



HCAP

HEALTHCARE CAREER
ADVANCEMENT PROGRAM

Youth Apprenticeships in Healthcare:

Success Stories

Employment in healthcare occupations is projected to grow 18 percent from 2016 to 2026, according to the Bureau of Labor Statistics.

Healthcare is booming. The rapidly expanding number of jobs in the industry will provide increased opportunities for youth as they enter the workforce. Well-trained healthcare support professionals aiding doctors and nurses across in-patient and outpatient settings, are particularly sought after.

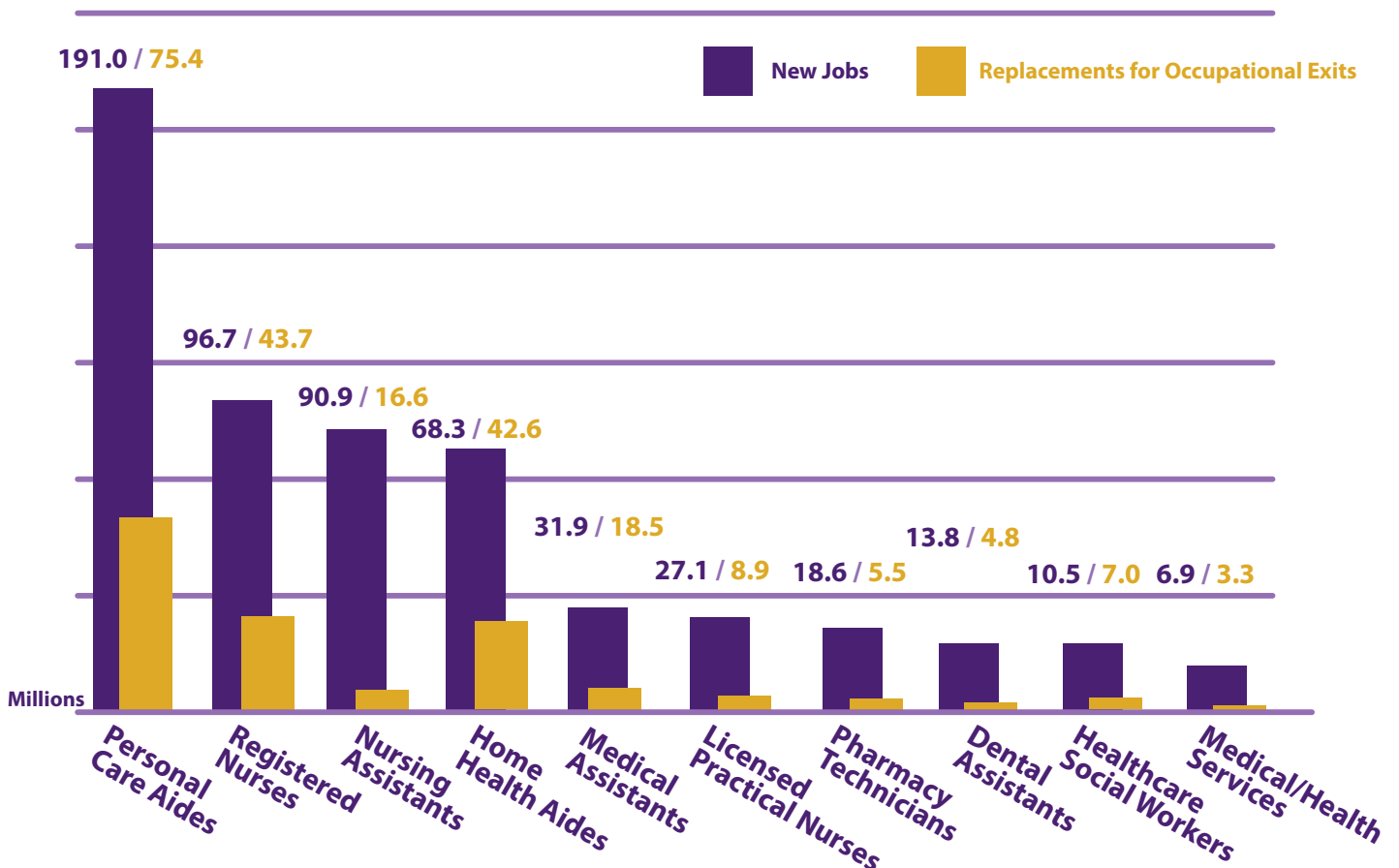
Apprenticeships have long been a proven, effective and cost-efficient way to develop a well-trained workforce for in-demand jobs. Now, a growing number of youth apprenticeship programs (for those ages 16 and above) are emerging to help ensure this boom translates into quality jobs that advance equity in the workforce.

In states across the country, partnerships between school systems, healthcare employers, unions, and labor-management training funds are creating unique, valuable career pathways offering economic opportunity, high school and college credit, and certifications, as well as vital, On-the-Job training.

In many cases, these programs also help apprentices avoid or reduce the educational debt that is becoming a significant obstacle to economic advancement for the next generation of workers.

Because these youth apprenticeship programs include training and school credits free of charge, while offering compensation, youth apprenticeships expand accessibility to healthcare careers and can help meaningfully level the playing field for young people from under-resourced communities. The demographics of the youth apprentices point to a more equitable and diverse healthcare workforce in the future.

What follows are detailed case studies that can provide a roadmap for cities, states, and organizations wanting to begin and/or expand their youth apprenticeship programs. All youth apprenticeships begin with a common set of roles, expectations and benefits.



Benefits

To Apprentices

- Gain real world, hands-on experience
- Get an early start to a career in a high-demand field
- Earn nationally recognized and portable industry credentials to get well-paid jobs across the nation
- Earn college credit while still in high school
- Have employers invested in career development

To Employers

- Reduce recruitment and training costs by building a pipeline of industry talent
- Increase ability to recruit highly qualified candidates through partnerships with local high schools
- Transfer knowledge from experienced workers to the next generation through strong mentoring
- Change employer culture to a learning environment where seasoned, skilled workers participate in helping educate the young apprentices

To Unions

- Create steady pipeline of new professionals to fill slots of retiring members
- Increase union membership
- Standardize training for healthcare support professionals

To Labor-Management Training Funds

- Create career pathways for incumbent workers
- Enhance the work of the intermediary – this model is an extension of work they already do with employers
- Provide a talent pipeline for management and new members for the union

Role of High Schools

- Provide coursework
- Provide counseling services to students and families
- Recruit students
- Coordinate student enrollment
- Ensure students are on track for graduation
- Grant high school graduation credit

Role of Employer

- Provide work and pay
- Provide On-the-Job learning experiences
- May track On-the Job learning and other data
- Mentor apprentices
- Provide input on curriculum and standards for work-based learning
- Interview and hire apprentices

Role of Colleges

- Teach college classes for apprentices
- Provide college credit towards an Associate's Degree
- May coordinate and manage the apprenticeship program
- May organize outreach to businesses

Mentoring and Tracking Apprentices

Mentoring and tracking the progress of apprentices are a central part of the program. These functions may be performed by the employer, high school, college and the intermediary. Mentors are the healthcare professionals that make sure apprentices succeed in the On-the-Job portion of the apprenticeship. The programs in these case studies also have mentors at the high schools, colleges and training funds. Many programs require mentors to go through training so they are not just experts in their skills area, but they also know how to teach and guide youth to learn skills and competencies. Mentors meet regularly with apprentices to review progress on current courses and On-the-Job learning. Tracking progress is done through a variety of methods, from simple Google documents in some pre-apprenticeship programs, to the U.S. Department of Labor's data system, RAPIDS, for registered apprenticeship programs.

NEW JERSEY HEALTHCARE EMPLOYERS DISTRICT 1199J TRAINING & DEVELOPMENT FUND

Youth Transitions to Work (YTTW) Program

Newark, New Jersey

In 1987, the New Jersey Health Care Employers District 1199J Training and Development Fund (the Fund) was established as a joint labor-management fund by the American Federation of State, County and Municipal Employees (AFSCME) and their signatory employers to provide training and career advancement for union members.

A key role of the Fund is to continually assess the needs of its members so it can provide employers with healthcare professionals and provide advancement opportunities for union members at the same time. As workers retire or advance in their careers, the Fund has developed pipeline programs to replenish the current workforce with new professionals that reflect patient demographics.

Fast Facts

Career Pathways: Certified Nursing Assistant (CNA)
Physical Therapy Aide (PTA)

Apprentice Job Placement: 100%

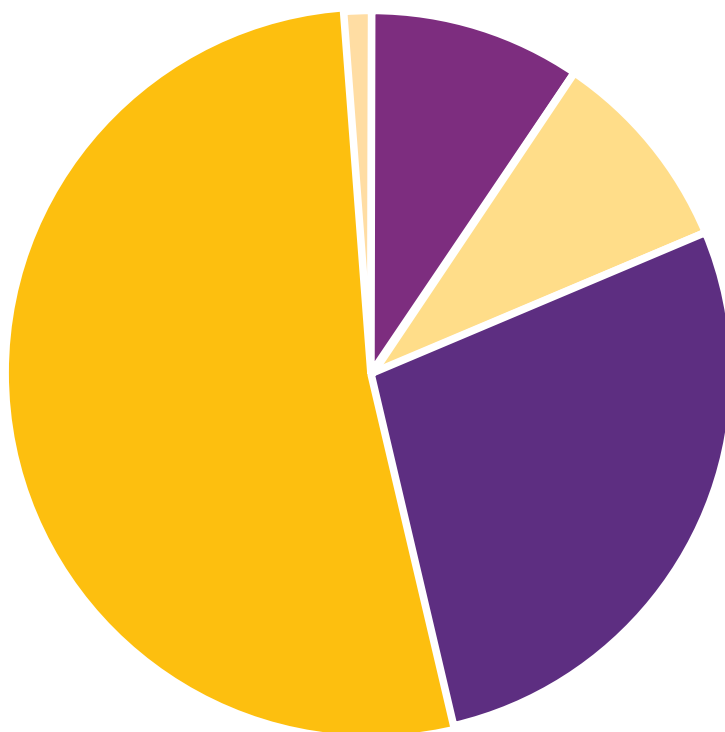
Number of apprentices in 2018-2019: 17

Number of apprentices in 2019-2020: 35

Credentials offered: New Jersey CNA license,
High School Diploma

Cost Savings for Employers Per Recruit: \$1100

Apprentice Ethnicity Breakdown 2009-2018



Total Participants: 177

Hispanic/Latino (93)
52%

Black/African American (49)
28%

Asian/Pacific Islander (17)
10%

White/Caucasian (16)
9%

Other (2)
1%

How it Works

In the 2009 school year, the Fund launched Youth Transitions to Work (YTTW), a pre-apprenticeship program for high school juniors and seniors aimed at helping address critical worker shortages for CNAs and improve training models for PTAs. Staff developed relationships with high schools, community and four-year colleges, and the New Jersey public workforce system. The purpose of the program is to prepare high school juniors and seniors for post-secondary academic rigor and apprenticeship placements. This strategy has helped create a steady pipeline of healthcare professionals that might not otherwise have access to careers with upward mobility.

Fund staff, along with current and former apprentices, typically make one-hour presentations at high schools to groups of juniors and seniors who are interested in healthcare careers. They also make presentations to parents to inform them about these opportunities. Apprentices talk about their experiences going through the program which helps high school students better understand how the program works and what opportunities they could have in healthcare.

Pre-apprenticeship programs, which are entirely free, begin the last week in June after the participants junior year. Tuition is paid for by the New Jersey Department of Labor. In addition to the specific program elements described below, cohorts have weekly, full-day sessions at the Fund to prepare them for the work environment. Students focus on resume writing, prepping for interviews, dressing appropriately, and gaining new information on the healthcare industry overall. The Fund organizes site visits to hospitals and long-term care facilities where students get a feel for the work culture and what it takes to be a CNA or PTA.



PARTNERS

RWJ/Barnabas Health – a network of independent healthcare providers in New Jersey

Livingston Hospital

5 private allied health practices

District 1199J, National Union of Hospital and Health Care Employees, AFSCME, AFL-CIO

New Jersey Department of Labor

City of Newark

Rutgers Medical School, Department of Rehab Sciences

Essex County Community College

Four school districts in Essex, Union, Hudson and Passaic counties

CNA Pre-Apprenticeship

The CNA pre-apprenticeship program begins during the summer between the participants' junior and senior years of high school and takes place at Essex County Community College. For three intensive weeks, students focus on adult literacy including Reading, English, and Math. After this session, they study for their CNA certification, which includes 90 class and clinical hours. This is a licensing requirement by the state of New Jersey. The community college provides the instruction and places students in nursing homes for clinicals once they earn their CNA license.

Physical Therapy Aide Pre-Apprenticeship

A consortium of interested employers, union leaders, Rutgers University, and Fund staff developed the physical therapy aide pre-apprenticeship in 2012 to improve training for PTAs. No certification is required for this occupation, so preparation for the work had not been adequate. The PTA pre-apprenticeship partners with the Department of Rehab Sciences at Rutgers University Medical School. Students take 20 workshop hours on basic physical therapy including medical terminology, safety practices, human anatomy and medical space preparation for exercises performed by patients during a physical therapy session. They follow the workshops with 75 to 125 hours of job shadowing under the direction of physical therapy physicians, completed during the pre-apprenticeship. During their senior year, students also participate in workshops and work readiness classes. After graduation, students start their PTA Registered Apprenticeship program or are placed into direct employment.

What's Next?

For the CNA apprenticeship: After students receive their CNA state license, they continue the pre-apprenticeship. Students are placed into paid Registered Apprenticeships or direct employment upon high school graduation and completion of the pre-apprenticeship program.

For the PTA apprenticeship: After high school graduation, students start their PTA Registered Apprenticeship program or are placed into direct employment.

WAGE GAINS

There are no wages for the pre-apprenticeship. The program is free of charge to students

CNA Registered Apprentices
Starting wage: \$12/hour
Completion wage \$16/hour

PTA Registered Apprentices:
Starting wage \$12/hour
Completion wage \$15/hour



Funding

The Fund relies on local, state, and federal grants to support training programs

\$2,500 per eligible student from the state of New Jersey (through Workforce Innovations and Opportunities Act (WIOA) funding)

NJ Department of Labor and Workforce Development

City of Newark food program

DISTRICT 1199C/AFSCME TRAINING AND UPGRADING FUND

Philadelphia, PA

District 1199C Training & Upgrading Fund (the Fund) was founded in 1974 by District 1199C of the National Union of Hospital & Health Care Employees, AFSCME and healthcare providers as a labor-management training fund to train employees and union members for work needed by signatory employers.

As workers retire and positions become more difficult to fill, the Fund is expanding its reach to develop new untapped talent pools, including high school students and Opportunity Youth. They have worked for decades with high school students and Opportunity Youth but have never run a pre-apprenticeship program until recently. Opportunity Youth includes young people between the ages of 16 and 24 that are not in school or working. Some have not finished high school and may have been part of the foster care system.

The fund started a three-tiered pre-apprenticeship to Registered Apprenticeship program for Opportunity Youth as Direct Support Professionals (DSP) and are launching a pre-apprenticeship program in high schools for the 2019-2020 school year for Childhood Development Associate (CDA).

How it Works

The Fund has carefully crafted a program with a number of partners specifically designed for Opportunity Youth to become DSPs. DSPs work as direct care behavioral health workers with a variety of populations, including individuals with mental health, drug and alcohol, and intellectual disability challenges.



Fast Facts

Career pathways: Direct Support Professional (DSP), Childhood Development Associate (CDA)

Number of apprentices: 109 across four cohorts

Credentials offered: OSHA training, CPR and mental health First Aid, Registered Apprenticeship completion certificate

Education earned: (DSP) 24 college credits from Thomas Jefferson University, (CDA) nine credits at Community College of Philadelphia

The combination of the apprenticeship model with the developed mentoring model, and coordination by the Fund, gave providers the confidence to move forward.

Upon completion of the program, participants earn about \$30,000 per year with benefits, and receive 24 college credits. The apprenticeship encompasses duties of a Direct Support Specialist, Direct Care Technician, Youth Advocate, and Case Management Assistant. If participants want to continue along this career pathway, they can become Alcohol and Drug Abuse Counselors earning an average of \$45,000 per year. The program has been deliberately designed to meet the needs of the providers, yet paces students at a rate that will not be overwhelming.

The program is composed of:

Bridge Program, four weeks:

Students take courses in electronic records and mental health first aid while improving reading, writing, and math skills. They earn certifications in OSHA safety, CPR, and mental health first aid.

Pre-apprenticeship Program, six weeks:

Includes behavioral health coursework, job shadowing, and job interviews for either the Registered Apprenticeship or employment. Students receive a credential in electronic health records, as well as get their driver's license. Upon completion of the pre-apprenticeship, youth enter the formal DSP Registered Apprenticeship program or transition into full-time employment.

Registered Apprenticeship, one year:

Apprentices work full-time at a facility and take behavioral health classes at the Training Fund, which qualify for 21 college credits at Jefferson University where they subsequently take one course which adds 3 more credits in total this earns 24 college credits towards an Associate's Degree, which in turn articulates towards a Bachelor's Degree in Behavioral Health.

PARTNERS

JEVS, Community Behavioral Health

Philadelphia Mental Health Care Corporation

SPIN (provider of inclusive, early childhood education)

Pennsylvania Workforce Development Board

Philadelphia Workforce Investment Board

Pennsylvania Office of Apprenticeship

City Office of Workforce Development

Jefferson University

City Department of Behavioral Health

Local Initiatives Support Corporation

Parkway West School District

Philadelphia Academies, Inc.

Childhood Development Associate High School Pre-Apprenticeship:

Beginning in the 2019-2020 school year, the Fund will partner with the Parkway West School District to offer a pre-apprenticeship program for high school students. The school system already offers the CDA curriculum and internships in childhood development for juniors and seniors through their CTE track, with plans to expand to freshmen and sophomores. This program will be a pre-apprenticeship leading into the Registered Apprenticeship. The plan is for dual enrollment coursework to be provided by the Community College of Philadelphia so students will earn college credit while still in high school. Upon graduation, students will take the Child Development Associate (CDA) exam, which, if they pass, earns them the CDA credential. They will begin their Registered Apprenticeship after high school graduation.

What's Next?

Of 66 participants in 3 cohorts, all but one are working. Twenty-five continued into the Registered Apprenticeship Program.

A new cohort of 36 Early Childhood Education (ECE) apprentices began in summer of 2019 as well as statewide ECE implementation of the pre-apprenticeship program.



WAGE GAINS

- Pre-apprentices do not earn a wage but receive a transportation stipend
- Registered Apprentices earn \$15 an hour

Funding

Grants from Philadelphia Works (both the U.S. DOL American Apprenticeship Initiative (AAI) grant and Workforce Board On-the-Job Training funds)

Pennsylvania Department of Labor & Industry

U.S. DOL Susan Harwood grant (supports OSHA training)

LISC funding (U.S. DOL SIF funds and private philanthropic funding)

CAREERWISE

Denver, Colorado

CareerWise Colorado was founded in 2016 after a delegation of 50 leaders from the state's businesses, school districts, community colleges and others went to Switzerland to study the country's youth apprenticeship model and see how they could adopt the model statewide in Colorado.

Today, there are more than 400 students in the program, with 70 participating employers and several school districts. The goal is to have one in ten high school students participating in an apprenticeship program by 2027. Students can choose from six career pathways, which include Advanced Manufacturing, Finance, IT, and Business Operations and Education, in addition to Healthcare.

How it Works

All participating school districts follow the model laid out by CareerWise. In the Fall, Denver Public Schools (DPS) host events for students and parents to make them aware of the apprenticeship opportunities available. In this past school year, more than 625 DPS students expressed interest in participating in an apprenticeship. Of those students, one third chose a healthcare pathway.

The CNA to LPN program lasts four years—beginning in a student's junior or senior year and concluding with a full LPN certification. After expressing interest

in the program, students must be interviewed and hired by a participating employer. If students are hired, the employer pays for all coursework and any costs associated with the CNA and LPN exams. During the first year, students work 16 hours per week as CNAs and go to high school the other three days. During the second year, students work 20-24 hours and attend school two days per week. In the third year students work fewer hours to take their LPN required courses and prepare for the LPN exam. In year four, students have their LPN certification and are working full time as LPNs.

Fast Facts

Career Pathway: Certified Nursing Assistant (CNA) to Licensed Practical Nurse (LPN)

Setting: Skilled Nursing Facility

Credential offered: LPN Certification, CNA License, High School Diploma

Education earned: 1 year of college credit, debt-free

Number of participants in 2018-2019: 400+

Apprenticeship Timeline

Summer before year 1: CNA licensure program and exam (paid for by employer).

Years 1 & 2: Work as a CNA while working on LPN

prerequisites, which include a college biology course and a medical terminology course. Apply to the Emily Griffith Community College LPN program.

Year 3: Work fewer hours and attend the LPN program full time (courses and exam paid for by employer.)

Year 4: Work as an LPN with an LPN entry-level salary.

What's Next?

After completing the apprenticeships, students are continuing to work at the healthcare facility and are enrolled in an LPN program at the technical college. With one year of college credits under their belts, apprenticeship graduates can finish their degree sooner and incur less debt.



PARTNERS

Denver Public Schools

Sava Senior Care

Emily Griffith Technical College

U.S. Department of Labor, Office of Apprenticeships

WAGE GAINS

- \$10-15/hour as CNAs
- \$23.18/hour as LPNs

Funding

Employers pay tuition and exam fees and wages:

Public Schools Funding



STATE OF WISCONSIN YOUTH APPRENTICESHIPS

Wisconsin's statewide Youth Apprenticeship (YA) is the longest-running and most successful youth apprenticeship program in the nation, dating back to 1991, when it was developed as a School-to-Work program.

The program had 5,089 youth apprentices and 3,619 employers, representing 11 industries during the 2018-2019 school year. The healthcare industry is a vibrant part of Wisconsin YA, with 849 apprentices and 446 employers across the state during the 2018-2019 school year. The healthcare industry mirrors the growth of Wisconsin YA and the demand for well-trained workers. 81 percent of graduating healthcare apprentices have been offered continued work by their employers, and 84 percent were offered work in healthcare overall. Many of the healthcare youth apprentices see YA as a foot in the door and an opportunity for upward mobility to higher levels in the healthcare professions. Wisconsin has many doctors and nurses who got their start by participating in a YA. Many of the companies offer free college tuition or tuition assistance to continue on a healthcare pathway.

How it Works

Local programs provide training based on statewide youth apprenticeship curriculum guidelines. Students are enrolled in academic classes and take courses for their youth apprenticeship. They also work for a participating company under the supervision of a skilled mentor. At the end of the YA, students must demonstrate competencies in various skills and, upon successful completion, will earn a state certification, industry certification or license, as well as a high school diploma.

Programs run one or two years. The Level One program is for high school juniors or

Fast Facts

Career Pathways: Medical Assistant, Certified Nursing Assistant, Pharmacy Tech, Dental Assistant, Medical Office, Ambulatory/Support Services

Number of Apprentices: 849 healthcare apprentices

Demographics: 90 percent female; 17 percent minority

Participating School Districts: 44 percent

Number of Employers: 446 employers

Credentials Offered: Industry credentials and/or licenses in each of the career pathways

seniors and includes a minimum of 450 hours of On-the-Job learning with two semesters of related coursework (180 hours). Level Two is the more typical YA program. It is open to juniors and seniors and requires 900 hours of On-the-Job learning with four semesters of related coursework (360 hours). Depending on the YA, Level One programs can start in June after the junior year or fall of senior year; Level Two programs can start in June following the sophomore or junior year. All YAs must be completed by high school graduation or by August 31 following graduation. Apprentices are paid \$13.19 per hour.

What's Next?

81 percent of the 2018-2019 graduating class enrolled in a healthcare YA were offered jobs with their employer. Some will go on to college, some will go straight to work, and others will continue on a combined work and learning path.

Funding

Employers pay \$11.39 per hour

State Youth Apprenticeship Grants program

2017-18: \$3,906,181

2018-19: \$4,355,399

Public School funding

Perkins funding (Career & Technical Education)

Private Grants

PARTNERS

AHEC – Wisconsin Area Health Education Center

DANB – Dental Assisting National Board

DHS/CNA – Wisconsin Department of Health Services

HOSA – Health Occupations Students of America

National Consortium for Health Science Education

Peace Corps Health Opportunities

PSW – Pharmacy Society of Wisconsin

WHA – Wisconsin Hospital Association

WHIMA – Wisconsin Health Information Management Association

WI HOSA

WDA- Wisconsin Dental Association

WNA – Wisconsin Nurses Association

WSMA – Wisconsin Society of Medical Assistants

ROCKCASTLE REGIONAL HOSPITAL AND RESPIRATORY CARE CENTER

Rockcastle, Kentucky

Rockcastle Regional Hospital and Respiratory Care Center is located in Mt. Vernon, Kentucky, a rural community in the south-central part of the state. The facility primarily serves Rockcastle and five surrounding counties including Lincoln, Pulaski, Garrard, Laurel, and Madison. Rockcastle Regional, like other rural facilities, has found it challenging to recruit the steady pipeline of nurses and other healthcare professionals it needs. The employer saw youth apprenticeship as a promising opportunity for nurturing a pipeline of local residents by offering high school students a career pathway from CNA to an LPN or RN. The new youth apprenticeship program has grown out of a long-standing co-op program partnership with Rockcastle County Schools.

Fast Facts

Career Pathway: Certified Nursing Assistant (CNA) leading to Licensed Practical Nurse (LPN) and Registered Nurse (RN)

Setting: Rural hospital serving four counties

Number of credentials offered: 3

Number of participants in 2018-19: 4

This new Registered Apprenticeship program is based in high schools throughout the state to better integrate Career and Technical Education (CTE) with work experience. Tech Ready Apprentices for Careers in Kentucky (TRACK) is a leader in this effort and currently has robust programs in welding, carpentry, manufacturing, and electrical. This school year was the first for TRACK in the health sciences.

How it Works

The 2018-2019 school year marked the start of Rockcastle Regional's nursing assistant apprenticeship program, with a first cohort of four high school seniors. The hospital worked with the high school health science teacher to identify candidates from the junior class that are on the pre-nursing track. Students begin coursework as freshmen or sophomores and take a sequence of classes to complete the pre-nursing pathway. Apprentices begin working at the hospital during the summer between junior and senior year as student helpers earning \$10 per hour. They assist patients and hospital staff to complete routine non-medical tasks such as reading to and sitting with patients, answering calls, and cleaning equipment, all while job shadowing CNAs, LPNs

and RNs. In the fall of senior year they take the nursing assistant program and sit for the state CNA certification exam. Once certified, apprentices become hospital employees in an “as needed” capacity at a higher pay level of \$11.50 per hour. They typically work on weekends, vacations and after school to complete the On-the-Job hours needed for the Registered Apprenticeship, which is completed along with high school graduation.

What’s Next?

All of the apprentices in the first cohort will continue working at Rockcastle Regional and all will go to nursing school. Most will attend Somerset Community College, the local school in their district, and at least one will attend a state college but will work at the hospital part-time.

Rockcastle Schools and the hospital have identified candidates for the second cohort. Five apprentices started work in June 2019 as student helpers.



Funding

The hospital pays \$11.50 per hour to the apprentices

Coursework is through the high school and is free of charge

Once in nursing school, the hospital provides two scholarships:

- Bailey Scholarship offers assistance with books and tuition
- Tuition reimbursement: employees are expected to work a certain period of time to repay hospital



PARTNERS

Rockcastle County Schools

Health Occupations Students of America (HOSA)

TRACK: Tech Ready Apprentices for Careers in Kentucky

JEFFERSON COUNTY PUBLIC SCHOOLS

Jefferson County, Kentucky

Jefferson County Public Schools (JCPS) is an urban school district that includes Louisville and is the largest in the state of Kentucky. JCPS has 169 schools, of which 25 are high schools, with a combined student population of 101,000. The diverse student body includes 62 percent who are eligible for free or reduced lunch. Approximately 125 languages are spoken by students. In addition to the traditional academic model, the school system has an integrated Career Pathway Academy model for all high schools with a total of 153 pathways. Each career path has four required courses needed for graduation.

JCPS is starting to integrate TRACK, Kentucky's statewide Registered Apprenticeship program for high school students. The Medical Assistant apprenticeship is the district's first in health sciences.

How it Works

The Nurse Practitioner who oversees all school nurses and health services personnel wanted to track health statistics better. She saw an opportunity for an apprentice to assist with collecting and entering student data, while mentoring and training the student to eventually become a medical assistant.

The first apprentice began in March 2019. She serves as a receptionist for the nurse practitioner's office and enters and tracks medical data including physicals, immunizations, concussions, illnesses, safety,



Fast Facts

Career path: Medical Assistant

Setting: Urban school district

Number of apprentices: 1

Credentials offered: NOCTI, Registered Apprenticeship Completion Certificate, high school diploma

Education earned: College credit for pre-nursing high school courses and any Advanced Placement academic classes

and other protocols. She compiles and tracks all nurses' notes on students. She'll also be working on research to develop educational materials for JCPS to use to communicate to students and parents. Currently a junior, she works full-time on Tuesdays and Thursdays and attends classes the other three days. She'll work full-time during the summer.

As part of her coursework for the apprenticeship, she is enrolled in the health science career pathway where she takes courses in biomedical sciences that include principles of health science, emergency health procedures, medical terminology, and anatomy. All students taking these courses are given a NOCTI assessment to test their competency. NOCTI is widely recognized and provides a number of industry-based credentials and certifications for CTE programs across the nation. In addition to coursework for specific pathways, students take their regular academic requirements needed for high school graduation.

What's Next?

It is anticipated that after High School graduation, the apprentice may continue working for the school district as a Medical Assistant.

PARTNERS

TRACK: Tech Ready Apprentices for Careers in Kentucky

Funding

First year (2018-19): \$50,000 from the Superintendent to support all JCPS students in apprenticeship programs including the Medical Assistant in Health Sciences

Second year (2019-2020): Funding for the Medical Assistant will come from the health services budget

WAGE GAINS

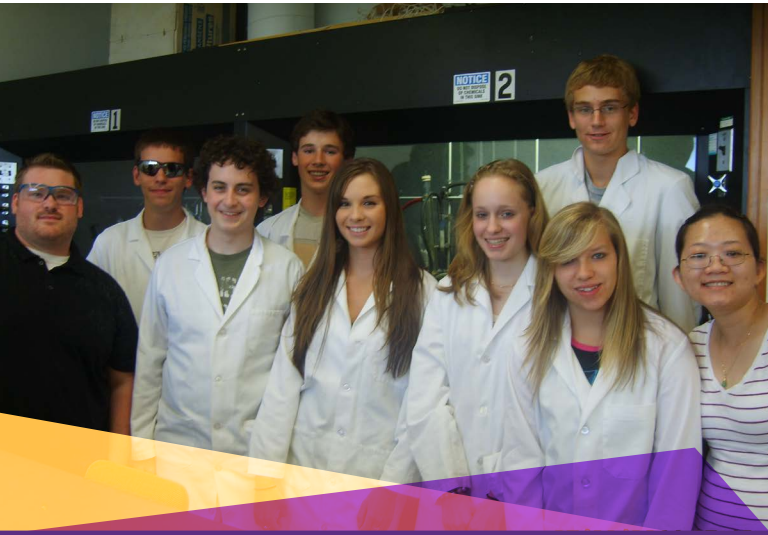
The school pays the apprentice:

- \$8.28/hour for first 1000 hours
- \$8.78 after 2000 hours
- \$9 after 3000 hours



CVS HEALTH PRE-APPRENTICESHIP PROGRAMS FOR HIGH SCHOOL STUDENTS

Michigan



Fast Facts

Career Path: Pharmacy Technician

Number of Apprentices: 35 pre-apprentices/students in Michigan programs

643 youth in CVS job training programs nationwide

Nearly 8,000 apprentices in 19 states since 2005

Credentials offered: Certificate of completion of summer program

Credit for CTE work-based learning portion of Health Science coursework

CVS Health is currently the largest chain of retail pharmacies in the United States with more than 9,800 locations nationwide. As of 2019, CVS Health employs more than 295,000 employees including 36,000 nurses, nurse practitioners, pharmacists and other clinicians – more than any other healthcare provider nationwide.

Registered Apprenticeship has played an important role in training pharmacy technicians and retail managers in CVS Pharmacy stores since 2005 when the first program began in Detroit. Most apprentices have been trained as retail pharmacy technicians that assist pharmacists in filling prescriptions and managing inventory.

Once pre-apprentices turn 18 and obtain the state license, they can start the Pharmacy Technician Registered Apprenticeship. The company sees this position as the entry point into career ladders in technical professions, as well as supervisory and management roles that can potentially lead to a Bachelor's degree in various fields or a Doctorate in Pharmacology. They also see Pharmacy Technician as an entry point for nursing and other clinical fields.

PARTNERS

Fitzgerald Public Schools

Forest Hills Public Schools

Oakland Community Schools

Rockford Public Schools

Ben Carson High School of Science
and Medicine

Royal Oak Technical School

Ferris State University, College of
Pharmacy

U.S. Department of Labor, Office of
Apprenticeship

How it Works

CVS Health partners with local high school health science departments to offer a 30-hour On-the-Job learning component as part of students' work-based learning requirement for their CTE courses. The company likes working with CTE classes because the coursework prepares students for post-secondary Pharmacy Practice and fits well into the On-the-Job training component. Store managers and pharmacists feel these high school students are well prepared to start a Pharmacy Technician Registered Apprenticeship and are eager to hire them.

Health Science divisions of the partnering high schools actively recruit students for CVS Health. Store managers and pharmacists interview students for potential placement.

Funding

High School CTE program



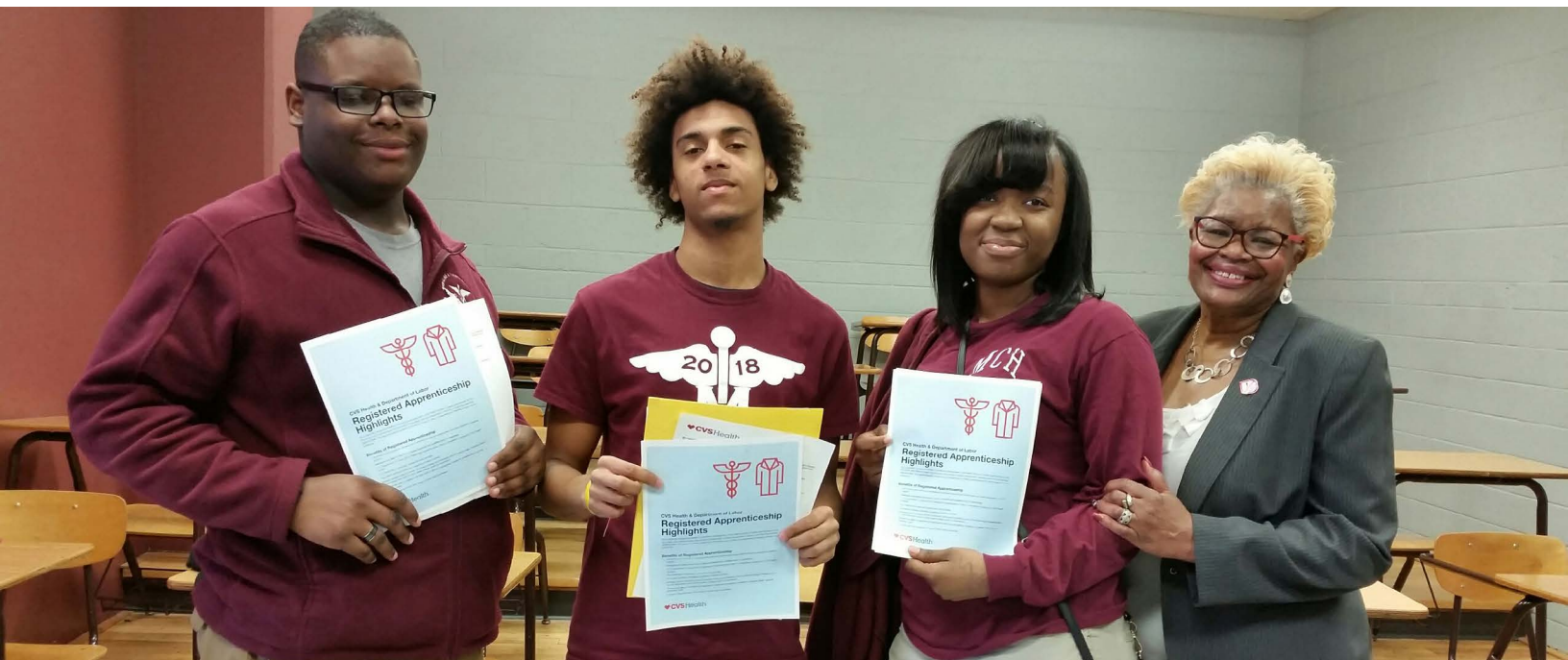
Once accepted, CVS Health helps students get a temporary license so they can complete the work component. If students are under age 18, they work in the pharmacy as a Clerk Rx where they work retail and assist pharmacy technicians in tasks that do not compromise patient privacy.

Michigan Pathways to Pharmacy Summer Science Internship

CVS Health partners with Ferris State University College of Pharmacy, as well as Rockford and Forest Hills Public High School districts, to offer a six-week program that combines coursework and research at the university with 20 hours per week of On-the-Job learning at a local CVS Pharmacy. The purpose is to provide real work experience in a pharmacy. Students go through an application process that includes a letter explaining why they want to participate in the program, three recommendation letters, and their high school transcript. Applicants are interviewed by a CVS Pharmacy manager and the university. About 10 students participate each summer. All must take the CVS Health online courses. For four weeks, students are on the job at a local CVS Pharmacy learning about medications, insurance, and working in a retail pharmacy. The last two weeks are spent at the university doing research. Students are not paid but earn a stipend equivalent to wages earned for the amount of time they worked.

What's Next?

Once students reach the age of 18, they can get their license and do some tasks of a pharmacy technician. Many students are offered jobs after completing the On-the-Job learning component. If hired, students are placed into the Registered Apprenticeship program and receive credit for the pre-apprenticeship experience.



JOB CORPS CAREER SYSTEMS

Ottumwa, Iowa

Job Corps is a voluntary, residential education and job training program for low-income, at-risk youth, ages 16 to 24, who are not in high school or college and are in need of additional education and training to gain employment. It is funded by the U.S. Congress and administered by the U.S. Departments of Labor and Agriculture. Most programs are residential campuses where students live on-site and participate in a combination of classroom and work-based learning activities designed to prepare them for careers. Participants also get health and dental care, a biweekly basic living stipend, and career counseling and transitional support for a year following graduation from the program. The average length of stay for participants is about a year, although they can stay up to three years.

The Ottumwa Job Corps Center is run by Career Systems, an organization that operates 12 Job Corps Centers across the country in CA, TX, OK, IA, PA, NY and ME. Ottumwa is fairly new and has been up and running since 2011. Like the other Job Corps centers, it offers education, career planning, On-the-Job training, job placement, driver's education and English language learning. Ottumwa Job Corps Center serves both residential and nonresidential students.

How it Works

The Registered Apprenticeship Advanced Certified Nursing Assistant (CNA) program began in 2016 as a competency-based program and takes approximately one year to complete.

Ottumwa Job Corps Center has partnerships with all of the major healthcare providers in the area. Apprentices take coursework developed by the University of Iowa at the Job Corps Center during the week and work on weekends at the healthcare facility. This career pathway prepares apprentices to continue on a Licensed Practical Nurse (LPN) track and prepares them to take care of any type of patient.

After completing the apprenticeship, students have the option to continue at Indian Hills Community College to get an Associate's Degree in LPN, or remain as an Advanced CNA. The Ottumwa Center, which already had a CNA training program, was looking for a way to transition students into hospitals

Fast Facts

Career Pathways: Advanced CNA to Health Support Professional to LPN

Number of Apprentices: 7 cohorts with 5 students in each

Credentials Offered:

CNA State License

High School Diploma or GED

Registered Apprenticeship Certificate of Completion

from long-term care facilities and give Job Corps participants an opportunity for career options and upward mobility to LPN and Registered Nurse (RN).

The Ottumwa program has three components:

Entry-level CNA: Students take coursework and must pass the CNA state exam. They do a two-week internship program with a facility that focuses on homecare and working with people with disabilities. After finishing the internship, the facility hires the student as an apprentice and they get credit towards the apprenticeship. Once apprentices finish the CNA, they are doing clinical work with patients in long-term care settings.

Health Support Professional: This is the second or intermediate level in the CNA training. Apprentices are trained in geriatric care and disease process so they will be able to work in homecare, skilled nursing centers, and hospitals. When they finish this portion of training, apprentices will receive a wage increase.

Advanced CNA: The final and advanced level of the CNA training takes place in hospitals where they learn to take care of patients after surgical procedures. They learn to remove catheters, change dressings, prepare patients for surgery, and other skills. Upon completion of the pre-apprenticeship, youth enter the formal Direct Support Professional (DSP) Registered Apprenticeship program or transition into full-time employment.

What's Next?

The program has had seven cohorts with five apprentices in each cohort. Three apprenticeship graduates are currently attending Indian Hills Community College where they are getting their LPN Associate's degree. The rest are working for healthcare providers.

PARTNERS

Bloomfield Center for Nursing and Rehabilitation

Fairfield Community Health Center

Good Samaritan Society - Ottumwa

Jefferson County Hospital

Mahaska County Hospital

Ridgewood Nursing & Rehab Center

Indian Hills Community College

Ottumwa Job Services

University of Iowa

U.S. Department of Labor Office of Apprenticeship

Workforce Development One-stop Center, Ottumwa

WAGE GAINS

- \$10.50/hour for entry-level CNAs
- \$13 to \$14/hour for Advanced CNAs
- \$14 to \$16/hour for CNAs who have completed the program

Funding

Job Corps provides funding for coursework and the residency program

Healthcare providers provide wages to apprentices

CHARLESTON REGIONAL YOUTH APPRENTICESHIP (YA) HEALTHCARE PROGRAMS

South Carolina

Apprenticeship Carolina was created in 2007 and is housed within the South Carolina Technical College system. South Carolina was looking for new ways to train a high-quality workforce in all industries and across regions. Business, education and government leaders in South Carolina formed a task force in the early 2000's to explore various workforce strategies that could work in the state. They decided to follow the German and Swiss apprenticeship models as a way to address the challenge. When it began, there were just over 775 apprentices and no youth apprentices at all. Today, South Carolina boasts nearly 32,000 adult and youth apprentices with 209 youth programs for high school students. Registered Apprenticeship programs in the state span all industries.

Apprenticeship Carolina offers comprehensive assistance to employers that want to start and ramp up apprenticeship programs through its network of apprenticeship consultants. These experts guide companies through the process of setting up a program, work with local technical colleges to design coursework, and help companies through the U.S. Department of Labor registration process. In 2015, due to increased demand for high school apprenticeships, Apprenticeship Carolina added a youth apprenticeship consultant who works statewide helping companies create programs for high school students. The state also offers a \$1,000 tax credit per apprentice per year for up to four years to companies that employ apprentices. This modest incentive is particularly helpful to many small and mid-sized businesses that may have a difficult time recruiting and training



Fast Facts

Number of apprenticeship programs statewide: 209

Career Pathways: Certified Nursing Assistant (CNA) to Patient Care Technician (PCT)

Basic Emergency Medical Technician (EMT)

Medical Office Assistant (MA)

Credentials offered: High School Diploma, Registered Apprenticeship Certificate of Completion, National EMT Certification, CPR Certification, CNA State Certification

College credit offered: Up to 30 credits or a year's worth of college while in high school

talented employees.

The healthcare sector has been a key part of the state's growth in high school apprenticeships. Trident Technical College has three Registered Apprenticeship programs in healthcare for CNA to PCT, Basic EMT and Medical Office Assistant. These programs are designed as career ladders – providing entry into a healthcare profession with the opportunity for upward mobility into more advanced, high-wage careers. Apprentices complete approximately 30 college credits while still in high school and work for a healthcare provider. Upon high school graduation, students may continue their Associate's Degree programs. Trident has Associate's Degree programs in Nursing (ADN) (with a long waiting list of applicants), for Paramedics and for Medical Office Assistants. Participating in the high school apprenticeships gives students a leg up to getting into these competitive programs.

How it Works

CNA to PCT Apprenticeship

The Charleston Regional Youth Apprenticeship has developed a career ladder that takes students from a Certified Nursing Assistant to Pre-Nursing Youth Apprenticeship Program. Students take CNA and PCT training, then go through a Pre-Nursing certificate program, which includes required Anatomy and Physiology, Psychology, Math and English courses. Upon completion of the program, students can choose to continue through the ADN program immediately without being placed on the waiting list. After completing the ADN program, students are eligible to take the National Council Licenser Examination-RN (NCLEX-RN). Trident is working with four-year institutions to advance their ADN program to a Bachelor's degree. Most four-year institutions in South Carolina provide



PARTNERS

Apprenticeship Carolina

Trident Technical College (TTC)

Charleston Metro Chamber of Commerce

Five school districts—Berkeley County School District, Charleston County School District, Dorchester District 2 Schools, Dorchester District 4 Schools, South Carolina Public Charter School District

Medical University of South Carolina

East Cooper Medical Center

Roper-St. Francis Healthcare

Local fire departments

Trident Health System

U.S. Department of Labor, Office of Apprenticeship



tuition reimbursement for a four-year RN program, so student apprentices can potentially have free tuition throughout nursing school.

The Registered Apprenticeship begins during the summer for rising high school juniors and seniors when they go through CNA and PCT training at TTC's Continuing Education Division. After earning the CNA

and PCT certifications, student apprentices begin working for employers while they continue with pre-nursing coursework. Employers may transition the student from working as a CNA to serving as a PCT at any point during the course of the two-year apprenticeship. It varies by employer and by each apprentice's demonstrated competencies. By the time high school students graduate, they will have completed the Registered Apprenticeship program and half of the nursing program. Students can remain as PCTs or apply to Trident for completion of their ADN.

This is a new apprenticeship program for Trident Technical College. The school is only in the second year of their first cohort and getting ready to start the second. Currently, four PCTs are earning their ADN and 12 will start in fall of 2019.

Basic Emergency Medical Technician (EMT)

This program offers the Basic EMT certification during senior year of high school. Students start with EMT basic coursework then take the exam to be certified once they turn 18. After apprentices graduate from high school, they continue in the second year of the program to complete the Advanced EMT certificate. On-the-Job training is typically with a fire department or EMS agency. Apprentices work on dispatch, logistics or washing trucks until they pass the first exam by the end of their first year. By law, they cannot touch patients without the certification. Once they pass the Basic EMT certification, they can see patients and ride in ambulances. Apprentices continue coursework for the Advanced EMT in the second year and take the exam. They continue advancing their On-the-Job skills. Many go on to the paramedic program.



Medical Office Assistant

This Youth Apprenticeship prepares students for Trident's Administrative Office Technology Associate's Degree program. Apprentices work in a physician's office, urgent care or hospital setting and help with patient billing, medical records, coding, correspondence, greeting visitors and arranging hospital admissions and surgeries. They rotate throughout administrative offices and assist RNs and medical secretaries. When finished with the program, students are able to work in any of these medical environments and continue with the second year of the Administrative Office Technology Associate's degree.

What's Next?

Most students that begin their apprenticeship during their junior year will finish their Registered Apprenticeship upon high school graduation. Those who start during their senior year will finish after high school. All of these healthcare programs are part of career ladders that provide approximately 30 college credits, so that after high school, students can continue their work and learning model to obtain an ADN, a Paramedic degree or an Administrative Office Technology Associate's degree.



Funding

Employers pay wages

Public School funding

Perkins funding

State funding

\$1,000 per apprentice tax credit to participating businesses (statewide)

Donations and grants from private companies

WAGE GAINS

- CNA: \$9 to \$12/hour
- PCT: \$13/hour
- EMT: \$10/hour

Medical Office Assistant Wage Increases

- Starting salary: Minimum wage to \$9/hour
- Upon completion: \$30,000 to \$35,000 annually



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About H-CAP:

The Healthcare Career Advancement Program (H-CAP) is a national labor-management organization that promotes innovation and quality in healthcare career education. Our mission is to transform healthcare workforce development and to support highly-trained, highly-valued professionals to better meet the need for quality care in a rapidly changing industry. We are committed to fostering value and equity in healthcare careers, and to helping employers recruit and retain the best-trained professionals, to meet their needs and the needs of our communities.