



U.S. DEPARTMENT OF LABOR

ETA VISION 2030

REGIONAL CONVENING

NOVEMBER 14-15, 2023

Healthcare Workforce Strategy



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Medicine, Office of Impact
and Innovation

Healthcare Workforce Sector

The Care Economy

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The Care Economy is a priority in the *American Jobs Plan*

1. You can't have an economy without care
2. You can't grow an economy without care workers.



The \$400 billion investment in the *American Jobs Plan* will:

1. Give caregivers a long overdue raise
2. Strengthen benefits
3. Help build an inclusive workforce.

The President's *Care Economy* Executive Order

- In April, President Biden announced the most comprehensive set of executive actions any president has ever taken to improve care for hard-working families while supporting care workers and family caregivers.
- The Executive Order on Increasing Access to High-Quality Care and Supporting Caregivers (EO) includes
 - ✓ more than 50 directives
 - ✓ to nearly every cabinet-level agency
 - ✓ to expand access to affordable, high-quality care



Department of Labor

Care Economy

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- Increasing pay to reduce nursing staff turnover in nursing facilities and improve retention
- Expand training pathways and professional learning opportunities
- Encourage recipients of Federal financial assistance to expand opportunities
 - career and technical education,
 - Pre-Apprenticeship and Registered Apprenticeship
 - other job training and professional development;
- Develop and evaluate demonstration projects for care training and provide technical assistance
- Develop partnerships with key stakeholders
 - State, local, Tribal, and territorial governments; unions and labor organizations; State and local workforce development



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HEALTHCARE WORKFORCE STRATEGY

TAYA JACKSON SCOTT, CHIEF INNOVATION OFFICER

NOVEMBER 14, 2023



Partnering for ImPACT

WHY we EXIST!

■ **Vision:** Leading the creation and advancement of **health equity** to achieve **health justice**

■ **Mission:**

- Improve the health and well-being of individuals and communities;
- Increase the diversity of the health professional and scientific workforce;
- Address primary health care through programs in education, research, and service;

With emphasis on people of color and those systemically excluded in urban and rural populations in Georgia, the nation, and the world.

Our SMART^{XTM} Innovation Hubs

Nearly **50 years of service** in Georgia with about **60%+** of MSM Alumni staying in Georgia (GA)

 **MOREHOUSE**
HEALTHCARE
at LEE STREET

~1000

Employees

1,000+

Degree-Seeking
Learners

60+

Partnerships

~2500

Alumni Base

\$300M+

Economic Impact to
GA (salary based)

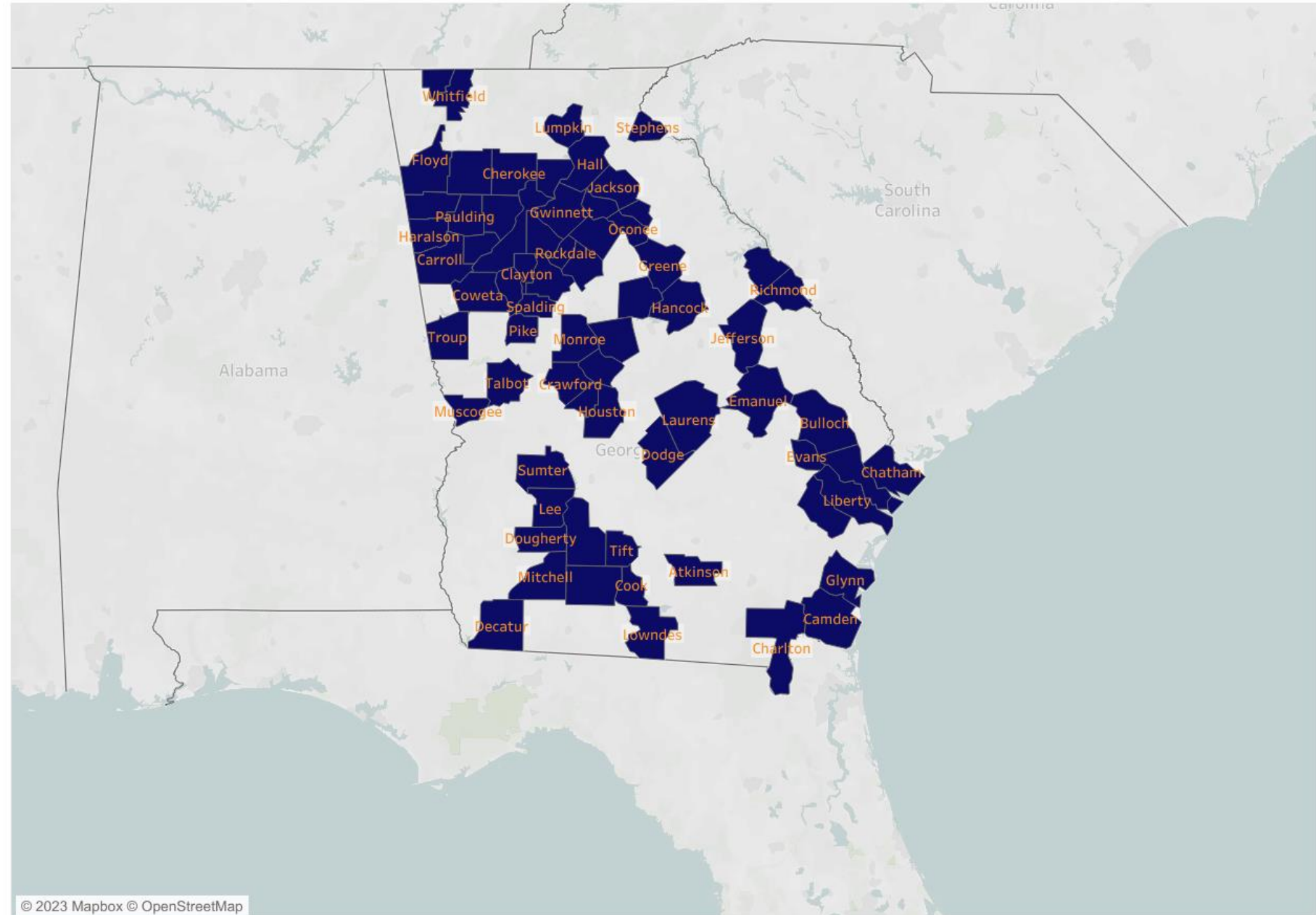
25+

Degree Programs
Pipelines +
Pathways

MAPPING STRATEGY



MSM 2022-2023 Cycle Application -Georgia (816)



Medically Underserved Areas, GA (148 out of 159)

MSM Applicants, Interviewees & Matriculants FY 2023

7000+ Applicants
400+ Interviewees
125 Matriculants

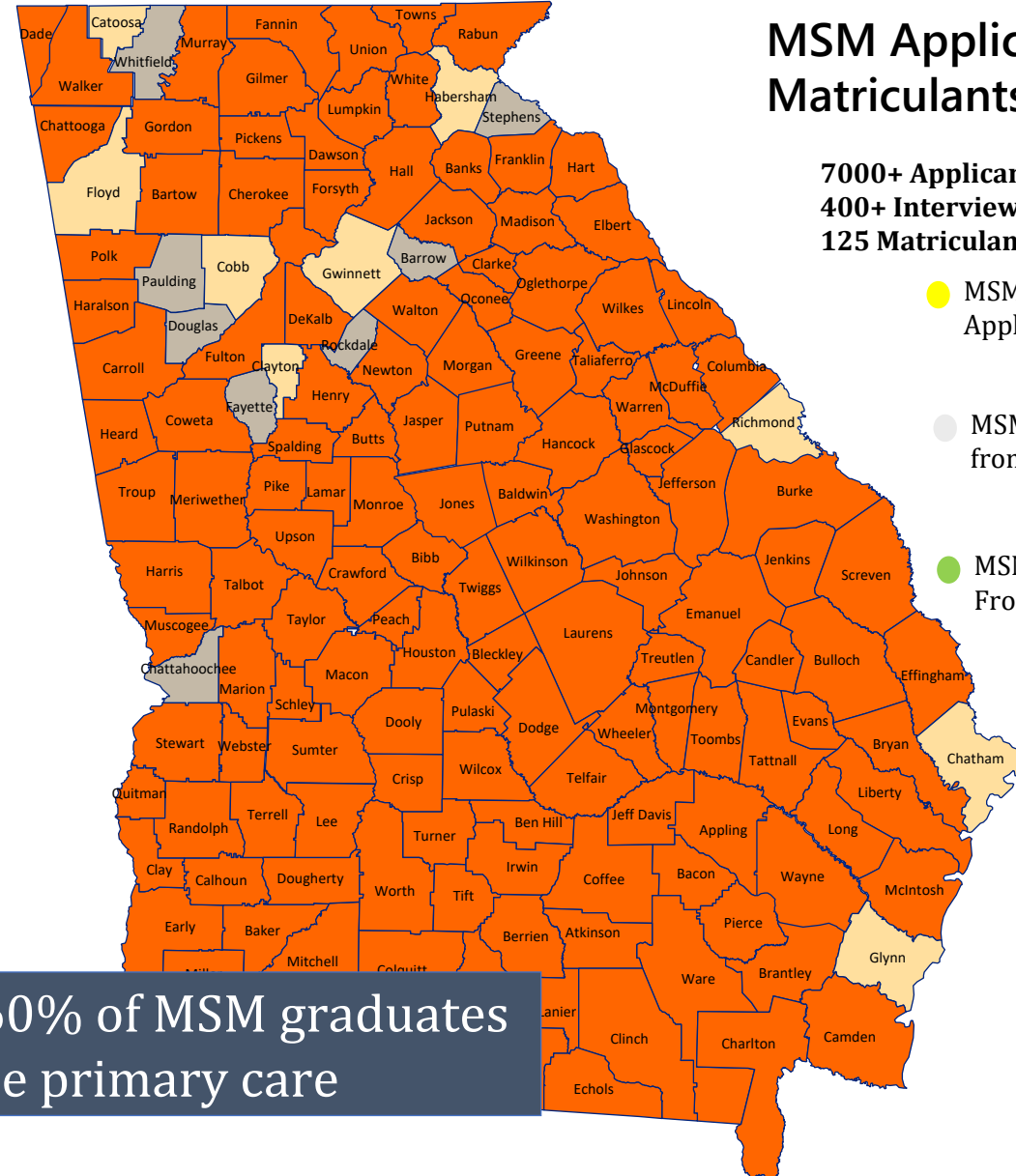
● MSM Received Applications from 816 Applicants from 46 Counties in GA

● MSM accepted 147 Applicants from 28 Counties in Georgia

● MSM Matriculated 78 Applicants From 25 Counties in Georgia

Legend

- Entire county is a MUA
- County contains areas that are not MUAs and areas that are MUAs or have MUPs
- Not a MUA and does not contain MUPs



Greater than 60% of MSM graduates practice primary care

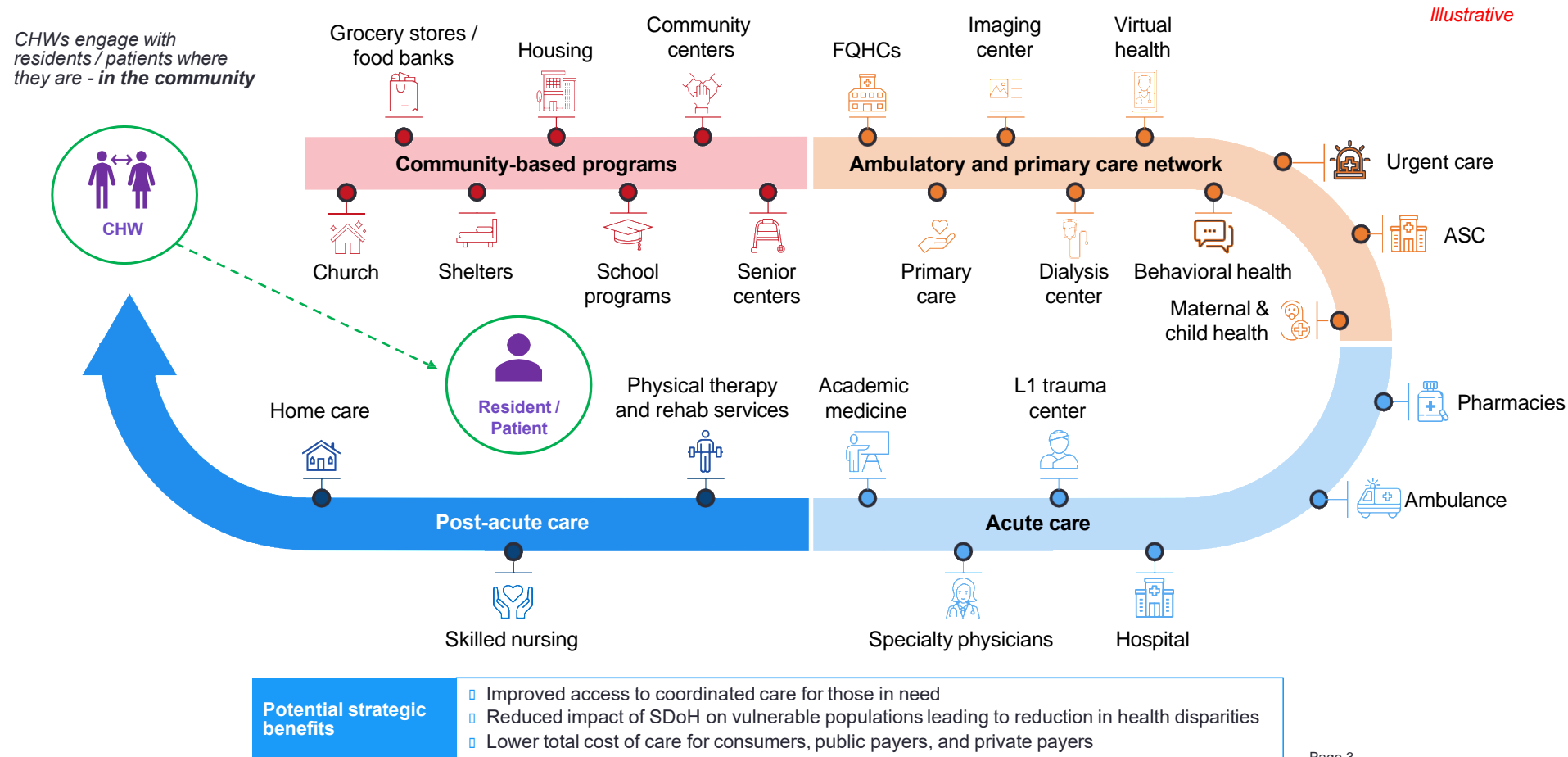
*Counties designated as medically underserved areas or counties which have populations that are medically underserved.

Healthcare Workforce Roadmap

Our perspective

Care delivery models of the future focused on equitable whole person care will require community health workers to help residents and caregivers navigate to new points of access

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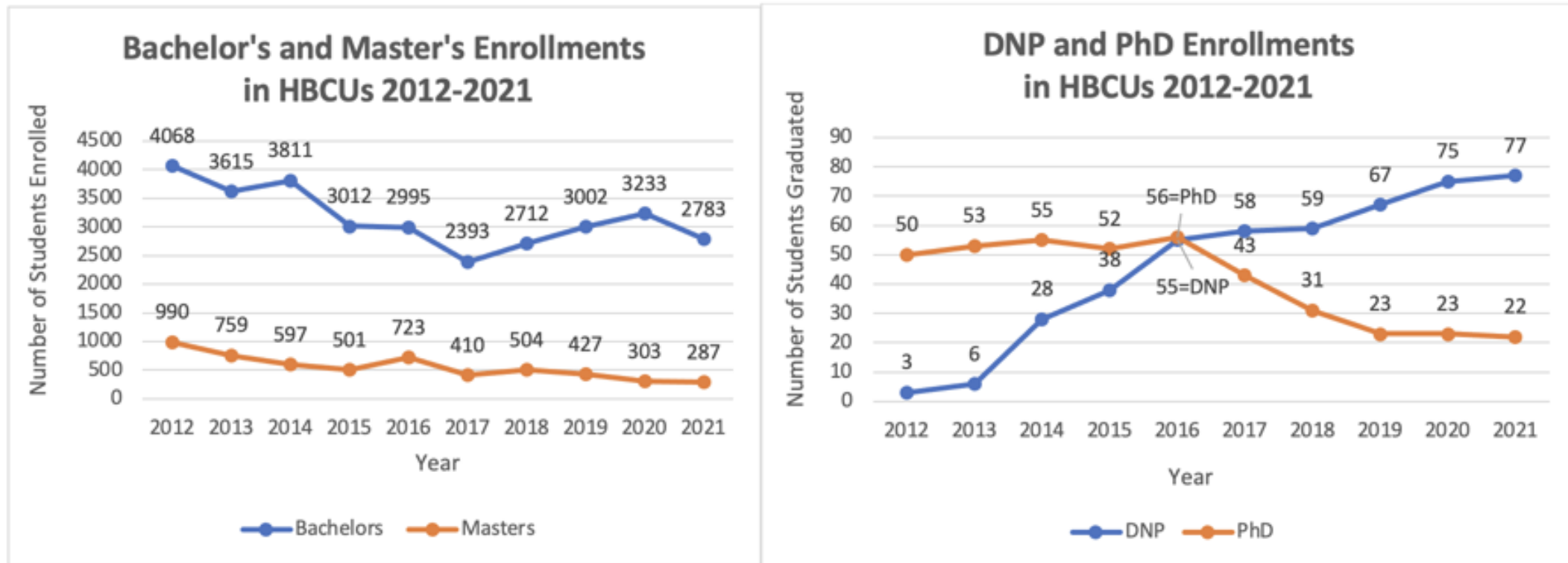
Source: EY-Parthenon analysis

Page 3

Nursing Program Enrollment at HBCUs

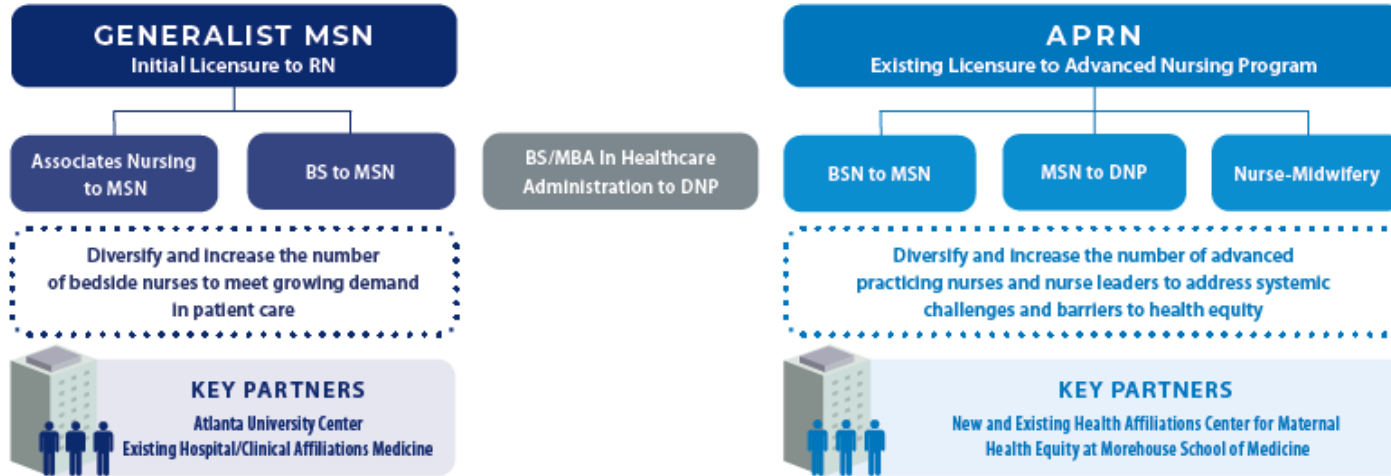
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Within the **102 HBCUs** located in the United States and U.S. Virgin Islands, 32 institutions operate nursing programs offering a baccalaureate degree or higher.^{2,3} **Twenty-two** of these nursing programs are members of the American Association of Colleges of Nursing (AACN).



Morehouse School of Medicine Nursing Program Pathways

MSN programs are often specialized, preparing graduates to pursue certification as advanced practice roles, such as family nurse practitioner, clinical nurse researcher, nurse educator, certified nurse-midwife, and women's health nurse practitioner.



ENVIRONMENTAL FACTORS TO CONSIDER

- ★ Expand existing affiliation agreements with healthcare systems in Georgia for job placement
- ★ Will require coordination with Georgia Board of Nursing
- ★ Highly competitive and political market
- ★ Accreditation strongly contingent on ability to place students post graduate and certification/licensure pass rate
- ★ Ability to leverage More in Common Alliance

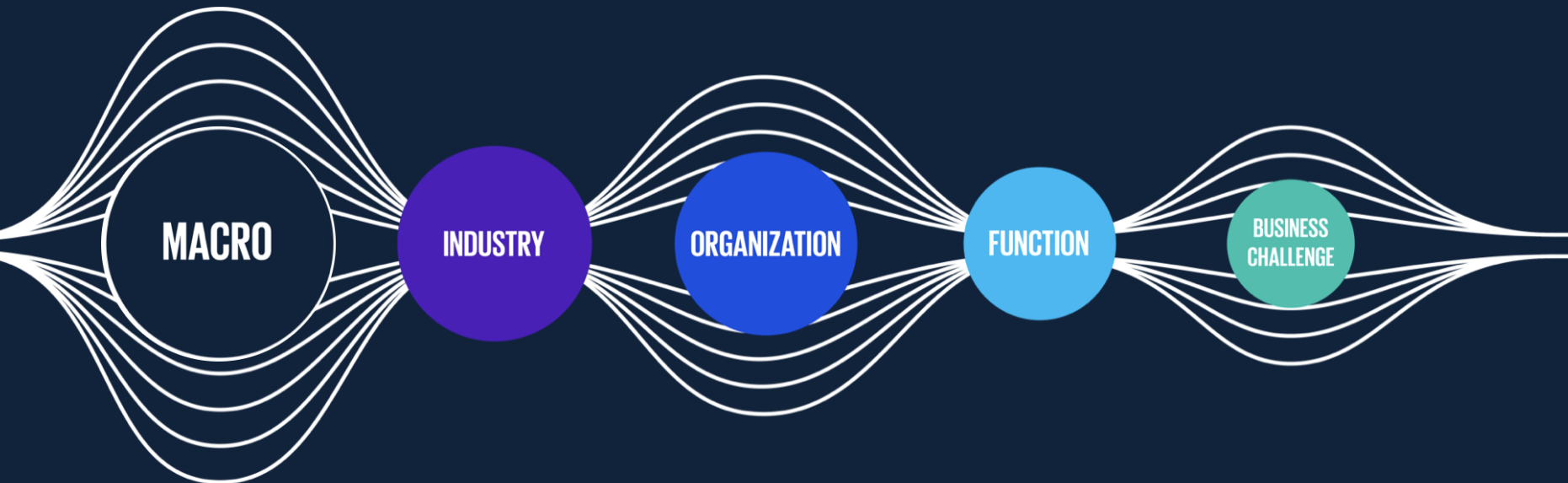


- ★ Expand existing affiliation agreements with healthcare systems in Georgia for possible cost sharing/professional development among their existing RN workforces
- ★ Ability to leverage More in Common Alliance
- ★ Nurse-midwifery directly aligns with Center for Maternal Health Equity initiatives and there is potential to partner with Vanderbilt
- ★ American College of Nursing fully supports HBCU partnerships
- ★ Will not involve licensure requirements/challenges
- ★ Will not need to focus on clinical training sites, rather intern and practicum sites
- ★ May not require approval from Georgia Board of Nurses

A Unique Program

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- Health Equity Focus
- Primary Care Focus
- More In Common Alliance
- Atlanta University Center
- Strong alumni network in Georgia
- Existing partnerships through clinical and research initiatives



Alex
Elias

Director,
Ignition Strategic
Intelligence

CONTEXT FOR CHANGE

The Context For Change is an engaging perspective making sense of the way the world is changing. The perspective explores six key themes driving disruption across industries and functions and contextualizes them against the emerging risks and opportunities for organizations. Through provocative, pragmatic, and personal depictions of the future, the perspective shapes a conversation on how organizations might navigate business and operating model shifts to rapidly adapt to change, capitalize on emerging opportunities, and secure their competitive advantage.

MSM x DHEI - Mental and Behavioral Health (MBH) Collaboration

Main Objectives

- 1 Increases the number of trained young adult community mental health workers to assist with mental health education in underserved community.
- 2 Build/improve community capacity to address mental health inequities with an assets-based lens to promote sustainable efforts and continued impact.
- 3 Provide mental health monitoring and mental health literacy activities to community members.
- 4 Improve mental health resources and move the needle of health equity.
- 5 Introduce a new cadre of emerging adults to the field of mental health and provide pathways to a career in healthcare.



Deloitte.

"Glocal" Health Equity Innovation, Community Mental Health Workers

MBH challenges within diasporic identities

- 1 MBH inequities within varying diasporas in the U.S.— potential contributors: racism/bias, drivers of health, cultural roles, treatment approaches, intergenerational conflict, climate change
- 2 Funding and resource strains preventing action to address inequities; lack of trust in systems; non-Western medicine practices

...addressed through:



Adapted interventions to meet relevant needs



Train the trainer model to build community capacity



Scalable approach + proof points to drive systems change

Potential Modes of Operationalization

Scaling + sustainment efforts for **Haitian American Community Mental Health Worker Program**

Needs assessment and cultural adaptations for **Indigenous American** tribal communities + piloting of **Community Mental Health Worker Program**

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Indigenous American Young Adult

Community Health Worker

Overview

The Native American (American Indian)/ Alaskan Native curriculum is an adaptation of the High School & Young Adult Community Health Worker curriculum. This innovative curriculum will prepare American Indian and Alaskan Native high school and young adults to serve in the field of community health and take an active role in the health and wellness of their communities. Participants who complete this curriculum will serve as ambassadors for healthy behaviors, healthcare access, and a better quality of life in their communities.

Why is this Important?

Historic trauma and continued inequities contribute to factors that adversely affect tribal communities. This curriculum will train American Indian/Alaskan Native youth in the fight against disease and prepare the next generation to serve in the field of community health, taking an active role in the health and wellness of their communities. These students will serve as ambassadors for healthy behaviors, healthcare access, and a better quality of life in their communities.

Intended Audience:

Schools, Institutions, and Community-Based Organizations



Please visit <https://www.msm.edu/patient-care/innovationlab.php> for more information.

Haitian American Young Adult

Mental Health Worker Curriculum

Overview

The Haitian American Young Adult Mental Health Worker Training Curriculum is a 6-month virtual Curriculum designed to align three focal components to address mental health and well-being among young adults of Haitian descendant: mental health literacy training, community-based mental health intervention (i.e., communication campaign + service linkage), and engagement through mental health screening and reinforcing lessons. Participants will also be involved in the development and implementation of a mental health public messaging campaign to cover topics including stress, substance and alcohol abuse, and suicide. Participants also learn strategies for mitigating mental health emergencies and work with peers to implement community-based mental health initiatives.

Why is this Important?

Many individuals who suffer from poor mental health within the Haitian American Community do not seek treatment due to simply not knowing where to go for help, financial strains, citing the expensive cost of treatment, and the stigma surrounding mental health, thus creating an unmet need in this field. The Haitian American Young Adult Mental Health Worker (HA-YAMHW) Training Curriculum was developed to fill this unmet need for the mental health well-being of young adults. It encompasses the core competencies needed to promote emotional, psychological, and social well-being thus becoming an integral part of the mental health support system. Youth & Young Adult Mental Health TOT recommended.



Curriculum Objectives

- Increase the number of trained young adult community mental health workers to assist with mental health education in underserved communities.
- Provide mental health monitoring and mental health literacy activities to family members and community members.
- To increase mental health resources and improve health equity to local communities
- To promote mental health education and mental health literacy in schools and communities.
- To introduce a new cadre of emerging adults to the field of mental health and turn them into workers able to take an active role in the health and mental wellness of their community.
- Participants serve as ambassadors for healthy behaviors, mental healthcare access and a better quality of life in their communities
- Provide a pathway to a career in healthcare

Intended Audience:

- Schools, Institutions, and Community-Based Organizations



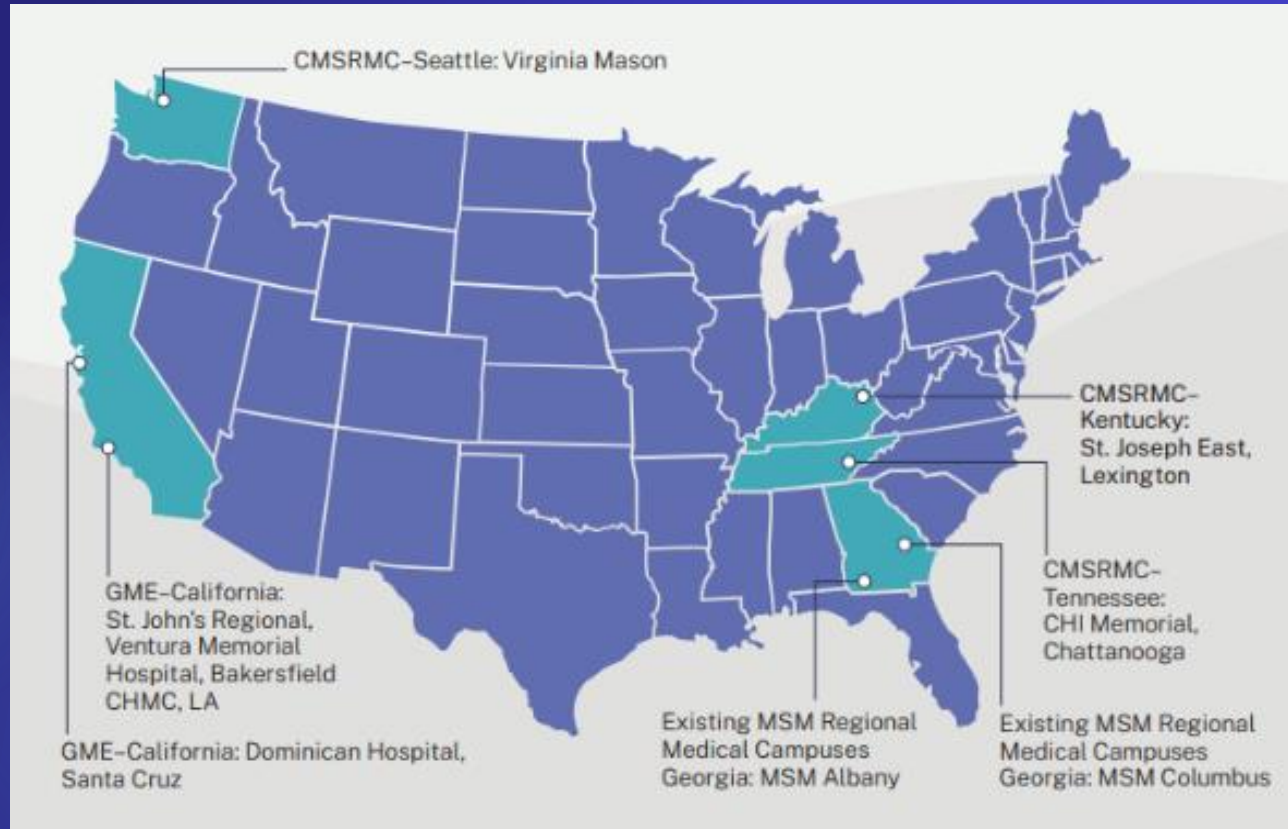
For more information visit: <https://www.msm.edu/patient-care/innovationlab.php>

We Envision a Healthier Future = \$115M investment



Expanding Training Opportunities in Underserved Communities

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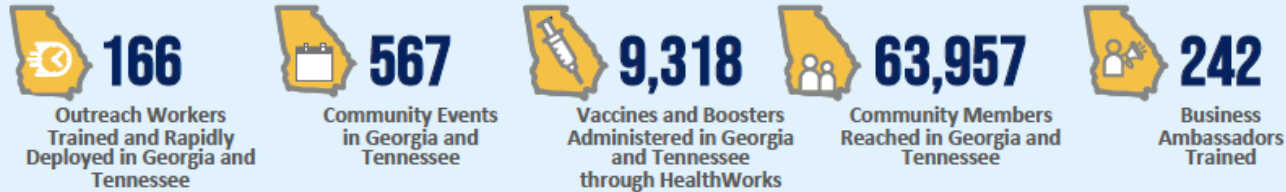
First phase locations:

- Chattanooga, TN
- Hot Springs, AR
- Lexington, KY
- Seattle, WA
- California: Santa Cruz, Salinas, San Jose, Watsonville, Bakersfield, Oxnard, Ventura

Healthcare Workforce IMPACT

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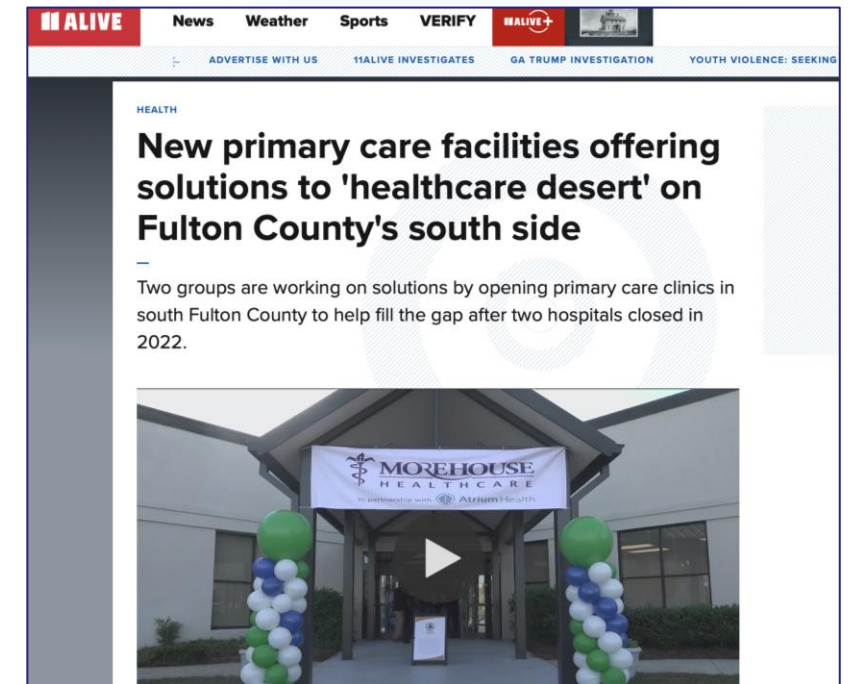
[HealthWorks](#) is sponsored through a federal grant with the Health Resources Services Administration (HRSA) from February 2022 – October 2023. The overall goal of the HealthWorks Project is to reduce COVID-19 health disparities and advance health equity by strengthening vaccine confidence, through providing trusted, culturally, and linguistically appropriate information and education and to enhance access to COVID-19 vaccine and booster uptake to diverse, medically underserved populations in Georgia and Tennessee. A COVID-19 Consortium in Georgia and Tennessee, led by Morehouse School of Medicine, Meharry Medical College, and ASHLIN Management Group with Black Girl Health Foundation, 1Joshua Group, and Mojo Marketing will work closely with Departments of Health, academic and community partners of the GA and TN Community-engaged Alliance against COVID-19 (CEAL), and small and large businesses in a coordinated approach to implement goals and objectives of the grant.



Quotes from Outreach Workers



"No doubt our memorable moment is from a Midnight Basketball event at C.T. Martin Recreation Center. Martha and I were having a conversation with a small group that included 4 adults and 7 children. The children were enthusiastically sharing information their teachers shared in school. We were stressing the importance of wearing a mask to protect others. Two of the children darted off into the gym, I thought maybe that we bored them. Lol. Moments later those same two children came back with their mom and asked us, to tell her why she should always wear a mask. After our discussion, mom took her mask out of her purse and put it on. The look in her children's eyes made our day." - Wayne and Martha Glapion



Philanthropic Promise + Proof

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CAPITAL



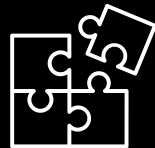
EDUCATION



INNOVATION



COMMUNITY IMPACT



ENDOWMENT



Building the Capital and Human Infrastructure Necessary
to Expand and Diversify the Healthcare, Scientific and Public Health Workforce



THANK YOU

IMPACT: THE WORLD NEEDS WHAT WE DO BEST



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Framing Questions

➤ **What Are the Challenges in Serving an AI/AN Community?**

Understand the Challenges of AI/AN Communities and the Inability to Fill High-Skilled Positions in Health Care.

➤ **What is the Perception of Health Care in Indian Country?**

Understand the Need for Whole-Person-Centered Care for Community Members. The Reality is that AI/AN Job Seekers Require Similar Support in their Development.

➤ **How to Effectively Place Workers in a Care Economy?**

Increase Awareness of Programs and Services Offered, While Offering Opportunities for Members of the Community Who Want to Address Social Determinants of Health.

Truth and History

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- U.S. Policy and American Indians
 - Relocation Era (1956 – 1969)
 - Migration to Urban Centers
 - Chicago has one of the largest Urban Indian Populations; 58,000 (2020 Census)
 - Historical Trauma
 - Boarding School Era (1880 – 1969)
 - Identify with Stereotypical Imagery
 - Detrimental Outcomes
 - High Rates of Unemployment
 - High Rates of Suicide Ideation
 - Criminalization of Poverty



Field Office Poster-Chicagoland, Chicago Field Office Employment Assistance Case Files, 1952-1960, Record Group 75, Records of the Bureau of Indian Affairs

Challenges

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Funding

Limited Funding Sources and Lack of Diverse Investment in Indian Health Care Facilities. Inability to Provide Competitive Wages



Housing

Housing is Limited Across Indian Country Including Reservations, Urban Centers, and Rural Clinics



Support

Health Workers May Be Unprepared to Meet the Day-to-Day Challenges of Clients. May Take on More Responsibility

A Path for Native Peoples in the Health Sector



"Man in the Maze", Tohono O'odham, the symbol represents a person's journey through life

- View of Health by AI/AN Peoples
 - Harmony/ Balance
- Path not Pathways
 - The Experience of Each Professional is Unique
 - Social Economic Backgrounds
 - 27% live in Poverty
 - Family and/or Community Obligations
 - Gender Wage Gaps
- Limited Access
 - Lack of Education Achievement
 - Thousands of Jobs Remain Vacant in Indian Country

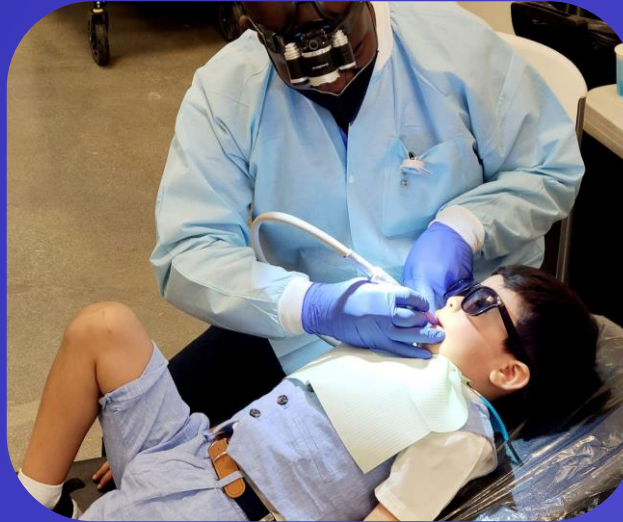
Addressing the Needs

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Specialty Care

*Increased Access to Specialty Care
Providers: Family Medicine, Pediatrics,
Women's Health, Podiatry, Dieticians,
etc.*



Social Determinants

*Address the Social Determinants of
Health, With an Emphasis on a
Workforce in Prevention and Aftercare*



Culturally Relevant

*Prepare Workers for the Environments
they will be Working; Identify AI/AN
Workers for Roles within Organizations*

Future in a Care Economy

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- Working in the Care Economy
 - Active Participants
 - Equal Distribution of Workers
 - Increase Work in Specialty Care
 - Public Health & Community Health Workers
- Partnering Across Multiple Sectors
 - Health / Education / Community
 - Early Access to STEM Programming
 - Create a Unique System of Wrap Around Support
- Funding
 - Equal Funding Reimbursements
 - Points of Care that are Reimbursed
 - Traditional Healing Practices



Contact

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Thank You

Get in Touch!

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www.NDNZ.org



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NOVEMBER 14-15, 2023

Chicago Cook Workforce Partnership

Healthcare Sector Center

Overview & Employer Models for Success

ETA Regional Convening
November 14, 2023

Chicago Cook Workforce Partnership Healthcare Sector Center Team

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■ Kathleen Brannigan

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■ Michelle McFarland

D

Deputy Project Director

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CHICAGO COOK
WORKFORCE PARTNERSHIP

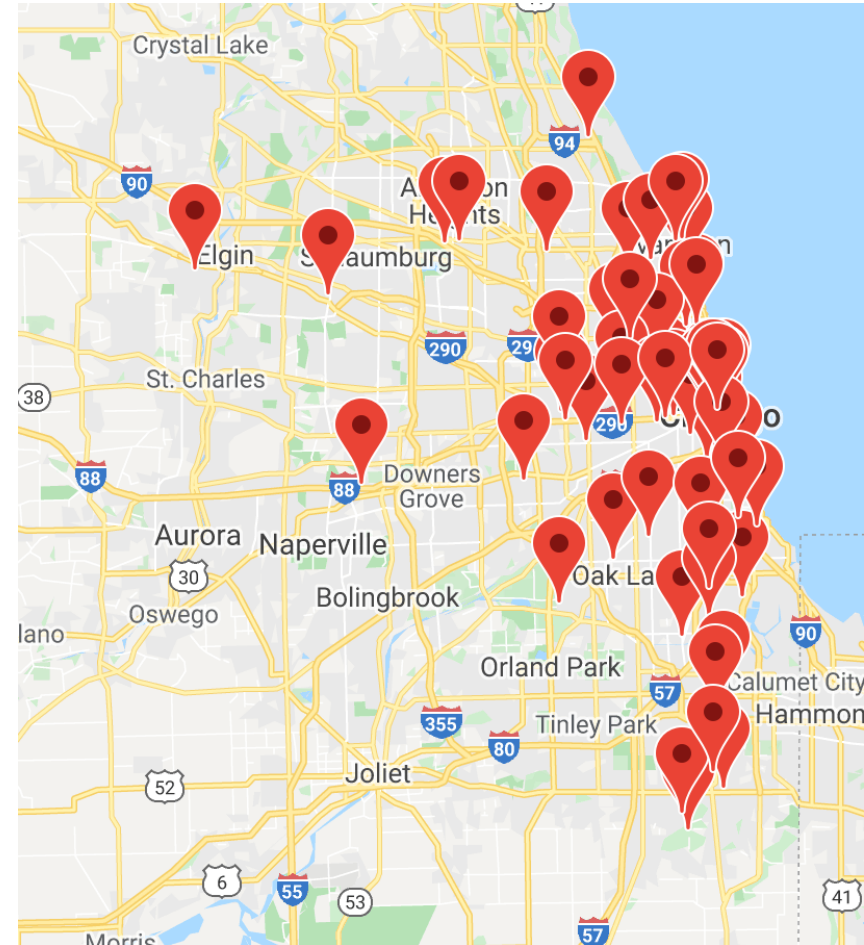
A proud partner of the [AmericanJobCenter](#) network



EQUUS[®]
WORKFORCE SOLUTIONS

Local Workforce Development System

- ❑ **The Chicago Cook Workforce Partnership** operates the public workforce system in Chicago and suburban Cook County:
- ❑ Network of 91 delegate agencies, American Job Centers, satellite sites, and sector-driven centers
- ❑ Over 100 locations providing services to more than 140,000 people and 1,000 businesses a year
- ❑ Many services target communities with high rates of poverty and individuals facing barriers to employment
- ❑ Career coaching and sector driven training options connect job seekers to in-demand family sustaining career pathways



Local Workforce Development System

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American Job Centers (AJCs)

- ❑ High-capacity sites serving jobseekers and businesses
- ❑ Five in Chicago and five in suburban Cook County

Delegate Agencies

- ❑ Targeted points of service embedded in community-based organizations
- ❑ Smaller in size and scope
- ❑ Provide services to job seekers and businesses

Youth Delegate Agencies

- ❑ Serve youth ages 16 through 24
- ❑ Focused on promoting academic and employment success

Sector Centers

- ❑ Business service hubs concentrating on a single high growth sector
- ❑ Four centers focused on Tech, Healthcare, Hospitality & Tourism, and Transportation, Distribution and Logistics

Career Pathway Training Programs

- ❑ Cohort-based skills training programs; may include Bridge programs



[This Photo](#)

[CC BY-SA-NC](#)

Business Services to Meet Employer Need

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Promote and advise

use of state and local tax incentives;
unemployment insurance; and labor market data.

Lay off Aversion, Downsizing Services & Work Based Learning Training Resources

On the Job Training
Customized Training
Incumbent Worker Training
Paid Work Experience

Talent Acquisition & Human Resource Consultation

including assistance with creating job descriptions and analyzing employee turnover



ETA VISION 2030 REGIONAL CONVENING

- employers
- Team of Business Solutions team
- Advertise, facilitate and promote events
- Collaborate with WIOA for employment and retraining
- Conduct customized outreach

Equus Workforce Solutions

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Our Mission

**Preparing job seekers and students for employment and
connecting businesses with qualified employees**

What We Do

- ❑ We are the nation's largest and most comprehensive provider of workforce solutions
- ❑ We assist over 1.9 million job seekers and thousands of employers annually in more than 350 North American locations (32 states)
- ❑ 50-year legacy We build trusted partnerships in every community where we operate

Work Smart. Do Good. Get Better.



Healthcare Sector Center Community Engagement

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- Environment Service Technicians
- Medical Assistants
- Certified Medical Assistants
- Certified Nursing Assistants

- Patient Care Technicians
- Phlebotomists
- Medical Assistants

- Environment Services
- Medical Assistants

- Certified Nursing Assistants

- Medical Assistants
- Certified Nursing Assistants

- Certified Nursing Assistants

- Patient Care Technicians



Employer Driven Highlight: On-The-Job Training

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The *Hire First* Model

- ❑ Large Hospital Systems, Federally Qualified Health Centers and Outpatient/Physician Offices
- ❑ Matches candidate with approved employer job opening
- ❑ Enhances candidate's performance by training to close a skills gap
- ❑ Offsets cost: 50% to 90% training dollar reimbursement to employer
- ❑ Workforce support: Employer and Participant
 - Business Services engagement
 - Supportive services and career coaching



**Jakee Elliott –
Northwestern Medicine
Position: Patient Escort**

Jakee Elliott – Placed OJT at Northwestern Medicine Position: Patient Escort

- Healthcare Sector Center Success Story – May 2023



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Jakee, was referred to the healthcare sector from network agency partner St. Sabina Resource Center. He needed to find a job to help his family. Upon discussion, he informed healthcare sector Business Solutions Consultant, Maurice Jordan, that his mom has cancer and he needed to help provide for his siblings.

Jakee has a high school diploma. He was invited to attend a customized job readiness workshop designed to help him gain skills that he could use to successfully complete an interview. He was referred to a position with hospital provider and employer partner Northwestern Medicine.

Jakee was offered the position of Patient Escort, in May 2023. As a partner Northwestern hired Jakee and utilized and (OJT) On-The-Job-Training in which the employer was reimbursed for 50% of Jakee's hourly wage for an agreed upon number of weeks. The OJT provided Jackee with the opportunity to get hands on training, while also receiving career support from his case manager. Jakee takes public transportation to work, and he received program supportive services, such as transportation card to assist him. According to his manager, "Jakee has been a breath of fresh air". Jakee's next step is to be promoted within Northwestern Medicine where he enjoys coming to work each day.

Employer Driven Highlight: Incumbent Worker Training - MAPP

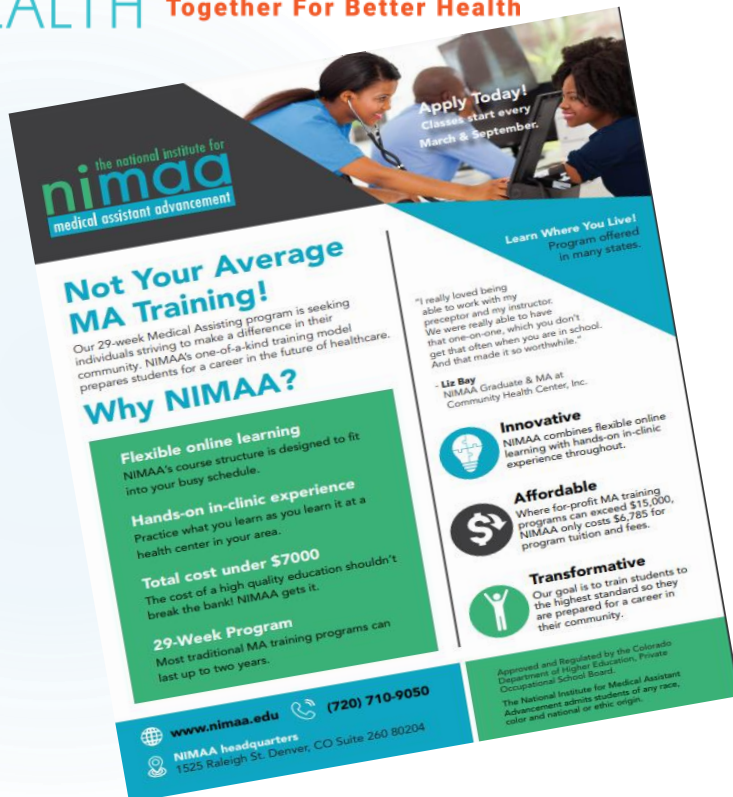
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- ❑ Sector-driven Allied Healthcare career pathway initiative
- ❑ Collaborative partnership of blended Funders, piloted from the *Chicagoland Healthcare Workforce Collaborative*
- ❑ Launched in Fall 2018. An 18-month Medical Assistant curriculum including internship at participating employer hospital sites:
 - ❖ Lurie Children's Hospital
 - ❖ North Shore University HealthSystem
 - ❖ Rush University Medical Center
 - ❖ Sinai Health Systems
 - ❖ University of Chicago Medical Center
- ❑ Three (3) Cohorts facilitated with Thirty-five (36) participants and MAPP graduates overall with current placement rate *to date* of 60% as Medical Assistants and/or equivalent clinical role.

Employer Driven Highlight: Customized Training – OP Medical Assts.

45



- ❑ Provides employers with opportunity for train new employees to gain specific skills and employment competencies
- ❑ Federally Qualified Health Center
 - ❑ Tapestry 360 (formerly part of Heartland Health Centers)
- ❑ Assistance with cost of training each employee up to 50%
- ❑ Employ numerous individuals with like skills and work functions
- ❑ Enjoy employee productivity and retention
- ❑ Sustain and grow businesses in a regional economy

Employer Driven Highlight: Paid Work Experience – Youth Workers

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HEKTOEN INSTITUTE
OF MEDICINE

- ❑ A planned structured PAID learning and job-shadowing experience that occurs in a workplace for a limited period
- ❑ Non-Profit Health Service and Behavioral Health Provider
 - ❑ Hektoen Institute of Medicine and Haymarket Center
 - ❑ WIOA Title 1, youth participants (ages 18-24) and National Health Emergency Grant
 - ❑ Exposure to various aspects of an industry
 - ❑ Supported work, work adjustment and other transition activities
 - ❑ Workforce Agency serves as the employer or record
 - ❑ Opportunity for business to access and offer full-time employment

Building The Talent Pipeline: Apprenticeships

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CLINICAL LABORATORY DEVELOPMENT PROGRAM



Building Tomorrow's Laboratory
Workforce



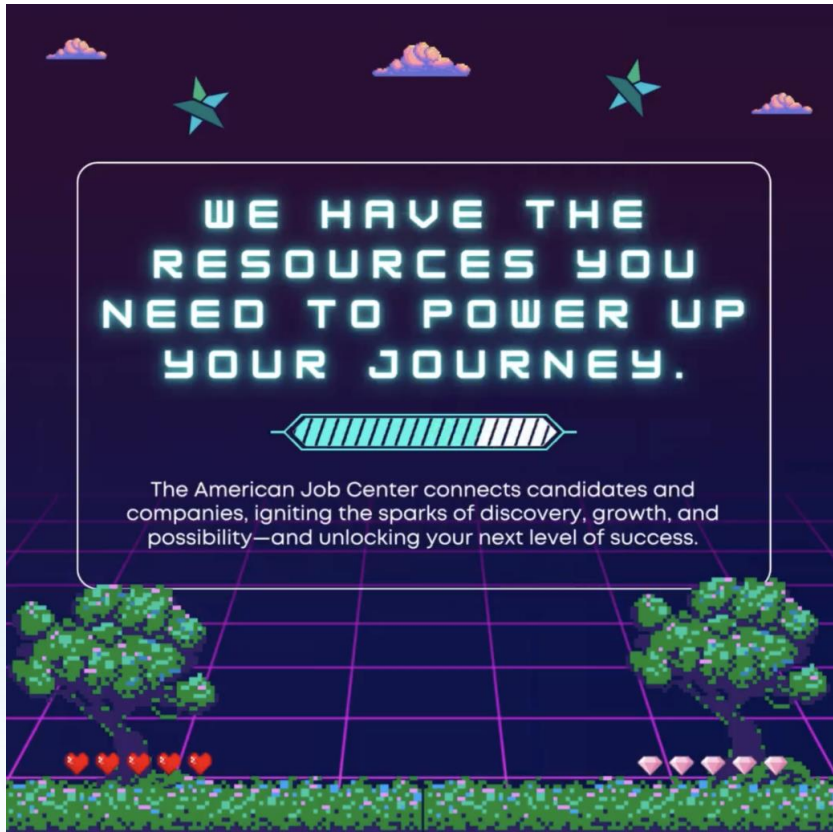
A \$3.5 million State of the Art Lab at the **University of Illinois Chicago**, will develop the next generation of laboratory technicians and scientists through hands-on training and work experience

Apprenticeship
ILLINOIS.com

Connect with an American Job Center

Introducing LevelUpAJC.org!

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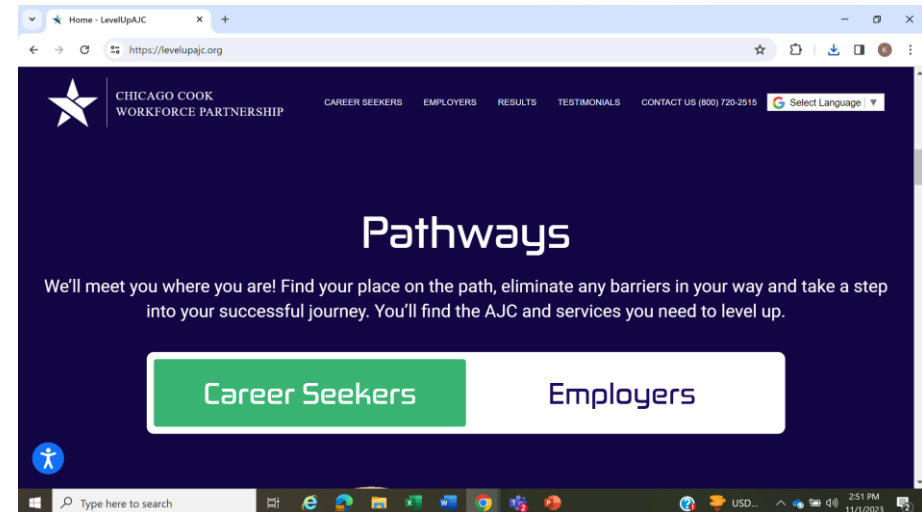


The American Job Centers are Here for You

Ready to hit 'Start' on your career journey? Reach out to your American Job Center today and let's power up together! Your next level awaits, and we can help you get there.

Building an exceptional team is a quest that takes time, effort, and skills. Our American Job Centers can level up your hiring game by sharing expertise, resources, and connections with you!

LEVEL UP NOW!



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Connect with the Chicago Cook Workforce Partnership

**For more information about
The Partnership,
visit chicookworks.org,
or call 800-720-2515
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Partnership's monthly
eNewsletter**





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