Fairview Health Services Case Study: Building Pipelines to Meet Workforce Needs

Laura Beeth
Fairview Health System
Laura Beeth, System Director Talent Acquisition
MN Chair, Governor’s Workforce Development Board

Fairview Apprenticeship Journey and Anchor Organizations:
Securing Regional Prosperity and Building the Pipeline to a Healthy Community

September 8, 2017 – Apprenticeship Accelerator - Malcolm X College, Chicago
Fairview
Comprehensive and Geographically Accessible

- 11 hospitals, including University of Minnesota Medical Center
- 56 primary care clinics
- 55+ specialty clinics
- 54 senior housing locations
- 30+ retails pharmacies
- Specialty pharmacy
- Health plan, PreferredOne
- Home medical equipment
- Transportation service
- 32,000 employed staff, physicians and other clinicians
- 2,400 affiliated physicians and providers
Laura Beeth, System Leader
Fairview Health Services

• Laura Beeth has more than 25 years of leadership experience in talent acquisition, talent management and workforce development at Fairview. Laura also serves as board chair of the Governor’s Workforce Development Board, state chair of the Minnesota State Colleges and Universities Healthcare Education-Industry Partnership Council, and Vice Chair of the NGA State Workforce Chairs.
Leadership

- Governor’s Workforce Development Board Chair
- National Governor’s Association Vice Chair
- Metro Regional Workforce Board
- Minneapolis Workforce Development Board Chair
- White House/Hope Street Healthcare Career Pathways Cohort 1
- HealthForce Executive Alliance/HEIP Chair/TCCP
- Anchor Institution Taskforce Initiatives
- Institutional Partnerships (Colleges/Universities)
- Best Practices: White House Summits, Democracy Collaborative, Advisory Board, Federal Reserve, ApprenticeshipForward...
Perfect Storm – Marketplace Factors

- Health care workforce shortages (clinical, provider, non-clinical)
- Aging workforce/retirements
- Four generations in the workplace
- Demand for health care services rising/increased access
- Demographic projections trend to increased ethnic diversity
- Graduation rate challenges correlate to ethnic achievement gaps
- Cost of education rising with associated debt, students need to work
- Lack of candidates with experience/ample new grads
- Health care sector has the largest volume of all TC and MN jobs with a growth rate of 22.9%
- Demand and competition for educational clinical sites
  - Delayed graduation for clinicians due to lack of clinical sites
Minnesota's Industry Mix

- **Utilities**: -8.5%, $86,268, 14,503 jobs
- **Information**: -7.7%, $66,352, 56,684 jobs
- **Public Administration**: -0.3%, $49,508, 131,443 jobs
- **Agriculture*, Forestry & Fishing**: +2.6%, $31,772, 21,843 jobs
- **Other Services**: +4.0%, $29,952, 89,119 jobs
- **Retail Trade**: +3.8%, $26,936, 290,904 jobs
- **Transportation & Warehousing**: +0.6%, $48,672, 93,463 jobs
- **Wholesale Trade**: +4.7%, $74,256, 133,330 jobs
- **Health Care & Social Assistance**: among the largest-employing, highest-payroll, and fastest & largest-growing industries in all 6 regions
- **Professional & Business Services**: +11.3%, $69,836, 362,119 jobs
- **Real Estate & Rental & Leasing**: +10.4%, $51,012, 40,125 jobs
- **Educational Services**: +9.4%, $44,616, 181,573 jobs
- **Arts, Entertainment, & Recreation**: +8.2%, $29,224, 55,522 jobs
- **Accommodation & Food Services**: +5.0%, $16,900, 229,805 jobs
- **Construction**: +25.0%, $58,448, 128,796 jobs

**Avg. Annual Wages, 2014**
- Minnesota: $50,180
- Minnesota: 7.0%

Projected Job Growth Rate, 2012-2022

*Health Care & Social Assistance* is among the largest-employing, highest-payroll, and fastest & largest-growing industries in all 6 regions.
STEM – Healthcare

FACTS

• STEM
  – Science, Technology Engineering and Math

• The STEM industry accounts for 40% of total STEM employment in Minnesota
  – The health care industry has the other 60%

• In Minnesota, the STEM Health Care Industry has gained over 48,400 new jobs resulting in a 16.9% increase in the last decade

• In 2013, the average annual wage for total STEM Health Care Industries was $55,121

• 34.8% of total STEM Health Care employment comes from general medical and surgical hospitals
Yearly Number of IT Job Postings in MN & Minneapolis

<table>
<thead>
<tr>
<th>Year</th>
<th>MN</th>
<th>Minneapolis</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>43,600</td>
<td>38,990</td>
</tr>
<tr>
<td>2012</td>
<td>34,990</td>
<td>31,298</td>
</tr>
<tr>
<td>2013</td>
<td>48,455</td>
<td>40,891</td>
</tr>
<tr>
<td>2014</td>
<td>41,425</td>
<td>35,493</td>
</tr>
<tr>
<td>2015</td>
<td>66,741</td>
<td>58,815</td>
</tr>
<tr>
<td>2016</td>
<td>58,740</td>
<td>51,789</td>
</tr>
</tbody>
</table>
Talent Acquisition Annual Stats

- Recruitment Center – 1,200 openings, hires 6,000 employees annually
- Physician and APP Recruitment – 170 openings; hires 270 providers annually
- Contingent Workforce 350-425 temps a week
- Physician Moonlight Coverage – 65,000 hours annually
- Centralized Students >2,500 and >5,000 experiences
- Centralized Paid Interns – 150-200 (SNI, IT, Step Up, MHA…)
- Central Corridor Fellows – 25+
- Employee Sponsorships > 25+
- Employee Grant Awards/Work/Learn >250
- Converted 581 centralized student graduates to employees
- Converted 39 of 41 NP and PA centralized new grads to employees
Contingent Workforce VMS - Vendor Management Program

Risk Mitigation
- Compliance/ Credentialing
- Standardized contract terms for suppliers (Insurance and Indemnification)
- Validation/ monitoring of supplier insurance certificates

Technology
- Integration with PeopleFluent
- High level of visibility to data/ reporting
- Customized to facilitate business decisions

Leadership, Oversight, Guidance
- President of RightSourcing
- Sr. VP of Client Services
- General Counsel
- Director of Client Services
- Contracts Management Team

Shared Resources
- Department with EEOC, FLSA, Co- Employment expertise
- Insurance specialists
- Former IRS auditors
- Business Validation team
- Consolidated Billing team

Onsite Value
- Dedicated on-site Program Manager
- Two dedicated on-site Client Service Coordinators
- Dedicated Client Services Representative
- Additional on-site support as required
- Direct interaction/ training

Strategic Analysis
- Resource with consulting/ compensation/ audit experience
- Market rate intelligence/ recommendations
- Industry news/ trends
- Labor supply/ demand
- Complex data reporting/ cost savings analysis

49 temp-to-hire conversions in 2016
Workforce Planning & Pipelines

Academic Affiliations & Amendments (Legal Agreements)

Student Coordination, Provisioning, Tracking, Risk Compliance, Audits

Overall Alignment & Oversight

Grant Funding

Bridge to Recruitment

Anchor Organization Commitments

Education, Career Fairs & Events

IRB Alignment

7,000 Students
150 Affiliation Agreements/600 Programs
$50 Million in Community Benefit
$6.8 Million in GME
200+ Scholarships
Numerous Advisory Boards
Adjunct Faculty Agreements
Extensive Reporting
Academics/Affiliation Agreements/Students

• **Compact/Value Propositions**
  We agree to be primary and preferred partners to educate, train, and prepare health care professionals who are highly qualified and experienced to practice in current and future innovative health care delivery models to improve the overall health of the community. We are committed to building a trusting relationship that will provide a platform to build our partnership upon… We further agree to work together to understand the value and proposition for each partner and we commit to define a process and infrastructure to achieve accountability.

• **Centralization of Student Clinical Experiences**
  – Management of Affiliation Agreements – 140 contracts/600 Professional Programs
  – Pre-licensure RN, NP, CNM, CNS, CRNA, PA, MA, Nurse Interns, Dietetic Interns, IT, Step-Up Interns, MHA, HC Mgmt, Pre-Med, Med Students (1st and 2nd year), Surg Techs, Rad Techs, Nuclear Medicine, CT/MR Techs, Radiation Therapy, Nursing Assistants, and HUCS
  – Liaison advice to other non-centralized student groups
  – Completed/pre-populated GME/CBISA/Form 990
  – Managed numerous adjunct faculty contracts
  – Partner on transitioning internal accredited programs (currently Radiation Therapy...
Our Centralized Student Placement Process includes:

• Management of Affiliation Agreement Contract Development and Program Memorandums (Accreditation, I:Manage, Audits, Compliance)

• Workforce and Recruitment Forecasting/Pipeline Summits and Discussions (Fairview Leaders and Academic Leaders)

• Anchor Organization Contracts and Alignment of Joint Goals

• Centralized Efficient IT Provisioning Process and Onboarding

• Mitigates Risk

• Reporting
  – Primary Partner Report (Goals/Quotas)
  – StudentLink Scheduling and Reporting
  – MERC/GME ($6.8 Million)
  – CBISA/Non-Profit Status/Form 990 ($99 Million+++)
  – SET Dashboard and other Ad Hoc Reports
  – Joint Talent Acquisition Student Conversion to Recruitment Hiring Goals (Workforce Development, Physician Recruitment, Recruitment Center)
Institutional Partnerships

- Primary/Secondary Partners
- Decision Accelerator (Gives/Gets)
- Compact – Value Proposition
- Post-Secondary Recruitment
- Presentations
- Joint Event Planning
- Anchor Commitments
- Joint Grant Applications
- Adjunct Faculty
- Curriculum Redesign
- Advisory Boards
- Clinical Rotations
- Preceptor Model
- Interprofessional Work
- New Clinical Models/Research
- Apprenticeships
Risks to Fairview for Non-Centralized Student Placement

**Overall Organization Risk**
- Patient safety
- Joint Commission
- Non-compliant with EOHS and Department of Health
- Legal/Financial/Insurance/Contracts/Accreditation

**Tracking and Funding**
- Potential loss for MERC/GME defined students
- Lack of documentation for Community Benefit Reporting (CBISA)
- Lack of documentation for Tax Form Schedule H Form 990
- Lack of Documentation for accreditation, audit concerns
- Inability to report on executive dashboard and other requests such as primary partners (currently only pre-licensure nursing, NP, PA, and medical residents are tracked since we can coordinate/validate this effort)

**Inefficiencies**
- Differing goals, not aligned with workforce recruitment strategies
- Overtaxing of IT Provisioning (it takes 3-4 times longer to provision for non-centralized students)
- Lack of student historical data
- Inability to plan for interprofessional education rotations
- Lack of coordination with key partners
- Dissatisfaction from our primary partners/lack of overall system business relationship/chaos
Working With Students

Offering learning experiences for students

As part of our commitment to education, we provide students with clinical and non-clinical learning experiences. Only students from colleges and universities with which Fairview has an affiliation agreement are eligible to participate in learning experiences such as clinical rotations or preceptorship experiences for credit in our facilities.

- Learn more through our frequently asked questions.
- System policy for student learning/affiliations
- System policy for pre-licensure nursing students
- Guide to student placements including site leads

What types of student learning experiences do we offer?

- Internships: These are experiences for students as part of an educational program/curriculum and for credit. Paid internships may only be offered by working with your Human Resources Specialist.
- Observations: These are short-term (24 hours or less) shadowing experiences for career exploration or enhancement without hands-on care or work. A Fairview observation form is required. To complete, review the directions. Observations are very limited due to the need to accommodate students who are placed for formal college and university clinical rotations and internships.
- Volunteer opportunities: These are available at some entities to enhance patient care and the customer experience. Students can contact Fairview Volunteer Services offices for posted volunteer opportunities.
- Sponsorships: Tuition assistance is provided to eligible students in exchange for a work commitment at Fairview. We offer sponsorships as needed to fill critical shortages in targeted areas of health care.

What are students required to do before they begin a learning experience at Fairview?

- Students completing clinical rotations or internships/externships must complete Required Learning. A Fairview photo ID badge is also required.
- Students completing observations must complete an observation form. If the student is a minor under age 18, a parent signature and emergency numbers are required. Minimum age is 16. Some departments cannot accept high school students due to patient population restrictions.
- Process for student onboarding throughout Fairview
Scholarships/Sponsorships/Tuition Discounts/Events

• Sponsorships – Job Education Programs in Nursing, Laboratory, Periop 101, Entry Level, Radiology, Custom…
  – Incumbent Workers (Periop, SIPT)
  – Students (conversion to hire)

• Scholarships
  – Employee (Courageous Leader, Career Advancement, RN to BSN…)
  – Employee Dependent (College and Scrubs)
  – Community (Corporate Sponsors, Roosevelt, AFA, Scrubs…)

• Tuition Discounts/Grants
  – Numerous approved and accredited private college discounts
  – Grants – MN Intern, DOL Apprenticeship, MN Pipeline, Mayor Pilot, Central Corridor, ITReady
  – Adjunct Faculty Agreements/Reimbursements

• Events
  – Institutional Partner Education and Job Fairs, Legislative Job Fairs, Diversity/Anchor Organization Events, Niche Custom Events
2016 Student Rotation Statistics

Student Placements:

Pre-Licensure Nursing Student Experiences 1895
APPR/PA Students 484
Non-Centralized Students 263
DOL RN to BSN Apprenticeship Grant $850K 170
Medical Students (FMG) 165
Medical Assistants 31
MN Pipeline HIT Dual Training Pathway Grants $246K (IT Employees) 49
Summer Nurse Interns 47
Summer Healthcare Intern Grant $41K 21
Periop 101 16
Periop 101 OB 14
Summer IT Internship Program 12
Step Up 11
J-Term Students 11
Dietetic Students 10
SIPT Students 7
City of Mpls Pilot Grant $30K Augsburg, pd IT Internships 6
HUUCS 6
C3 Fellows 5
Cedar Riverside DEED IT Ready Hire Grant 1
MHA Fellow 1

Total Students 3224
Central Corridor Anchor Partnership:
Securing Regional Prosperity

Paul Pribbenow and Laura Beeth

August 2017


¹ Paul Pribbenow is President of Augsburg College and Chair of the Central Corridor Anchor Partnership.
² Laura Beeth is System Director of Talent Acquisition at Fairview Health Services.
Building the Pipeline to a Healthy Community - Hiring Locally

Anchor Partner for the Community (Live/Education/Work):

- President Obama’s First Job Compact
- Central Corridor Anchor Partnership
- Cedar Riverside Partnership and the Opportunity Hub
- White House/Hope Street Healthcare Career Pathways Taskforce
- Partnerships (Education, CBOs, Government, Funders)
- Democracy Collaborative
- Anchor Institution Task Force (AITF)
• **Overview**

The Cedar Riverside Partnership has been in existence since 2008; committed to investing strategically in the sustainable growth and development of the Cedar Riverside neighborhood of Minneapolis.

We work collaboratively to identify and mobilize long-term, strategic investments to promote a vibrant Cedar Riverside neighborhood as a safe and healthy place to live, learn, work and play.

We seek to complement rather than duplicate existing community organizations and efforts, and when appropriate, will engage community stakeholders in informal working groups to guide our initiatives.
Cedar Riverside Opportunity Center

• Overview
The Cedar Riverside Opportunity Center (CROC) is a one-stop shop for educational and workforce resources and a pipeline to good jobs for people of all ages through the committed presence of public and private sector employers.

The Cedar Riverside Partnership succeeded in raising $950,000 in capital funds for the construction of the Center through key benefactors within the state of Minnesota (state, county, city, philanthropic, and business). It was allotted federal funds which they turned down.

• Goals
The ultimate goals of the Opportunity Center is the reduction of unemployment and to increase higher educational attainment and enrollment within the Cedar Riverside neighborhood.

Statistics from the Minnesota Department of Employment and Economic Development indicate unemployment is sitting at 3.7% across the state of Minnesota, but has been nearly 18% in Cedar Riverside.

• Fairview Involvement
Fairview is committed to hire residents into jobs at our hospitals and clinics. We are onsite twice per month, engaging with residents and assisting them with the job search and application process. Since the opening of the center in March 2017, Fairview has hired 13 residents into positions at our largest hospital. In addition to being onsite at the CROC, we engage with residents at community jobs fairs during the year.
• **Overview**
Scrubs Camp is a summer youth camp that forges a pipeline connecting middle school and high school students from underserved populations to careers in healthcare. Students get to interact directly with many working professionals in the field and through field trips, tours, and experience of what it would be like to work in a particular field. Currently there are 9 High School Scrubs Camps and 4 Middle School Scrubs Camps.

74% of Scrubs Camp students (all scrubs camps combined) attend on scholarship. Augsburg College has hosted Scrubs Camp since 2009, with strong support from Fairview Health Services and the University of Minnesota. The Cedar Riverside Partnership supports neighborhood recruiting efforts and sponsors Scrubs Camp scholarships.

The Cedar Riverside Partnership won The Health Care Career Promotion Award from our State Hospital Association 2012 for its work with Scrubs Camp and the promotion of healthcare pathways to Minneapolis youth in the Cedar Riverside neighborhood.

• **Fairview’s Commitment**
Fairview has sponsored 142 students for Scrubs Camp since 2008.
Scrubs

https://www.youtube.com/watch?v=HkWjcsMSZEQ
## Scrubs Calendar – Saint Paul College

### Scrubs Camp 2017, July 24-27

**Saint Paul College, St. Paul, MN 55102**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>9:00-9:30</td>
<td>Check-in at Theater Breakfast</td>
<td>Check-in at Theater Breakfast</td>
<td>Transition Time</td>
<td>Check-in at Theater Breakfast</td>
</tr>
<tr>
<td>9:30-9:45</td>
<td>Camp Check-ins at Theater</td>
<td>Transition Time</td>
<td>Panel Discussion</td>
<td>Transition Time</td>
</tr>
<tr>
<td>9:45-10:00</td>
<td>Welcome</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
</tr>
<tr>
<td>10:00-10:15</td>
<td>Orientation &amp; pictures</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
</tr>
<tr>
<td>10:15-10:30</td>
<td>Block 10:15</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
</tr>
<tr>
<td>10:30-10:45</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
</tr>
<tr>
<td>10:45-11:15</td>
<td>MLT</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
</tr>
<tr>
<td>11:15-11:30</td>
<td>MLT</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
</tr>
<tr>
<td>11:30-11:45</td>
<td>MLT</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
</tr>
<tr>
<td>11:45-12:00</td>
<td>MLT</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
</tr>
<tr>
<td>12:00-12:15</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
</tr>
<tr>
<td>12:15-12:30</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
</tr>
<tr>
<td>12:30-12:45</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
</tr>
<tr>
<td>12:45-1:00</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
</tr>
<tr>
<td>1:00-1:15</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
</tr>
<tr>
<td>1:15-1:30</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
</tr>
<tr>
<td>1:30-1:45</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
</tr>
<tr>
<td>1:45-2:00</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
</tr>
<tr>
<td>2:00-2:15</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
</tr>
<tr>
<td>2:15-2:30</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
</tr>
<tr>
<td>2:30-2:45</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
</tr>
<tr>
<td>2:45-3:00</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
</tr>
<tr>
<td>3:00-3:15</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
</tr>
<tr>
<td>3:15-3:30</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
</tr>
<tr>
<td>3:30-3:45</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
</tr>
<tr>
<td>3:45-4:00</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
</tr>
<tr>
<td>4:00-4:15</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
</tr>
<tr>
<td>4:15-4:30</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
</tr>
<tr>
<td>4:30-4:45</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
</tr>
<tr>
<td>4:45-5:00</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
<td>Transition Time</td>
</tr>
</tbody>
</table>
Central Corridor Anchor Partnership

• **Overview**

The Central Corridor Anchor Partnership is a group of colleges, universities, hospitals, and healthcare organizations (EDS & MEDS) located near the Green Line in Minneapolis – St. Paul. We have invested greatly in our physical infrastructure to serve our patients, students, and employees, and are anchored to the health, vitality, and growth of the neighborhoods around us.

The opening of the Green Line is an occasion for us to collaborate to spend more of our procurements dollars with Central Corridor businesses, hire more residents from Central Corridor neighborhoods, and increase transit use by our students and employees. We believe that these strategies will not only make our organizations stronger, but also bring more prosperity to the Twin Cities region.

• **Goal**

Our goal is to achieve a workforce among our anchor institutions that is more representative of local communities along the Central Corridor in order to contribute to better local health outcomes, improved educational achievement, and increased household incomes.

• **Objectives**

In pursuit of this goal, we have established the following objectives:

- Increase anchor institution employment from Central Corridor zip codes from 13% to 18% in 5 years – **exceeded**: reached 19.5%!
- Achieve racial diversity goals across all job categories among Central Corridor anchor institutions in 5 years
- Reduce the racial employment gap in the Central Corridor zip codes from 14% to 10% in 5 years
EDS & MEDS

CENTRAL CORRIDOR ANCHOR PARTNERS
# Central Corridor Anchor Partnership
## Health Careers Pathways

### November 14, 2012

#### Points of Access

<table>
<thead>
<tr>
<th>Education &amp; Training</th>
<th>Central Corridor Jobs* (Projected Openings)</th>
<th>Pathway Strategies</th>
<th>Central Corridor Jobs* (Projected Openings)</th>
<th>Education &amp; Training</th>
<th>Pathway Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>St. Paul College</td>
<td>Medical Assistant (100) / 4 yrs. / $30.91</td>
<td>Scrubs Camp</td>
<td>Fairview-Augusta University of Minnesota</td>
<td>Lab Technician (155)</td>
<td>4 Year Bachelor's Degree</td>
</tr>
<tr>
<td>Century College</td>
<td>Imaging Technician (32) / 2 yrs. / $41.08</td>
<td>Augsburg-Fairview Academy</td>
<td>Nursing Leadership (191) / 4 yrs. / $48.62</td>
<td>4 Year Bachelor's Degree</td>
<td></td>
</tr>
<tr>
<td>Dr. Katz's University</td>
<td>Pharmacy Tech. (10) / 2 yrs. / $86.99</td>
<td>Roosevelt</td>
<td>Respiratory Therapist (193) / 4 yrs. / $32.84</td>
<td>4 Year Bachelor's Degree</td>
<td></td>
</tr>
<tr>
<td>MCTC</td>
<td>Surgery Technician (42) / 2 yrs. / $49.57</td>
<td>St. Kate's University</td>
<td>Cocc. Therapist (90) / 4 yrs. / $24.41</td>
<td>4 Year Bachelor's Degree</td>
<td></td>
</tr>
<tr>
<td>St. Paul College</td>
<td>Lab Technician (10) / 2 yrs. / $32.12</td>
<td>St. Kate's University</td>
<td>Certified Athletic Trainer (30) / 4 yrs. / $24.41</td>
<td>4 Year Bachelor's Degree</td>
<td></td>
</tr>
<tr>
<td>Century College</td>
<td>LPN (12) / 2 yrs. / $18.91</td>
<td>MCTC</td>
<td>A.P.N. (99) / 4 yrs. / $52.06</td>
<td>4 Year Bachelor's Degree</td>
<td></td>
</tr>
<tr>
<td>St. Mary's University</td>
<td>Pneumonia/BMT (27) / 2 yrs. / $42.65</td>
<td>MCTC</td>
<td>A.P.N.-CRNA (92) / 4 yrs. / $52.06</td>
<td>4 Year Bachelor's Degree</td>
<td></td>
</tr>
<tr>
<td>Anoka-Hennepin CC</td>
<td>Imaging Technician (32) / 2 yrs. / $41.08</td>
<td>Augsburg College Bethel College</td>
<td>Respiratory Therapist (193) / 4 yrs. / $32.84</td>
<td>4 Year Bachelor's Degree</td>
<td></td>
</tr>
<tr>
<td>St. Mary's University</td>
<td>Pharmacy Tech. (10) / 2 yrs. / $86.99</td>
<td>U.S. Bank</td>
<td>Cocc. Therapist (90) / 4 yrs. / $24.41</td>
<td>4 Year Bachelor's Degree</td>
<td></td>
</tr>
<tr>
<td>St. Paul College</td>
<td>Surgery Technician (42) / 2 yrs. / $49.57</td>
<td>College Readiness Centers</td>
<td>Certified Athletic Trainer (30) / 4 yrs. / $24.41</td>
<td>4 Year Bachelor's Degree</td>
<td></td>
</tr>
<tr>
<td>MCTC</td>
<td>Lab Technician (10) / 2 yrs. / $32.12</td>
<td>College Readiness Centers</td>
<td>A.P.N. (99) / 4 yrs. / $52.06</td>
<td>4 Year Bachelor's Degree</td>
<td></td>
</tr>
</tbody>
</table>

### Career Connections:
- Fremont
- Summit University
- Skyline Tower
- Cedar Riverside
- Glendale

### College Readiness Centers

- High School + Technical Training
- College Readiness Centers
- College Interships
- New Grad RN Residence LTC
- Health Careers Fair
- U Career Center
- AHEC

### Notes:
1. This report has been created by the University of Minnesota in collaboration with the Minnesota Health Care Authority and the Minnesota Department of Human Services. It is based on data collected from various sources, including but not limited to, the Minnesota Workforce Data System, the Minnesota Department of Education, and the Minnesota Department of Employment and Economic Development.
2. The information presented is intended to provide a broad overview of the workforce in the region and should not be used for individual career planning decisions.
3. The data presented is subject to change and should be verified with the appropriate sources.
4. For more information, please visit the website of the Minnesota Health Care Authority or contact the University of Minnesota Workforce Development Center.
Central Corridor Anchor Partnership
Youth Health Careers Pathway
November 1, 2012

10th Grade
- Accuplacer Math Assessment
- Consider as Incentive for Scrubs Camp

Summer Before 11th Grade
- Scrubs Camp
- Math Enrichment (Use MPS, SPPS, other existing resources)

11th Grade
- Exposure to healthcare learning communities
  - Bio Smart, PSEO, CIS
- Start credentialing CNA, Phlebot., PharmTech for some students

Summer Before 12th Grade
- Scrubs Camp
- Power of you Recruiting
- Math Enrichment

12th Grade
- Exposure to healthcare learning communities
  - Bio Smart, PSEO, CIS
- Start credentialing CNA, Phlebot., PharmTech for some students

PPL Work Readiness Training 1

Summer Before Community College
- STEP UP Internship (H.S.)

Community College Year 2
- Recruiting, placement to permanent healthcare jobs
  OR
- Move to 4 year College

Summer Before Year 2
- College health care internship

PPL Work Readiness Training 2

Community College Year 1
C3 Fellows Program

• Overview
The Central Corridor College Fellowship (C3) was established by the Central Corridor Anchor Partnership to connect college healthcare students at participating colleges with local employers. C3 assists these students in finding entry-level employment at participating healthcare providers. The goal is for Fellows to gain an inroad at local healthcare providers and build meaningful work experience prior to graduation from their program. C3 will also coordinate on-campus events, speakers, and industry tours to connect fellows, mentors, and participating employers. Most of these students receiving support, are older and racially diverse. There are currently 5 colleges and universities that participate in the C3 Fellows Program.

• Fairview’s Involvement
Since 2013, Fairview has hired 27 C3 Fellows and engaged individually with over 120 students.

Surgical Instrument Technician
C3 Fellows Program Stats

- Average wage is $14.03/hr (nearly $5 more than peers not working in their field of study)
- Average student age: 28
- 10% higher rate of academic success (data on retention, transfer, and graduation)
- 76% low-income (2017)
- 70% students of color (2017)
Central Corridor College Fellows (C3F)

https://www.youtube.com/watch?v=h26KSZbwRRY
CCAP Nursing Initiative

• **Purpose**
  To support racially and ethnically diverse RN nurses from the Central Corridor to earn BSN degrees through the Nursing Initiative, a collaborative program of the Central Corridor Anchor Partnership. It is a direct response to the 3,250+ four year BSN nursing jobs that will become available in Minneapolis and St. Paul over the next five years.

• **Why Anchors Invest**
  – Better health outcomes.
  – Patients respond better to health care service providers with shared cultural competency.

• **The Reality**
  – Fewer persons of color obtain 4 year BSN degrees than 2 year degrees
  – IOM Goal: Hospitals 80% BSN by 2020
  – Statewide, 120 of 5,360 RNs licensed in 2012 were persons of color
  – MCTC 2015 RN class: 51% persons of color
  – UMN 2015 BSN class: 22% persons of color
The City of Minneapolis and Creating IT Futures- IT Ready partnered with the purpose of placing diverse workers into technical roles within our organization.

To date, Fairview has hired two Creating IT Futures- IT Ready graduates:
- 2016 hired individual into permanent IT End User Support Associate
- 2017 hired intern into an Endpoint Project Execution role

In addition since fall of 2016, we have received grant funding from the city of Minneapolis in the amount of $100,000 to support 14 local diverse Augsburg College baccalaureate students in internships.
STEP-UP/AchieveMpls

• **Overview**
STEP-UP Achieve connects Minneapolis Youth ages 16-21 with paid internships at nearly 150 companies, public agencies and nonprofit organizations across 17 industries.

Since 2004, they’ve created over 8,000 high-quality internship opportunities for Minneapolis youth, equipping them to step up, prepare for the future and become our next business and civic leaders.

• **Fairview’s Partnership**
Since 2008, Fairview has partnered with AchieveMpls. Fairview places student annually in patient care areas, we currently have **11 paid interns** this summer in our Central Region.

• **Partnership in Events**
Fairview’s Commitment is to help through various ways such as:
  – Mock Interviews at the Convention Center
  – PETH training and employer panel at MCTC
  – Connect them with the local Scrubs camps
  – Promotional and best practice sharing
Working with our Local and State WIBs

- Step Up Interns
- ITReady – Tech Hires
- Cedar Riverside Opportunity Center
- WIOA, Career Pathways and Sector Strategies
- Grant Applications
- Job and Career Fairs
- Proactive Partnerships/Strategic Planning
Summer Nurse Interns

- Coordinate State Program
- Interview/Select/Place
- Stay Connected
- Grant Funds – Summer Health Care Internship Program
- For the past few years, we have applied and received state funds to cover 50% of student nurse intern salaries.
- Conditional Job Offers Summer 2017 – 58 Intern Offers Accepted
Perioperative 101 Nursing Education

- The program is intended to fill critical perioperative (specifically operating room) nursing vacancies within the Fairview System. The program is offered when we are unable to fill our vacancies with fully trained and qualified applicants in part because nursing programs have not provided in depth training and education in OR nursing for many years.

- The cost of each nurse's education is paid, and nurses earn a salary while they learn. Participants are hired into open positions before starting the program and paid a salary according to Fairview's RN step and grade scale.

- The program consists of classroom, lab and clinical practicum and is open to internal and external RN candidates. Periop 101 was developed and is owned by AORN. Fairview must renew its license to teach the program with AORN every 2 years. Participants are eligible for 40 nursing contact hours.

- Fairview has had over 245 nurses participate in the Periop 101 program since 2000.

- Fairview uses the curriculum to train nurses in the OR, PACU, OB, Interventional Radiology, and for senior year nursing students as a immersion/capstone.

The Eligibility requirements for applicants to the Periop 101 program are:

- Have a minimum of one year work experience as a licensed RN at the time of application.

- Work in accepted position for a minimum of two years after completing the program. The program is approximately six months long.
HealthForce Minnesota
Governor’s Health Care Center of Excellence

• Overview
HealthForce MN has been collaborating with partners in education, industry and the community to:
  – Increase the number and expand the diversity of healthcare workers
  – Integrate health science education practice and research
  – Build capacity for education and industry to collaborate
  – Enhance patient care

• Fairview’s Involvement
Through our collaboration with HealthForce MN, Fairview has chaired in efforts that have created a collaborative model of engagement for health sciences education and practice.

Fairview collaborates with HealthForce MN in the following:
  – The HealthForce Minnesota Executive Alliance
  – Healthcare Education Industry Partnership (HEIP)
  – The Clinical Coordination Partnership (TCCP)
  – Scrubs Camp
  – Ad Hoc Legislative Initiative (mental health and primary care workforce reports)
  – Laboratory Science
  – Youth
Overview

The Democracy Collaborative works to carry out a vision of new economic system where shared ownership and control creates more equitable and inclusive outcomes, fosters ecological sustainability, and promotes flourishing democratic and community life through our cutting edge research and our many diverse programs.

Anchor Institution Strategies

Assisting anchor institution leadership to understand how to leverage their economic impact to make sustainable long-term investments in their surrounding communities through field-tested, metrics-driven community wealth building strategies. We educate institutional stakeholders on the anchor mission, evaluate the performance of wealth building initiatives, and help craft agendas for inclusive place-based development.
White House/Hope Street Career Pathways

Paving Health Career Pathways to the Middle Class

How America’s Health Care Employers and Educators Can Build Tomorrow’s Entry-Level Workforce Together


Healthcare Employer Roundtable on Building a Skilled Workforce

Setting Context
12:15-12:30: Opening Remarks
12:30-12:50: Examples of Healthcare Employers Building a Skilled Workforce

Brainstorming in Breakout Groups
12:50-1:30: Breakout Discussions in Pre-assigned Groups
Discussion and Recommendations
1:35-2:15: Reporting Back on Top Ideas/Discussion
2:15-2:30: Concluding Remarks
What Problem Does Health Career Pathways Solve?

In the next decade, 3.5 million new U.S. jobs will be created in the healthcare sector, while today hundreds of thousands of entry-level and middle-skilled roles in healthcare are sitting unfilled. These jobs will play a critical role as our system increasingly focuses on value-based care, care coordination, and other skilled services. Tying these front-line jobs to clearly defined career pathways and training could create ladders of opportunity for millions of Americans to move from entry-level jobs into middle-class careers.

The healthcare industry is growing and traditional labor pools for talent are not enough to fill all open positions. There is a talent-based signaling problem between healthcare employers, individuals and the providers that work with them.

Health Career Pathways provides an approach and methodology to clearly define the competencies required to be successful in a healthcare profession so that employers, individuals, and providers are all aware of the skills needed to obtain a job and advance.
Hope Street Group/Health Career Pathways Overview

• **What is Health Career Pathways**
Health Careers Pathways (HCP) is a nationwide initiative designed to advance demand driven evidence based career pathways by supporting individuals entry-level advancement in healthcare careers. Fairview has been selected as part of the initial cohort for this initiative and has committed to hiring 200 individuals into entry-level positions in the next 5 years.

• **Background on the Initiative**
In partnership with the White House and the Advisory Board, Hope Street Group is leading this healthcare pilot to spearhead and employer-driven, competency-based career pathways system.

The 7 founding HCP backbone communities – composed of 15 healthcare systems, 11 community colleges & systems, 7 workforce boards, and 12 community-based organizations – will adopt a common career pathways model and support 1,000+ disadvantaged Americans with training and placement into jobs.

Using demand driven and evidence based methodologies these practices will ensure that:
– Individuals know the skills they need to succeed in a healthcare career to have access to long-term economic security.
– Employers have the ability to articulate the skillset they need for entry-level and middle-level positions.
– Intermediaries (community colleges, community-based organizations, workforce agencies) know the skills healthcare employers value so they can properly prepare individuals for a successful healthcare career.

The end result of the initiative is to:
– Reduce job vacancies
– Decrease first year turnover by increasing the quality of hired employees
– Increase diversity for healthcare employers
Health Career Pathways – Cohort 1 Regions

Sacramento, CA: Dignity Health, Sutter Health, UC Davis Health System, and Kaiser Permanente

Denver, CO: Centura Health, UC Health, Denver Health, Kaiser Permanente, SCL Health, HealthOne and Children’s Hospital of CO

Minneapolis, MN: Fairview Health Services

Grand Rapids and Muskegon, MI: Mercy Health West Michigan

Bronx, Westchester, Hudson Valley, NY: Montefiore Health System

New York City, NY: Northwell Health

Charlotte, NC: Carolinas Healthcare System

Reduce job vacancies, decrease first year turnover, increase diversity, and increase advancement
Minneapolis – Fairview Health Services

CORE TEAM (Medical Assistant)
- **Lead:** Fairview Health Services
- **Employer(s):** Fairview Health Services
- **Backbone organization:** HealthForce MN
- **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 our State WIBS are partners and they support these career pathway initiatives. We’ve also applied for joint grant opportunities.

PRIORITY JOBS
- Medical Assistants [FIRST]
- SIPT to Surg Tech (Pathway)
- Behavioral Asst to Psychiatric Associate (Pathway)
- Nursing RNAD to BSN/BAN and Specialty

WHO WILL PROVIDE COACHING:
- Project for Pride in Living
- Community/Technical Colleges
- HS Career Tech/Academies
- Central Corridor Anchor Partnership
- Fairview Health Services (Employer)
- WIBs (6 within region)

WHO WILL PROVIDE CAREER PORTFOLIO SERVICES:
- Community/Technical Colleges
- Project for Pride in Living

WHO WILL PROVIDE JOB ANALYSIS SERVICES:
- MN DLI Apprenticeship Division
REGION’S COMMON AGENDA FOR HEALTH CAREER PATHWAYS:
• Expanding the career pathways for Medical Assistants with a focus on apprenticeship to improve our reach into underserved and vulnerable populations.
• We are starting with Medical Assistants and will add Surg Tech, Nursing, and Psychiatric Associate pathways as our next step.

PROBLEM(s) REGION IS ADDRESSING THROUGH HEALTH CAREER PATHWAYS
• Shortage of qualified and diverse talent.
• Lack of awareness of professions beyond doctors and nurses (to include elevation of MA, Surg Tech, and Psychiatric Associate professions).
• Onboarding and retention of diverse talent.

EXISTING CAREER PATHWAYS WORK IN REGION
• Significant and nationally recognized career pathway strategies in silos of excellence.
• Enthusiastic approach to create a comprehensive career pathway system.
• Career Pathways Committee within the Governor’s Workforce Development Board
• Frontline Workforce Champion Award – CareerSTAT (Fairview Workforce Development Team)
• MN Apprenticeship and MN PIPELINE (Private Investment, Public Education, Labor and Industry Experience)

REGION’S MAJOR SOURCES OF FUNDING:
• MN PIPELINE – Dual Training Grants
• MN Apprenticeship Initiative (US DOL Funding)
• Employer Funding Initiatives (local, state, federal, philanthropic, plus tuition reimbursement and scholarship programs)
Career Portfolio Handbook

A handbook for practitioners that defines & specifies components of evidence-based career portfolios.

Career Navigation System Guidebook

An introduction to the essential elements of the evidence-based career coaching process and evidence-based career portfolios.
Stakeholder Guidebook


First Edition
Spring 2016
Talent Excellence System Guidebook

An introduction to Talxcellenz® processes and tools for job analysis and validation studies to support robust competency-based career pathways.
Increase Advancement

My Career Pathway

1. Name: ______________________
   ______________________
   ______________________
   ______________________

Job 1
Getting Started

Job 2
Moving Forward

Job 3
Achieve Goal

4. Education & Job Training

5. Stackable Credentials

6. Stackable Credentials

7. Education & Job Training

8. Stackable Credentials

9. Stackable Credentials

10. Education & Job Training
Workshop Agenda – Apprenticeship

8:00  Coffee, Continental Breakfast, etc.
8:30  Welcome and Introductions
9:00  Overview of the “7-Step Career Pathways Model”
9:30  Session 1 – Intake
9:45  Session 2 – Evidence-Based Career Coaching
10:15 Break
10:30 Session 3 – Financial Support and Wrap-Around Services
10:45 Session 4 – Education and Training (Curriculum & WBL)
11:00 Session 5 – Credentialing (Degrees, Certificates & Licenses)
11:15 Session 6 – Evidence-Based Career Portfolio
11:30 Session 7 – Placement
11:45 Lunch
12:30 Minneapolis Apprenticeships – Review of 3 local apprenticeship programs
1:30  Apprenticeship Model and Roles – Frameworks to combine our knowledge
1:45  Breakout Groups – Employers, Educators, Workforce Professionals
3:15  Break
3:30  Report Outs – Essential action items and intersection points
4:30  Action Plans and Key Milestones
4:45  Wrap Up and Feedback
5:00  Dismiss
The 7-Step Career Pathways Model

1. **Intake** – A coordinated regional intake process
2. **Coaching** – Evidence-based career coaching
3. **Support** – Braided funding for financial support and coordinated wrap-around services
4. **Learning** – Education, training, and work-based learning
5. **Credentials** – Certificates, degrees, certifications, and licenses
6. **Portfolios** – Evidence-based career portfolios
7. **Placement** – Employer defined requirements and referral of qualified candidates
Over the past 22 years, Fairview has developed and championed a deep infrastructure and long standing support for workforce development programs.

MAYNARD'S COMMITMENT TO STUDENTS

The success of Fairview's commitment to students has been key to achieving my goal to stay employed full time over the past three years while attending school,” says Zach. “At every turn, Fairview has been committed to developing me.”
Building Pipelines to Meet Workforce Needs

• Making Learning and Career Advancement Accessible
• Making Education More Affordable
• Leveraging Partnership to Increase Impact
• 2015 Program Data
• Maintaining a Workforce Development Infrastructure
• Business Impact
Business Impact

• Fairview CEO – A strong workforce pipeline secures the majority of our current and future workforce needs.

• Summer Intern Program has decreased orientation need by 50% per employee with an estimated cost savings of $40,000.

• Fairview maintains a 99% retention rate for its scholarship and sponsorship recipients.

• With 1,200 current openings. Fairview plans to secure 80% of its future employees through its student and community workforce programs.
In the next five years there will be more than 6,500 health care job openings in St. Paul and Minneapolis alone. More than half of these openings will be four-year-degree nursing jobs. The job market has high demand for health care employees.

Perhaps more importantly, employees have high demand for career ladders—experiences, opportunities and training from their employers that lead to increased wages, responsibility and authority in a chosen profession.

Fairview is committed to making career ladders in health care possible.

Building workforce pipelines to serve you

Fairview has a dedicated department to identify and hire workers of all levels today to make sure a highly skilled care team is in place for patients’ future medical needs.
Career Pathways and Sector Strategies

- **Initiatives**
  - Scrubs
  - Fellows
  - Students
  - Dual Training
  - White House/Hope Street Project
  - Frontline Worker Champion
  - Hiring Locally – Cedar Riverside
  - Anchor Institution Commitments
  - Apprenticeships
Apprenticeship Journey

- Lead Talent Acquisition (Workforce Development, Academic Partnerships, Recruitment Functions…)
- Governor’s Workforce Development Board Chair - NGA Chairs invited to the German Embassy.
- President Obama’s State of the Union Address - Apprenticeships
- Department of Labor Apprenticeship Grant Announcement $$$$ - Partnered on MN Application
- Apprenticeship USA MN Leader
- Invited to the White House Summit on Apprenticeships
- Awarded (2) DOL 5 Year Apprenticeship Grant s- 245 Nursing Pathway, Surg Tech, and Medical Assistant
- Partner with State DOL to produce State Video – awarded state innovation award.
- Awarded MN Pipeline Grant – 99 HIT Dual Training Pathways
- Proactively working with community and state partners on additional opportunities
- NGA visited with Swiss Embassy to discuss apprenticeships
- Invited back to White House for Health Care Career Pathway Round Table
- Selected to participate in White House Taskforce on Healthcare Career Pathways
- Designated by White House as one of seven national employers/sites to work on healthcare career pathways with Hope Street and the Advisory Board
- Recognized by the National Fund for Workforce Solutions – CareerStat as the 2016 Healthcare Frontline Workforce Champion
Career Pathway Progress

- Partnering with State DOL on Apprenticeships.
  - Held Standards of Apprenticeship Signing Celebration.
  - Work highlighted in State Innovation Video.
  - MN Apprenticeship USA Leader

- To date we've received the following apprenticeship and dual training grant awards:
  - 1st DOL Apprenticeship Award – 170 apprenticeships
    - 150 RN AD to BSN/BAN
    - 20 RN Specialty
  - 2nd DOL Apprenticeship Award – 75 apprenticeships
    - 30 Medical Assistant
    - 20 Surgical Tech
    - 25 Nursing
  - 4 MN Pipeline Dual Training Grants – 99
    - Healthcare IT Workers in web, help desk, security

- In addition we’ve created numerous internships, fellows, and career pathway programs.

- Other Career Pathways
  - Grants serve youth, IT, nursing students
  - Paid first jobs (Fellows)
  - Sponsorships:
    - Periop101/SIPT/Lymphodema…
  - >5,000 student experiences a year
  - Other paid learning opportunities:
    - 125 paid interns (nursing, youth, IT, business)
Laura Beeth, Fairview Health Systems’ director of talent acquisition, says Fairview is preparing registered apprenticeship programs to train medical assistants and surgical technicians. She was photographed in the lobby of the University of Minnesota Masonic Children’s Hospital at 2450 Riverside Ave. in Minneapolis. (Staff photo: Bill Klotz)

Apprenticeships could fill next-generation jobs

By: Todd Nelson  June 9, 2017  7:02 am  0

With employers struggling to find qualified workers and job openings projected to grow into the next decade, apprenticeships — long associated with construction trades — may help companies recruit and train their own next-generation employees in a greater variety of industries.

Job openings — both new positions and vacancies created as workers retire or leave the workforce — are projected
Thank you!