



# Youth Apprenticeships In Healthcare: Success Stories

# Building Bridges to Quality Careers

- Employment of healthcare occupations is projected to grow 18 percent from 2016 to 2026 (Source: U.S. Bureau of Labor Statistics)
- For “health care support” positions, which include medical assistants and home health aides, demand exceeds supply by around 10 percent (Source: U.S. Chamber of Commerce Foundation)
- Youth Apprenticeships can help expand this workforce, offering the first step on a path towards a rewarding, lifelong career in healthcare.



# Who We Are

- 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 more equitable outcomes, for highly-trained, highly-valued professionals to better meet the need for quality care in a rapidly changing industry.
- HCAP has partnered with local employers, schools and technical education organizations to design and carry out Youth Apprenticeship programs that deliver mutual benefit to apprentices and employers.



## Role of Employer

- Provides work and pay
- Provides On-the-Job (OJL) learning experiences
- Tracks On-the-Job learning and other data
- Coordinates program



# Role of High School

- Identifies qualified candidates for hospital
- Provides coursework
- Mentors apprentices
- Provides career counseling services to students and families
- Provides tutoring



# Education / Credentials

## Apprentices

- Advance their academic studies
- Earn nationally-recognized credentials that validate their skills to employers and provide an opportunity for wage increases

## These credentials may include:

- State licenses and certifications
- High School Diploma
- College Credits



# Employer

## Benefits

- The healthcare facility creates a cost-effective pipeline that maintains a steady flow of workers
- By partnering with the local high school health sciences departments, they are able to recruit strong candidates

## Challenges

- Perception of working with students under age 18



# Apprentices

## Benefits

- Apprentices get an early start to a career in a high-demand field
- They receive college credit for high school coursework
- The work they do while in high school is related to their career path

## Challenges

- Balancing work, school and other activities







## CASE STUDY

# Youth Transitions to Work (YTTW)

New Jersey Healthcare Employers District  
1199J Training & Development Fund

# The Challenge



- Create new career pathways for Certified Nursing Assistants and Physical Therapy Aides for diverse, underserved youth, that increase equity in the healthcare workforce
- Address critical worker shortages for CNAs and poor training models for PTAs

# The Plan

- Develop relationships with high schools, colleges and New Jersey public workforce system to prepare high school juniors and seniors for further education and apprenticeship placements
- Help create a steady pipeline of healthcare professionals that might not otherwise have access to careers with upward mobility
- Expand equity by targeting youth of color

# Partners

- RWJ/Barnabas Health 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

# How It Works

## *CNA Pre-Apprenticeship*

- Begins during the summer of junior and senior years of high school at Essex County Community College
- For three intensive weeks, students focus on adult literacy including Reading, English and Math
- They then study for their CNA certification that 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

# How It Works

## *Physical Therapy Aide Pre-Apprenticeship*

- 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 preparing medical spaces for exercise
- They complete 75 to 125 hours of job shadowing under the direction of Physical Therapy physicians
- During 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

# Education/Credentials

- New Jersey CNA license
- High School Diploma



# Wage Gains

- **CNAs:**
  - Starting wage: \$12/hour  
Completion wage: \$16/hour
- **PTAs:**
  - Starting wage: \$12/hour  
Completion wage: \$15/hour



# Outcomes

- Number of apprentices grew to 35 for 2019-2020 from 17 in 2018-2019
- 100 percent job placement
- Equity: 52 percent of the cohorts have been Latinx, 28 percent African American, nine percent Asian-Pacific and nine percent white
- Employers have saved \$1100 per placement in cost and time needed to recruit and train new staff through this program



## CASE STUDY

# District 1199C/AFSCME Training and Upgrading Fund

Philadelphia, PA

# The Challenge

- Workers are retiring and positions for Direct Support Professionals and Early Childhood Development Associates are becoming more difficult to fill
- New employment pathways are needed for Opportunity Youth, who include young people between 16 and 24 who are neither working nor in school, and who may have been involved in the foster care and/or juvenile justice system



# The Plan

- Train this untapped population of Opportunity Youth in industries that need workers
- Provide a first step for some students who want to gain Associate's or Bachelor's degrees in their chosen field

# 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.

# Education/Credentials

- OSHA training
- CPR and mental health first aid
- DSP: 4 college credits from Thomas Jefferson University
- ECDA: 9 credits at Community College of Philadelphia



# How It Works

## *Direct Support Professionals (DSPs)*

- Three-step Bridge, Pre-apprenticeship and Registered Apprenticeship 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
- The Fund has designed a three-step program that, upon completion, pays about \$30,000 a year with benefits, plus participants receive 24 college credits
- The apprenticeship encompasses duties of a Direct Support Specialist, Direct Care Technician, Youth Advocate, and Case Management Assistant
- If they want to continue along this career pathway they could become Alcohol and Drug Abuse Counselors earning on average \$45,000 per year

# How It Works

## *Early Childhood Development Associate (ECDA)*

- Pre-apprenticeship leading into the Registered Apprenticeship with dual enrollment coursework provided by the Community College of Philadelphia
- Students 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, leading towards an Associate's Degree
- Once apprentices complete the program they qualify as lead teachers in a licensed child care center



# Outcomes

## Direct Support Professionals (DSP)

- 49 out of 50 participants across the first two cohorts obtained employment after pre-apprenticeship
- More than a third, 15, continued into the Registered Apprenticeship Program
- Five have completed the program and five are on track to complete it
- Of 16 participants in the 3rd cohort, 10 are applying to obtain employment as Apprentices and 10 are planning to start the Related Technical Instruction in July 2019

## Early Childhood Development Associate (ECDA)

- Three of the first five apprentice graduates are now enrolled at Arcadia University and in the process of earning their BA degree



## CASE STUDY

# Job Corps, Career Services

Ottumwa, Iowa

# The Challenge



- Create a new job pathway for at-risk youth from CNA to LPN
- CNA programs did not have a work-based learning component to train after passing the CNA licensing test
- CNAs were expected to go onsite with patients and know how to do tasks that they had never been taught

# The Plan

- The state of Iowa, won a grant in 2012 to rewrite curriculum for CNAs to better prepare them to move up to LPN
- The Job Corps Center head nurse developed relationships with employer partners to overcome hesitancy in working with a youth population
- The employers agreed to an initial two-week internship to assess fit

# 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
- USDOL Office of Apprenticeship
- Workforce Development One-stop Center, Ottumwa

# How It Works

- ***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. Once apprentices finish the CNA, they are doing clinical work with patients in long-term care settings.
- ***Health Support Professional:*** 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 and get patients prepared for surgery.

## Education/Credentials

- CNA state license
- High School diploma or GED
- Registered Apprenticeship Certificate of Completion

## 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



# Outcomes

- The program has established partnerships with all the major healthcare providers in the area
- Total of 35 apprentices across seven cohorts
- Three students are currently attending Indian Hills Community College where they are getting their LPN associates degree.





## CASE STUDY

# Jefferson County Public Schools (JCPS)

Kentucky

# The Challenge



- Kentucky is facing a shortage of health care professionals
- Career Pathway Academy model schools needed to expand offerings to include health professions
- Jefferson County Public Schools needed to be prepared for anticipated, enhanced apprenticeship goals and standards from the Governor's office

# The Plan

- Increase likelihood of student success by providing a larger variety of apprenticeship opportunities in high-demand industries (healthcare)
- Create an "earn while you learn" work-study model that benefits both the student and employer
- Implement the Medical Assistant apprenticeship program – the first health science apprenticeship offered in the district – starting with one apprentice

# Partners

## **TRACK: Tech Ready Apprentices for Careers in Kentucky**

- Based in high schools throughout the state to better integrate Career and Technical Education (CTE) with work experience
- TRACK 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

- Students begin their apprenticeships in a support role, working as a receptionist or admin (data tracking, medical report maintenance, research)
- They work full days, two days per week (\$8-9/hr) while attending classes three days per week - then work full-time in the summer
- Students are simultaneously enrolled in the Health Science career pathway, taking biomedical science courses in addition to regular course load

# Education/Credentials

- College credit for pre-nursing high school courses and any Advanced Placement academic classes
- **Credentials:**
  - NOCTI (<https://nocti.org>)
  - Registered Apprenticeship Completion Certificate
  - High school diploma



# Outcomes

- The apprentice who is still a junior only started the program. It is anticipated that after graduation she may continue working for the school district as a Medical Assistant



## CASE STUDY

# Rockcastle Regional Hospital and Respiratory Care Center Kentucky





# The Challenge

- Rockcastle Regional Hospital and Respiratory Care Center is a rural facility serving five counties in Kentucky
- Like at other rural healthcare facilities, hospital leaders struggled to attract and retain highly-trained nurses

# The Plan

- Leverage new and existing partnerships to develop local workers and “grow your own nurses”
- Create a pathway that leads from Certified Nursing Assistant (CNA) to Licensed Practical Nurse (LPN) to Registered Nurse (RN)
- Launch inaugural class of 4 apprentices, offering 3 credentials

# Partners

## **TRACK: Tech Ready Apprentices for Careers in Kentucky**

- Based in high schools throughout the state to better integrate Career and Technical Education (CTE) with work experience
- TRACK currently has robust programs in welding, carpentry, manufacturing and electrical
- This school year was the first for TRACK in the health sciences.

## **Other partners include:**

- Rockcastle County Schools
- Health Occupations Students of America (HOSA)

# How It Works

- Once selected into the apprenticeship, students begin work at the hospital during the summer between junior and senior year
- They are designated as student helpers where they work between 32 and 40 hours per week and are paid \$10 an hour
- Their work consists of assisting patients and hospital staff with tasks such as reading to and sitting with patients, answering calls, cleaning equipment, and job shadowing CNAs, LPNs and RNs

# How It Works

- In the fall of senior year, students take the CNA program and sit for the state exam
- Once certified, apprentices move from student helpers to hospital employees at a higher pay level of \$11.50 an hour
- Students work on weekends, vacations and after school to complete the On-the-Job hours for the Registered Apprenticeship
- The apprenticeship is completed along with high school graduation

# Education/Credentials

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

## Credentials:

- Kentucky State License for Certified Nursing Assistant
- Registered Apprenticeship Completion Certificate
- High school diploma



# Outcomes

- All apprentices in the first cohort will continue working at Rockcastle Regional
- All Apprentices will attend the local community college, or a nearby state college and will pursue nursing school
- Rockcastle Schools and the hospital identified candidates for the second cohort
- Five apprentices started work in June 2019 as student helpers.



## CASE STUDY

CVS Health  
Michigan



# The Challenge

- CVS Health is the largest chain of retail pharmacies nationwide
- Competition for healthcare talent is fierce
- CVS needs to leverage multiple recruiting and training strategies to develop skilled professionals



# The Plan

- Work with and within local communities to offer On-the-Job learning opportunities to high school students
- CVS is able to screen, train and coach potential future employees
- Offer participants who are under 18 years old Clerk Rx positions as an entry way into the Pharmacy Technician Registered Apprenticeship

# Partners

- Forest Hills Public Schools
- Rockford Public Schools
- Ferris State University, College of Pharmacy

# How It Works

- CVS Health partners with local high school science departments to offer 20 hours of On-the-Job training as part of a 6-week CTE course
- High Schools actively recruit participants
- Participants undergo a full application and interview process

# How It Works

- Students receive temporary licenses to complete the work component
- Students must take the CVS Health online courses
- They learn about medications, insurance, and working in retail pharmacy
- Students receive a stipend equivalent to wages earned for the amount of time they worked

# Education/Credentials

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



# Outcomes

- Once students reach the age of 18, they can get their license and do some pharmacy technician tasks
- 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 job experience



# CASE STUDY

CareerWise  
Colorado



# The Challenge



- Thousands of jobs in healthcare and beyond are being left unfulfilled in the State of Colorado
- Perception of working with students under age 18
- Students balancing work and school

# The Plan

- Fill hundreds of open LPN positions through a CNA > LPN pipeline
- Shift the traditional educational mindset that every high school graduate should go straight to college
- Prove there are alternative career paths to a college-only education

# Partners

- Denver Public Schools
- Sava Senior Care
- Emily Griffith  
Technical College



# How It Works

- Students are interviewed and hired by an employer partner (i.e. Sava Senior Care)
- Employer pays for all course work and any costs associated with the CNA and LPN exams
- Apprenticeships begin in a student's junior or senior year of high school

# How It Works

- Summer before year 1: CNA licensure program and exam (paid for by employer)
- Years 1 & 2: First work as a CNA while taking LPN pre-requisites, then apply to the Emily Griffith Community College LPN program
- Year 3: Work fewer hours and attend the LPN program full time, paid for by employer
- Year 4: Work as an LPN with an LPN entry-level salary

# How It Works

## Wage Gains

- \$10-15/hour—as CNAs (first 3 years)
- \$23.18/hour as LPNs (final year)

# Education/Credentials

- LPN certification
- CNA license
- High School diploma

**Apprentices who successfully complete the program may:**

- Pursue a college degree full time
- Continue to work while completing their college degree
- Go straight into the workforce



# Outcomes

- In this past school year, more than 200 DPS students expressed interest in participating in a healthcare apprenticeship
- The goal by 2027 is to have one in ten high school students in an apprenticeship program





Above all else, we are  
committed to the care and  
improvement of human life.



## CASE STUDY

# Charleston Regional Youth Apprenticeship (YA) Healthcare Programs

South Carolina

# The Challenge



- Expand the Apprenticeship Carolina model to include an increasing number of healthcare youth apprentices
- Attract a variety of new employers who could benefit from having youth apprentices

# The Plan

- Engage Youth Apprenticeship consultants to engage new partners
- Offer employers a modest \$1000 incentive for participating in the program



# 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

# How It Works

- Trident Technical College has three Registered Apprenticeship programs in healthcare for CNA to PCT, Basic EMT and Medical Office Assistant.
- Upon high school graduation, students may continue their associate's degree programs.
- Trident has Associates Degree programs in Nursing (ADN), 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 Registered Apprenticeship begins during the summer for rising high school juniors or rising 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.
- By the time high school students graduate, they will have completed the Registered Apprenticeship program and half of the nursing program.

# How It Works

## *Basic Emergency Medical Technician (EMT)*

- 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.
- Once they pass the Basic EMT certification, they can see patients and are riding 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 and many go on to the paramedic program.



# How It Works

## *Medical Office Assistant*

- Apprentices work in a physician's office, urgent care or hospital setting working on patient billing, medical records, coding, correspondence, and hospital admissions.
- They rotate throughout administrative offices and assist RNs and medical secretaries.
- When they finish the program they will be able to work in any of these medical environments and continue with the second year of the Administrative Office Technology Associate's degree.



# How It Works

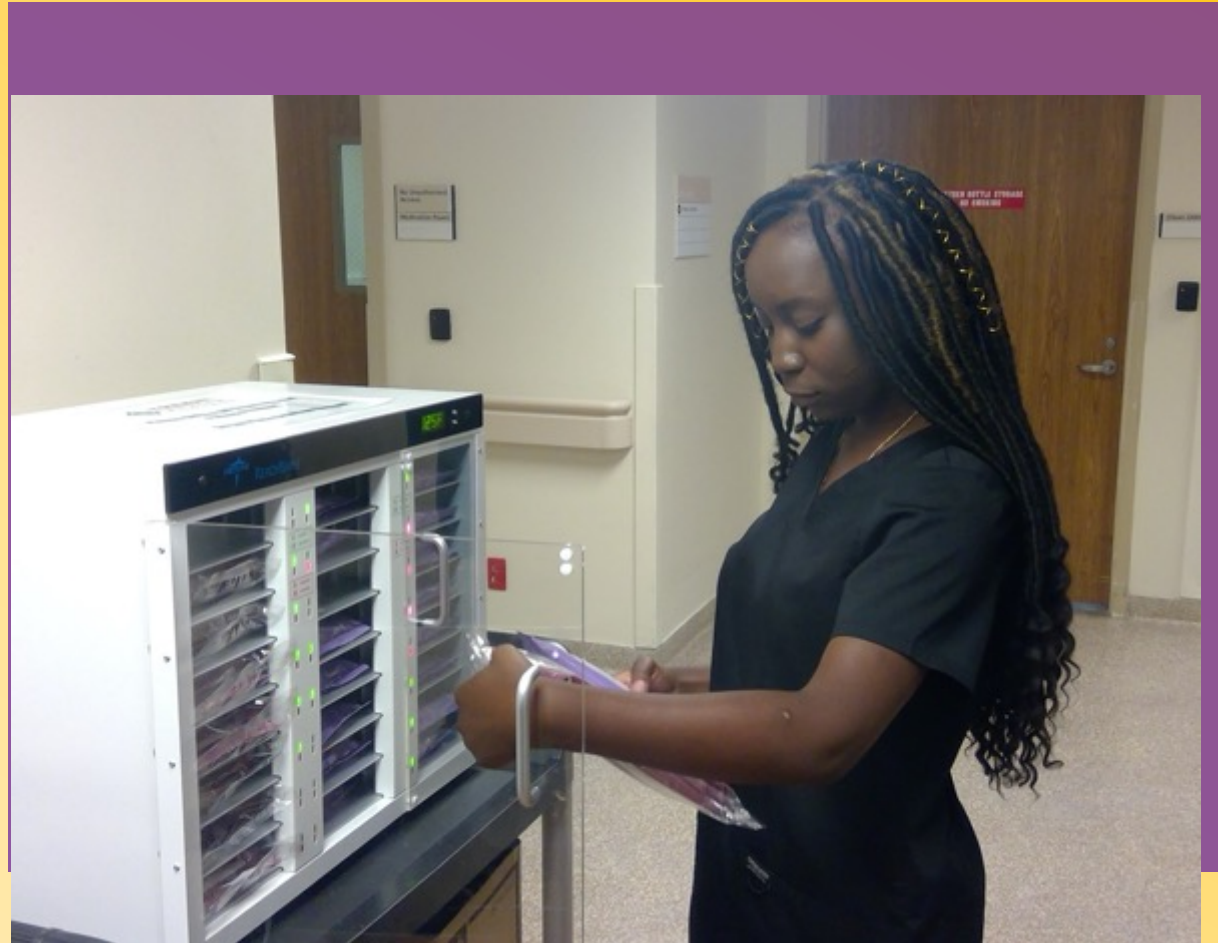
## Wage Gains

*Medical Office Assistant*

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

# Education/Credentials

- Registered Apprenticeship Certificate of Completion
- National EMT certification
- CPR certification
- CNA State Certification
- Up to 30 credits or a year's worth of college while in high school



# Outcomes

- Students who begin their apprenticeship during the junior year will finish their Registered Apprenticeship upon high school graduation.
- Those who start during the senior year will complete after high school.
- These career ladders provide approximately 30 college credits
- After high school students can go on to associate's degrees in their chosen fields

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