Welcome

CO CHAIRS

Kristin Driscoll
Workforce Development Manager, Human Resources
Boston Children’s Hospital

MJ Ryan
Director, Workforce Development, Human Resources
Partners HealthCare System
Welcome to Boston!

Clayton Pryor, Director of Workforce Development
Katrina Boatright-Williams, Manager, Workforce Development
Jerry Baake, Senior Workforce Consultant

CareerSTAT
Advancing Healthcare's Frontline Workers

Employer Academy
Registered Apprenticeships: MA

2015
MA receives first of three incentive grants to expand RA

2017
Secretary Acosta launches a Registered Apprenticeship Expansion Advisory Group

2018
MA partners with Apprenti

2019
EOLWD awards grant funds to:
Review pre-apprenticeship requirements,
Establish 3rd party sponsor for advanced manufacturing
Expand in early childhood & care
Registered Apprenticeships: Healthcare Consortium

- **Sept. 2017**
  - Dartmouth Hitchcock presents on their implementation.
  - DCS shares resources

- **Nov. 2017**
  - 1199 Training & Upgrading Fund presents on medical coding program brought in by national partners

- **Mar. 2018**
  - MA updates based on Hampden WDB & state approved processes
Apprenticeships at Baystate Health

Jason Pacheco, Manager Workforce Planning, Baystate Health
Melissa Scibelli, Director of Workforce Development Programs, MassHire Hampden County Workforce Board
## Apprenticeships at Baystate Health

<table>
<thead>
<tr>
<th>Apprenticeship</th>
<th>Time Based vs Competency Based</th>
<th>Enrollment Numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certified Pharmacy Technician</td>
<td>Competency</td>
<td>10</td>
</tr>
<tr>
<td>Polysomnography Technician</td>
<td>Competency</td>
<td>4</td>
</tr>
<tr>
<td>Refrigeration Technician (HVAC)</td>
<td>Time</td>
<td>2</td>
</tr>
<tr>
<td>Sterile Processing Technicians</td>
<td>Competency</td>
<td>Pending</td>
</tr>
</tbody>
</table>
Apprenticeships Under Development

- Operation Associative / Cardiac Monitor Technician
- Medical Assistant
- Community Health Worker
Development Process

Internal Stakeholders Collaboration and Structure (2 - 3 months)

Department of Apprentice Standards Approval (2 – 3 Months)

Recruitment Implementation (Variable depending on business conditions)
Training Delivery and Funding

- Majority of training is delivered by Baystate Medical Center Staff
- Unproductive time in training funded through BH Operational Funds
- Related Technical Instruction funded through two Mass D.O.L grants administered by MassHire Hampden County Workforce Board
- MassHire serves as sponsor for all BH apprenticeships.
Medical Coding Apprenticeship

Partnership:
- Steward Healthcare, CUNY, 1199SEIU, 1199SEIU Training & Upgrading Fund

Rationale for Apprenticeship
- Changing profession (ICD9 to ICD10)
- Shortage of skilled in-patient coders, few contract workers
- Limited education programs
- Available workers were trained but had limited experience

Implementation timeline
- 18-24 months of prep, relationship bldg., recruitment, registering apprenticeship
- 2 years of RTI classroom learning (36 credits)
- 12 months of on the job learning
Medical Coding Apprenticeship

Current Status
- 5 enrollees; completed RTI, half way through OJL

Funding
- Grants, Training Fund, employer support

Challenges
- Clarifying expectations
- Mentor identification and training
- Aligning process with EOLWD requirements
APPRENTICESHIPS AT BIDMC

May 17, 2019

Joanne Pokaski
Senior Director, Workforce Development and Community Relations
Clinical Documentation Specialists

- Consultants paid to train 6 employees – all left.
- Program Model:
  - Competitively select RNs from BIDMC
  - Start with AHIMA online didactic training
  - Move to OJT at BIDMC
  - Warm welcome as they move to floor
- Cohort 1: 3 (8/17 – 10/18)
- Cohort 2: 3 (7/18 – anticipated finish 9/19)
- Cohort 3: 4 (4/19 – anticipated finish 6/20)
Inpatient Hospital Medical Coders

- AHIMA DoL Grant
- Program Model
  - Select external candidates that have CCS certification
  - Start with online didactic trainings
  - Move to OJT at BIDMC with cases of progressing difficulty
  - Attain Coder II level job certification
- Cohort 1: hired 5 apprentices and 1 coder (9/18 anticipated finish 9/19)
Associate Degree Nurse Residency Program

• Partnership with Emmanuel College
• Program Model
  – Select 12 A.D.N.s from inside and outside BIDMC
  – Hire as Nurse Residents
  – Support through A.D.N. to BSN program at Emmanuel
  – Move to CN IIs at end of program
• Need to apply to be a registered apprenticeship.
Registered Apprenticeships at Partners HealthCare

Boston Healthcare Careers Consortium
May 17, 2019

Dena Lerra, Incumbent Program Manager
Partners Workforce Development/Human Resources
Partners HealthCare and the Apprenticeship Model Experience to Date

Four apprenticeships have been approved and registered by the state within the Partners HealthCare system.

- Refrigeration/AC Mechanic
- Anesthesia Technician
- Medical Assistant
- Information Systems Business Analyst
Medical Assistant Registered Apprenticeship

What prompted you to develop this program?
• Skilled Medical Assistants continue to be in high demand across Partners

How long has the planning process been?
• 16 months +

When do you aim to implement?
• Summer 2019

How many people is the apprenticeship designed for?
• 10-12 students per cohort, 2 cohorts

How will the program be funded?
• Apprenticeship funds for Required Technical Instruction (RTI)
  • Bunker Hill Community College tuition (second semester)
  • Partners Medical Assistant Academy
• Matched funds for internal staffing time
  • WFD, HR, preceptors, managers, Population Health
Third party implementation partner: Baltimore Alliance for Careers in Healthcare (BACH)

Apprenticeship programs (competency based):
- Environmental Services Supervisor
- Surgical Technologist
- Central Processing
- Licensed Practical Nurse

Role as a third party partner:
- ‘Nucleus’ for hospitals who want to implement programs
- Completes all paperwork and admin work to get program started
- Screens all applicants
- Trains applicants for consideration across employers
- Assists applicants with applications and pre-employment tests
- Prepares applicants for interviews an
Table Discussion: Third party implementation partner in MA

What do healthcare stakeholders want in a third party implementation partner?
## Rank your top 10 model components:

<table>
<thead>
<tr>
<th>Model component</th>
<th>Manufacturing</th>
<th>Tech</th>
<th>Healthcare?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acts as registered sponsor on behalf of employer (required)</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Acts as registered sponsor on behalf of employer (optional)</td>
<td>X</td>
<td></td>
<td></td>
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<tr>
<td>Business development &amp; employer recruitment</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sets timelines for employer participation &amp; pools demand into cohorts</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Manages paperwork and compliance for apprenticeships</td>
<td>X</td>
<td></td>
<td></td>
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<tr>
<td>Provides easier access to government financial support</td>
<td>X</td>
<td></td>
<td></td>
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<tr>
<td>Pre-defines occupations and registers work processes with state’s DAS</td>
<td>X</td>
<td></td>
<td></td>
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<tr>
<td>Delivers training</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Manages training vendor selection and manages all classroom training</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Facilitates or supports classroom training vendor selection</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recruits apprentices</td>
<td>X</td>
<td></td>
<td></td>
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<tr>
<td>Provides support for apprentices throughout duration of apprenticeship</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Post-apprenticeship placement if apprentice is not retained</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Provides aptitude testing for apprentices</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Pre-screens or interviews apprentices</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Offers model geared to incumbent employees</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Other components?</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Pipeline Updates: Secondary Education

Summer jobs initiative:
- All healthcare employers have interviewed students
- We are on track for ~500 total summer placements at hospitals
- Currently in the process of accepting job offers and beginning onboarding
Labouré College provides high quality education to prepare women and men for careers in nursing and healthcare. We seek to provide opportunities to a diverse population of students to continue their education as mature adults and responsible citizens.
ACADEMIC PROGRAMS

Degrees

• Bachelor of Science in Nursing (for RNs) (RN-BSN) - Online program
• Associate of Science in Nursing (RN)
• Associate of Science in Nursing (RN), Advanced Placement for LPNs
• Associate of Science in Radiation Therapy

Certificates - All Online Programs

• Clinical Documentation Improvement
• Neurodiagnostic Technology
• Intraoperative Neuromonitoring
• Medical Coding

Labouré College
Labouré College

Our greatest asset: our students

- Average age is 31
- 90% female
- 50% White, 31% Black, 10% Hispanic, 3% Asian
- 91% MA residents, 46% Boston residents
- 50% raising young children
- 41% at or approaching the poverty line
- 80% are working; avg. income is $24,791
- Avg. family adjusted gross income is $39,802
- Many are the first in their family to go to college
- ALL are called to a career in caring for others
Pipeline Updates: Greater Boston Regional Planning Year 1 Progress

Focusing resources
- Schools are applying for DESE Innovation and CTE Pathways designations and Skills Capital Grants in-line with priority occupations.

Systems alignment
- Postsecondary institutions are setting goals to increase graduates in target fields of study and exploring partnerships with employers to influence their curriculum development.

Data tracking
- Regional planning initiative continues to track supply, demand, and wages for the target occupations, and explore avenues to gain a better understanding of labor supply.
Pipeline Updates: Greater Boston Regional Planning Year 1 Progress

Next steps
Greater Boston regional planning initiative meeting focused on the intersection of transportation and workforce development in June.
PARTNER UPDATES
SEE YOU IN THE FALL!