing and Business Info Technology)		Matt Houghton (City of Seattle Office of Economic Development) Matthew.Houghton@seattle.gov Leslie Haynes, Pathways to Careers	
Healthcare Personnel Shortage Taskforce	<p>The goal of the Health Care Personnel Shortage Task Force is to address the severe current and projected shortages of health care personnel in Washington. Task Force members represent business, labor, education, and government.</p> <p>The Task Force's strategic plan outlines actions for the Legislature, state and local agencies, educators, labor, health care industry employers, and workers to take to close the gap. In 2003, the Legislature passed Engrossed Senate House Bill 1852 directing the Workforce Board to continue convening the Task Force, to monitor the state plan and report to the Legislature annually.</p> <p>The Task Force plan outlines six goals:</p> <ul style="list-style-type: none">• Increase educational capacity and efficiency in health care training programs to enable more people to gain qualification to work in health care occupations.• Recruit more individuals, especially targeted populations, into health care occupations and promote adequate preparation prior to entry.• Develop a data collection and analysis system to assess health workforce supply and demand.• Retain current health care workers.• Enable local communities to implement strategies to alleviate the health care personnel shortage in their areas.• Develop a mechanism to ensure continued collaboration among stakeholders, track progress, create accountability for fulfilling this plan, and to plan for future health workforce needs.	<p>Three reports are available that outline the workforce shortage:</p> <ul style="list-style-type: none">• 2012 Annual Report (http://wrb.wa.gov/Documents/HealthCareReport2012.pdf)• 2012 Health Care Personnel Skill Gap Analysis (http://www.wrb.wa.gov/Documents/2012healthoccupation_skillgap.pdf)• Health Care Graduates by Profession - 2004 - 2011 (http://www.wrb.wa.gov/Documents/HealthProfessionsEducation-2012.pdf)		http://www.wrb.wa.gov/HCTFIntro.asp
Center of Excellence on Allied Health	The Allied Health Center of Excellence, located at Yakima Valley College, is dedicated to addressing Washington State's healthcare workforce needs of today and tomorrow. Through collaboration and cooperation with industry partners, the center provides innovative programs to prepare qualified and competent health care professionals and leaders for the future		coe@yvcc.edu	http://www2.yvcc.edu/coe/default.html
The Washington, Wyoming, Alaska, Montana, Idaho (WWAMI) Center for Health Workforce Studies	<p>Established at UW in 1998. It:</p> <ul style="list-style-type: none">*Conducts relevant health workforce research and policy analysis in collaboration with federal and state agencies*Provides consultation to local, state, regional and national policy makers on health workforce issues*Develops and refines analytical methods for measuring state health workforce supply and requirements*Contributes to the understanding of health workforce issues and findings*Disseminates study results to a wide audience for application by policymakers		Mark Doescher, MD, MSPH, Director & Principal Investigator Susan Skillman, MS, Deputy Director (206) 685-0402 chws@jammed.washington.edu	http://depts.washington.edu/uwchws/
Washington Healthcare Worker Training Coalition	<p>The U.S. Department of Labor awarded the Workforce Training and Education Coordinating Board (Workforce Board) a \$5 million American Recovery and Reinvestment Act grant to train 550 low-wage Washington Health care workers, helping move them into higher-paying, high-demand health care professions with established career pathways.</p> <ol style="list-style-type: none">1. Advancing entry-level workers along the nursing pathway, beginning with Certified Nursing Assistants and Medical Assistants through Licensed Practical Nurses and, ultimately, reaching Registered Nurses. The grant promises to move hundreds of workers up this high-demand career ladder by recruiting, supporting and training them in a health care setting.2. Providing jobs in long-term care and creating career transitions to acute care by recruiting and training job seekers in the advanced home care aide apprenticeship, and providing a seamless pathway to acute, hospital health care.3. Expanding the state's healthcare educational capacity through workplace learning opportunities, online classes and recruiting more clinical instructors. <p>The training is delivered through a combination of online and workplace learning. Training is delivered through 19 community/technical colleges (including Bellevue, Highline, Lake Washington, North Seattle, Renton, Seattle Central), WSI, 26 hospitals, health systems and long-term care providers provide support for incumbent worker trainees, clinical rotations, recruitment, placement and retention.</p>	<p>The grant ended on June 30, 2013 and is no longer enrolling participants, but still recent enough to include</p> <p>The grant was administered through the State Workforce Board and:</p> <ul style="list-style-type: none">• SEIU Healthcare 1199NW Multi-Employer Training and Education Fund• SEIU Healthcare NW Training Partnership• the Health Work Force Institute• Bellingham Technical College• Eastern WA Partnership Workforce Development Council (WDC)• Pacific Mountain WDC• WDC of Seattle-King County• Workforce Central (Pierce County)	Beth Meyer	http://www.wtb.wa.gov/HealthTrainingCoalition.asp

Recent Healthcare Industry Hiring Events in the Seattle Area:

Event	Description	Sponsors	Note	Website
Healthcare Education and the Affordable Care Act	On June 7, 2013, there was a conference at South Seattle Community College Georgetown Campus that focused on health care reform and the Affordable Care Act's impact on workforce development and the education pipeline.	Sponsored by Center of Excellence on Allied Health and SEIU Healthcare 1199	Website has presentations, etc,	http://healthcareerfund.org/conference/
KWA Home Care Hiring Event	July 2013 -- KWA Hands-On Hiring Event. More than 100 caregiver positions were available and needed to be filled.	KWA, Home Depot, Worksource, North Seattle Community College, American Medical Rental and Supply		
Nurse.com Career Fair	October 29, 2013 at WA State Convention Center			http://blog.nwjobs.com/calendar/2013/10/nursecom_nursing_career_fair.html

From Community Neighbor to Employed Professional:

How our Region Trains Underemployed/Underserved Populations to Provide for Local Employers



Integrated Basic Education and Skills Training (I-BEST)

Washington's Integrated Basic Education and Skills Training Program (I-BEST) is a nationally recognized model that quickly boosts students' literacy and work skills so that students can earn credentials, get living wage jobs, and put their talents to work for employers.

I-BEST pairs two instructors in the classroom – one to teach professional and technical content and the other to teach basic skills in reading, math, writing or English language – so students can move through school and into jobs faster. As students progress through the program, they learn basic skills in real-world scenarios offered by the job-training part of the curriculum.

I-BEST challenges the traditional notion that students must complete all basic education before they can even start a job-training program. This approach often discourages students because it takes more time, and the stand-alone basic skills classes do not qualify for college credit. I-BEST students start earning college credits immediately.

Integrated Basic Education and Skills Training (I-BEST)

A Benefit to the Economy

Talent and skills determine the competitive edge in today's economy, yet one out of every six people in Washington lacks the basic reading, writing and math skills to get living-wage jobs and meet the needs of employers. This segment of Washington's population is growing quickly at the same time that most jobs now require college experience. By 2019, two-thirds of all new jobs in Washington State will require at least one year of college education.

In order to have a vibrant economy, Washington employers need access to skilled, credentialed workers and all residents need access to opportunities that allow them to earn a living wage.

In Washington's 34 community and technical colleges, I-BEST pairs workforce training with ABE or ESL so students learn literacy and workplace skills at the same time. Adult literacy and vocational instructors work together to develop and deliver instruction. Colleges provide higher levels of support and student services to address the needs of non-traditional students. There are more than 170 approved programs, expanding each year since the 2006 launch of I-BEST. State Board staff provide colleges with technical assistance and information on best practices to ensure low-income students successfully complete integrated programs and find family wage careers.

Integrated Basic Education and Skills Training (I-BEST)

Why I-BEST Was Developed

The SBCTC developed I-BEST to address the changing needs of employers and students. It tested traditional notions that students must first complete all levels of adult basic education before they can advance in workforce education training programs.

In Washington state, over half of the students come to community and technical colleges with the goal of getting to work. Research showed that students were not transitioning to higher levels of education.

I-BEST moves students further and faster to certificate and degree completion. As a result, I-BEST was designed to directly transition into college-level programs and build skills that will move them forward.

The I-BEST Model

I-BEST programs must include college-level professional-technical credits that are required of all students in the selected program and are part of a career pathway.

- All students must qualify for federally supported levels of basic skills education.
- Students must be pre-tested using CASAS (the standardized test used statewide to assess ABE and ESL students).
- An instructor from basic skills and an instructor from the professional-technical program must jointly instruct in the same classroom with at least a 50 percent overlap of the instructional time.
- Faculty must develop integrated program outcomes, jointly plan curriculum, and jointly assess student learning and skill development.
- I-BEST programs must appear on the demand list for the local area and meet a minimum set wage.

Health Care Sector Navigator Programs

TRAC's Health Careers for All (multiple colleges)

- Focus on TANF recipients and low-income King County residents
- Career exploration and planning, case management, and navigation assistance
- Foundational assistance: introductory healthcare content + basic academic assistance
- Entry level and Advanced level training: CNA, Phlebotomist to Medical Assistant, LPN
- Cohort training for Nursing Assistant, Lab Technician, Medical Reception, Dental Assistant, etc.
- Tuition, support, and job search assistance

Neighborhood House's Future in Health Care Careers (Highline C.C. and other colleges)

- Focus on immigrants, refugees, and low-income Seattle residents
- Prepares students to enter and complete NAC, RN, LPN and many other programs
- Includes cohorts, study groups, and workshops
- Connects students to student services, tuition assistance, and support services
- Career assessment, planning, internships, and job search assistance
- Mentorship through "persistence advocates"

YWCA's Medical Business Information Technology (South Seattle C.C.)

- Focus on low-income Seattle residents, partnership with South Seattle Community College
- 19 week intensive training with 6 week externship
- College and job readiness assistance
- Education and career planning includes job search and retention assistance
- Tuition and book assistance and support services
- Business Outreach Specialists connects graduates to jobs

What are Local Employers Looking for in Entry-Level Employees?

A Closer Look...

HIGHLINE
MEDICAL CENTER

 **Community Psychiatric Clinic**

**VIRGINIA
MASON**

 **pacific
medical
centers**
FIND WHAT YOU'RE LOOKING FOR

neighborcare health

CARENA

Aegis Health Group, Inc.


Prestige Care, Inc.

 **A.R.E.T.** Physical Therapy Group

 **Family Care Network**
We Take Care

Washington
Association of
**COMMUNITY
& MIGRANT
HEALTH
CENTERS**

 **ANDEL CARE**
Caring for the ones you love™

ths **THERAPEUTIC HEALTH SERVICES**
Healthy Youth. Healthy Families. Healthy Communities.

 **COMMUNITY
HEALTH PLAN**
of Washington™

The Employer Perspective

Interviews with 14 Health Care Sector employers:

- Highline Medical Center
- Neighborcare
- Therapeutic Health Services
- Carena
- Community Health Plan of Washington
- Andelcare
- Aegis Living
- PacMed
- Integrated Manual Therapy,
- Family Care Network
- Prestige Care LLC
- Community Psychiatric Clinic
- Virginia Mason
- Washington Association of Community and Migrant Health Centers

The Employer Perspective

Questions:

- Partnerships with colleges and CBO's
- Education and skill gaps
- Recruitment: opportunities and challenges
- Education requirements
- Tuition reimbursement
- On the job training
- Interview process
- Advancement opportunities
- Turnover
- Reasons for termination

The Employer Perspective

Partnership – Colleges and Schools:

Community and Technical Colleges

- Internships
- Mentorship / Job Shadowing
- Hiring

Private/Proprietary Schools

- CNA
- Other Nursing programs
- Internships, externships, affiliation agreements

Tuition Reimbursement

- Partial reimbursement
- Dependent on manager approval
- Training funds and in-house training

The Employer Perspective

Partnership – Colleges cont'd:

Advantages:

- Freshly trained graduates
- Skills are up to date
- Training for incumbent staff
- Can test out students through internships or externships
- Can help meet new requirements when laws change

Challenges:

- Schedules and class times are not flexible
- Not getting updates on courses
- Affiliation agreements take a long time
- Require more supervision and coaching
- Criminal background
- Consolidation or discontinuation of LPN programs

Trends:

- Higher education requirements for some occupations
- Higher level education requirements experience more candidate shortages
- Medical Assistants and Medical Secretaries: large pool of candidates

The Employer Perspective

Partnership - CBO's and One-Stops (American Job Centers)

Community Based Organizations

- Recruitment
- Tuition assistance for new and incumbent employees
- Career navigation support to interns
- Job retention support
- Delivery of soft skills and case management.

WorkSource

- Networking events and employer panels
- Mock interview sessions
- Job Club participation
- Advisory Board participation

The Employer Perspective

Education Gaps:

Not addressed in training programs:

- Writing skills
- Communication skills
- Presentation skills

Addressing gaps:

- Internal training
- Influencing curriculum design
- Mentorship programs

Other challenges:

- Law changes
- Education vs. Experience
- Overqualified

The Employer Perspective

Skill Gaps:

- Customer Service
- Professionalism
- Taking Direction
- Compassion
- Problem-Solving
- Critical Thinking
- Time Management
- Multi-tasking
- Working with Diverse Populations
- Basic Management Skills
- Phone Etiquette
- “Work Maturity”
- “Common Sense”
- Administrative skills

The Employer Perspective

Skill Gaps cont'd:

- Punctuality
- Communication
- Overuse of computer for personal use
- Unused to office environment
- Lack of compassion and empathy

Non-soft skills identified as lacking:

- Technology
- Documentation (electronic medical records and use of databases)
- Basic CNA skills: hand washing, infection control, etc.
- Management and supervision
- Cultural competence

The Employer Perspective

Gaps cont'd:

Anticipation of Future Gaps

- Aging population
- Mental illness and disabilities
- Critical thinking skills
- Preventative care and wellness planning
- Electronic medical reporting
- New software and technology
- Customer service skills
- Limited English Proficiency
- Diverse populations
- Entry level employment require more min. qualifications

The Employer Perspective

Sourcing:

- WorkSource
- Craigslist
- Job Fairs and Hiring Events
- Company website
- Interns
- College events
- Employee referral
- “Community” (CBO’s, housing organizations etc.)

The Employer Perspective

Sourcing cont'd:

“Deal-breakers”:

- Lack of professionalism and politeness
- Lack of appropriate attire
- Bringing children or friends to interview
- Incomplete application
- Lack of schedule flexibility
- Lack of evident passion and commitment
- Failing psychological profile test

The Employer Perspective

Sourcing cont'd:

Turnover:

- 7% to 35% a year
- Entry-level positions
- Pier diem and on call positions
- Low pay
- Retirement
- Personal issues
- Lack of work
- Demanding schedules
- Lack of career ladder / advancement opportunities

What's Next?



Employer Engagement – Continuing the Discussion with Employers

- Developing relationships with training organizations like community colleges and community-based organizations (CBOs) will result in more effective recruitment of talented entry-level employees and reduce recruitment expenditures.
- Involvement with curriculum development and student experiences at community colleges or CBOs, such as serving as guest speakers/instructors or advisory board members, will ensure that entry-level employees will bring needed skills to their organizations.
- Investment in time to attend advisory meetings/focus groups or to interact with or mentor students in training programs will result in less time and money spent in development of in-house training, employee turnover/recruitment and will increase employee investment.
- Community colleges and CBOs can partner with employers to develop career pathways to increase employee retention by partnering to develop incumbent training to move toward supervisory/management positions from entry-level achievements.

Employer Engagement – Continuing the Discussion with Community Colleges and CBOs

- Cultivating relationships with local employers through outreach, internship/apprenticeship programs and open dialogue will result in more employers having knowledge of training program outcomes and increased graduate employment..
- Open invitations and follow-up reporting on employer input regarding curriculum development and outcomes at community colleges or CBOs, will ensure that training programs are addressing employer needs and can lead to partnerships in development of incumbent training programs.
- Investment in time to visit employers and allow faculty/students to learn their needs can lead to the development of mentorship programs, internship/apprenticeship opportunities, increased graduate employment and effective solidification of the healthcare career pathways outlined in this presentation.
- Community colleges and CBOs can partner with employers to develop career pathways to increase employee retention by partnering to develop incumbent training to move toward supervisory/management positions from entry-level achievements.