BUILDING CAREER PATHWAYS IN HEALTH CARE:
AN OVERVIEW AND SOME LESSONS

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• Why Career Pathways?
• Key Elements in Building Pathways
• Why Health Care?
• Models of Health Care Pathways
• Lessons from Adult and Youth Pathways
"A well-articulated sequence of quality education and training offerings and supportive services that enable educationally underprepared youth and adults to advance over time to successively higher levels of education and employment in a given industry sector or occupation."

Source: Alliance for Quality Career Pathways/CLASP
WHY CAREER PATHWAYS?

• The economic and educational landscape is changing
• Institutions aren’t aligned to serve less-advantaged
• Older models of education and workforce development haven’t measured up
• Raise skill levels, credential attainment, and employment for students, jobseekers, and workers, particularly for low-skilled populations;
• Boost the effectiveness and relevance of education and training;
• Meet employers’ needs for skilled workers, spurring productivity and economic growth of businesses, industries, and of regions; and
• Build a comprehensive, coherent workforce development system
WAGES HAVE BEEN STAGNANT

Average Hourly Wages 1947-2009

(in 2009 dollars)

1947: $10.18
1972: $17.88
2009: $18.63

INEQUALITY HAS WIDENED

Average After-Tax Income by Income Group, 1979-2007
(in 2007 dollars)

Growth in Middle Skill Jobs (requiring some education and training beyond high school) has been a growing trend over the past few decades.

SOURCE: March CPS data, as presented in Pathways to Prosperity, February 2011
Earnings and unemployment rates by educational attainment

Unemployment rate in 2012 (%)

- Doctoral degree: 2.5%
- Professional degree: 2.1%
- Master’s degree: 3.5%
- Bachelor’s degree: 4.5%
- Associate’s degree: 6.2%
- Some college, no degree: 7.7%
- High school diploma: 8.3%
- Less than a high school diploma: 8.3%
- All workers: 6.8%

Median weekly earnings in 2012 ($)

- Doctoral degree: $1,624
- Professional degree: $1,735
- Master’s degree: $1,300
- Bachelor’s degree: $1,066
- Associate’s degree: $785
- Some college, no degree: $727
- High school diploma: $652
- Less than a high school diploma: $471
- All workers: $815

Leaks in the Pipeline: Education Loss Points

- 30% of low income young people drop out of high school
- 77% of low income high school grads are not college ready
- 38% of low income high school grads do not enter college
- Only 3% of ABE students obtain a postsecondary credential or degree
- 57% of traditional aged students drop out of PS

The Education to Economic Opportunity Pipeline

1. Young People:
   - Enter High School
   - Achieve College Readiness
   - Enter Postsecondary
   - Attain Credentials or Degree with Value in the Labor Market

2. Working Adults:
   - Pass or Bypass Developmental Ed/Remediation
   - Enter Postsecondary
   - Attain Credentials or Degree with Value in the Labor Market

Institutions are not well-aligned
NEED FOR A BETTER MODEL FOR YOUTH & ADULTS

CHALLENGES TO TRADITIONAL MODELS

• Insufficient job demand
• Low wages, dead-end paths
• Low retention, due to low basic skills
• Lack of sustained employer engagement
• Family & financial hurdles

HOW CAREER PATHWAYS ARE RESPONDING

• Target high demand sectors with real-time and traditional LMI
• Career mapping and guidance, to illustrate clear paths to credentials
• Integrated instruction in basic and technical skills; stackable credentials
• Strategic partnerships, to engage employers and align work and learning
• Deep supports: coaching, counseling, case management;
• “Learn while earning” models
DIMENSIONS OF SYSTEMS CHANGE IN CAREER PATHWAYS

• “Work-friendly” Education
  ✓ Hours, location, duration accessible to working learners
  ✓ Employers enlisted as adjunct faculty
  ✓ Curricula contextualized to career and technical material
  ✓ Learning integrated with work assignments

• “Learning-friendly” Employment
  ✓ Coaching and career navigation supports with learning plans
  ✓ Paid work release; coursework at the workplace
  ✓ Career and wage progressions tied to competencies
  ✓ Supervisors trained and rewarded for mentoring

• Communitywide partnership and collaboration
STRUCTURE OF A LOCAL/REGIONAL CAREER PATHWAY SYSTEM

- **Multiple entry points**
  - Academic Skills and Credentials (Customizable based on labor market needs and target population)
    - Basic Skills Instruction: Adult Basic Education, English as a Second Language
  - Basic Career Readiness
  - Short-term certificates
  - Long-term certificates
  - Two-Year Degree Programs and Above

- **Multiple exit points at successively higher levels of education and employment**
  - Basic Skills Bridge Programs
  - Employment in jobs that require basic occupational skills
    - Internships
    - Pre-Apprenticeships
  - Employment in jobs that require intermediate occupational skills
    - Internships
    - Pre-Apprenticeships
  - Employment in jobs that require high occupational skills and management skills
    - Pre-Apprenticeships

- **Supportive Services and Navigation Assistance**

*The Alliance for Quality Career Pathways Approach: Developing Criteria and Metrics*
**Strengths of the Sector**

- Strong demand in many areas
- Variety of occupational pathways and subfields
- Multiple entry and exit points, ladders and lattices
- Well-defined subfields and credentials in many cases
- Good wages for sub-BA jobs
- Attention due to public policy (Affordable Care Act)

**Challenges of the Sector**

- Some high demand jobs (i.e. home health care) lack ladders
- Education and licensing requirements create steep hurdles; “credential creep”
- Scope of practice restrictions
- Lack of articulation and alignment within education and industry at many points
- Uncertain demand picture (for jobs and skills) due to ACA
HEALTH CARE LEADS ALL INDUSTRIES IN JOB POSTINGS

Top 10 Job Postings by Industry, 11/11 – 10/12

- Health Care and Social Assistance: 2,280,306
- Professional, Scientific, and Technical Services: 1,490,601
- Manufacturing: 1,284,907
- Finance and Insurance: 994,631
- Retail Trade: 985,201
- Educational Services: 757,955
- Administrative and Support and Waste...: 610,253
- Public Administration: 603,879
- Accommodation and Food Services: 597,701
- Information: 459,524

Source: Burning Glass Labor Insight
Period: 11/1/11 – 10/31/12
Location: United States
## PROJECTED JOB GROWTH: SUB-BA POSITIONS

<table>
<thead>
<tr>
<th>Patient-Centered Positions</th>
<th>Entry Education</th>
<th># Jobs 2010</th>
<th>Job Growth 2010-2020</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Home Health and Personal Care Aides</td>
<td>Less than high school</td>
<td>1,878,700</td>
<td>70%</td>
<td>1,313,200</td>
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<tr>
<td>Registered Nurses</td>
<td>Associates degree</td>
<td>2,737,400</td>
<td>26%</td>
<td>711,900</td>
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<tr>
<td>Nursing Aides</td>
<td>Post-secondary certificate</td>
<td>1,505,300</td>
<td>20%</td>
<td>302,000</td>
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<tr>
<td>Licensed Practical Nurses</td>
<td>Post-secondary certificate</td>
<td>752,300</td>
<td>22%</td>
<td>168,500</td>
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<tr>
<td>Medical Assistants</td>
<td>HS Diploma/equivalent</td>
<td>527,600</td>
<td>31%</td>
<td>162,900</td>
</tr>
<tr>
<td>EMTs and Paramedics</td>
<td>Post-secondary certificate</td>
<td>226,500</td>
<td>33%</td>
<td>75,400</td>
</tr>
</tbody>
</table>
# PROJECTED JOB GROWTH: SUB-BA POSITIONS

<table>
<thead>
<tr>
<th>Technology-Centered Positions</th>
<th>Entry Education</th>
<th># Jobs 2010</th>
<th>Job Growth 2010-2020</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pharmacy Technicians</td>
<td>HS Diploma/equivalent</td>
<td>334,400</td>
<td>32%</td>
<td>198,300</td>
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<tr>
<td>Radiologic Technicians</td>
<td>Associate's Degree</td>
<td>219,900</td>
<td>28%</td>
<td>61,000</td>
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<tr>
<td>Medical Records &amp; Health Information Technicians</td>
<td>Post-secondary certificate</td>
<td>179,500</td>
<td>21%</td>
<td>37,700</td>
</tr>
</tbody>
</table>

AREAS OF CAREER PATHWAY INNOVATION IN HEALTH CARE

• School to College and Career – youth, grades 9-14
  – RI Nursing Institute
• Opportunity Youth/Back on Track – youth and young adults at risk or disconnected from school and/or work
  – Los Angeles Reconnections Academy Instituto Justice and Leadership Academy (Chicago)
• Integrated basic skills pathways – adults with low basic skills
  – Owensboro Community & Technical College (KY)
• Local and regional workforce partnerships – unemployed and incumbent adult workers
  – SkillWorks (MA), BACH (Baltimore), GCHCC (Cincinnati)
• Statewide career pathway systems – youth and adult workers
• Individual employers – incumbent workers (BIDMC – Boston)
OCTC's AAS Options in Nursing, Radiography, and Surgical Technology

**Nursing Assistant Advanced Certificate** - 20 credits
- Introduction to Computers (CIT 105) - 3 credits
- Introduction to Interpersonal Communication (COM 252) - 3 credits
- Nursing Assistant Skills I (NAA 100) - 3 credits
- Nursing Assistant Skills II (NAA 115) - 3 credits
- Human Anatomy & Physiology I (BIO 137) - 4 credits
- Human Anatomy & Physiology II (BIO 139) - 4 credits

**Phlebotomy for the Health Care Worker Certificate*** - 5 credits
- Phlebotomy (PHB 151) - 1 credit
- Phlebotomy Clinical Experience (PHB 152) - 1 credit
- Introduction to the Clinical Laboratory (CLT 101) - 3 credits

**Medicaid Nurse Aide** (CNA) - 3 credits
- Nursing Assistant Skills I (NAA 100) - 3 credits

**Accelerating Opportunity Health Care Core Classes**
- Medical Terminology (CLA 131) - 3 credits
- Introduction to Interpersonal Communication (COM 252) - 3 credits
- Introduction to Computers (CIT 105) - 3 credits

Courses listed in green are the AO core health care.
GED, Compass test

16 weeks

ENG Grade level 10-12
Pre LPN-A or CNA

16 weeks

ENG Grade level 8-10, CNA

16 weeks

ESL Grade level 6th

16 weeks

ESL Health Context
IDPL/HPVEC

16 weeks

12 months

LPN Wright College

16 weeks

BIO 226, Math 118
ENG 101, PSY 201

Pre LPN B
MATH PC1, ENG 100

16 weeks

PCT EKG-Phlebotomy

$22-27

NCLEX-PN

RN schools

NCLEX_RN

16 weeks

$ 10-14

CNA HPVEC

$ 9-11

“Carreras en Salud” Model
Instituto Del Progreso Latino
Chicago, IL
• Alternate high school – 3-year diploma granting program
• Pre-CNA health career pathway – articulates with Carreras en Salud
• College and Career Exploration course
• COMPASS Test prep
• Internships
• Dual enrollment in college courses
• Close partnerships between IJLA and IDPL counselors to ensure successful “hand-off,” with continuing case management
• Target: out of school, out of work youth and young adults
• LA Unified School District partners with CBOs (re-engagement centers) to recruit youth
• 18 month career pathway program in health care occupations leading to stackable credentials
• Contextualized courses to support high school/GED completion
• School counselors and workforce coaches partner to support students
• Extensive, regionwide partnerships, braiding funds from school, workforce, youth, and human service systems
• Incubator of program innovations in youth and adult workforce
• Provide incremental career opportunities
• Develop relationships between employers and educational partners
• Address financial limitations to obtaining additional education
• Address time barriers to obtaining additional education
• Address the basic skills needs of workers
• Encourage supportive supervision – organizational learning culture
• Develop credit for prior learning policies
• Create flexible pathways to certificate and degree completion
• Incorporate non-traditional teaching techniques
• Offer courses at convenient times and places
• Cultivate buy-in from top-level administrators
• Expand student services to include career coaching
• Meet youth where they are – no “one size fits all” model
• Focus on transition points – opportunity for engagement and retention
• Encourage “multiple touches” and close coordination among partners serving students
• Provide alternate pathways for those not ready to meet stringent entrance requirements
• Provide a range of learning strategies, including integration of foundational and technical instruction
• Emphasize work-based learning opportunities and employment
• Break down silos separating youth from adult workforce and educational systems