

CHICAGOLAND
HEALTHCARE
WORKFORCE
COLLABORATIVE

2023 LUNCH & LEARN SERIES

Identifying and Addressing Challenges to Workforce Pathways Programs

Presented by:

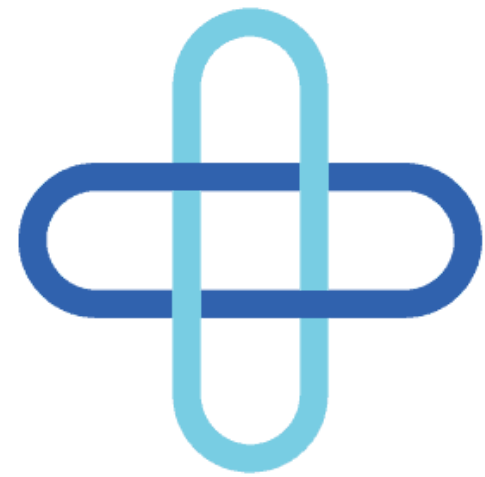
Rukiya Curvey Johnson, VP Community Health Equity, Executive Director, Rush Education and Career Hub

Grant J Higgins, HR Generalist- Anchor Mission, Rush University Medical Center

EMPLOYER-LED SECTOR PARTNERSHIP

- 13 employer partners
- 15+ strategic partners





CHICAGOLAND HEALTHCARE WORKFORCE COLLABORATIVE

MISSION

The Chicagoland Healthcare Workforce Collaborative unites employers and industry partners to support an inclusive healthcare workforce, provide accessibility for unemployed and underemployed populations, and develop innovative responses to the evolving needs of the healthcare industry.

STRATEGIC PILLARS

1

Local & Targeted Hiring

Focusing recruitment efforts in areas with higher concentrations of unemployment

2

Education & Training

Bridging the gap by uniting a variety of partners across the healthcare industry

3

Retention & Career Pathways

Offering education & training opportunities to new career pathways for employees

UPCOMING EVENTS

FEB 15

12-1PM

Lunch & Learn: Inclusive Hiring Strategies & Lessons Learned

Ashley Casiello and Audrey Gamet from UChicago Medicine's Talent Strategy Team discuss latest initiatives to support inclusive hiring and lessons they've learned.

FEB 21

2-3PM

Lunch & Learn: Team Member Success Coaching

Michele Smith and Bridgett Beene of Advocate Aurora Health discuss their new in-house coaching program supporting newly hired team members.

FEB 22

12-1PM

Creating Pathways for the Next Generation of Healthcare Leaders

CHWC teams up with Health Care Council of Chicago for a panel discussion exploring new education and training challenges and initiatives in healthcare.

MAR 14

8:30-10AM

CHWC Quarterly Meeting

Our first Quarterly meeting of 2023 will feature updates on our goals and initiatives including our Good Jobs Challenge grant award.





HEALTHCARE SUMMER INTERNSHIPS INFO SESSION

FOR HIGH SCHOOL STUDENTS

FEBRUARY 21, 5PM



**Help promote our info
session to high school
students!**

Rush University Medical Center

Lunch & Learn Series: Identifying and Addressing Challenges to Workforce Pathways Programs

Feb 7, 2023

Rukiya Curvey-Johnson, MBA

Vice President, Community Health Equity
Rush System for Health

Grant Higgins

HR Generalist, Talent Management
Rush University Medical Center

Rukiya Curvey Johnson, MBA



Contact: Rukiya_curveyjohnson@rush.edu

Rukiya Curvey Johnson serves as VP, Community Health Equity and Executive Director of the Rush Education and Career Hub (REACH) at Rush University Medical Center (Chicago). In this role, Rukiya provides strategic direction and leadership for community health equity and engagement to address disparities, improve health equity and increase economic vitality. She also leads education outreach and youth workforce-development initiatives.

Rukiya has spent over 20 years in education, community engagement and social entrepreneurship.

Rukiya holds her MBA from the University of Michigan Ross School of Business and BAs from the University of Virginia.

Grant Higgins



Grant Higgins works as an HR Generalist for Anchor Mission at Rush University Medical Center. As a Generalist, Grant supports pathway programming, diversity and inclusion initiatives as well as workforce development efforts at Rush. Specifically, he leads the Beyond the Diploma PCT Pathway Program with Rush's Professional Nursing Practice department.

Grant received his B.A. from the University of Michigan and he is a diehard wolverine fan!

Contact: grant_j_higgins@rush.edu



Rush University System for Health (RUSH) is an academic health system in greater Chicagoland that comprises **Rush University Medical Center, Rush University, Rush Copley Medical Center** and **Rush Oak Park Hospital**, as well as numerous outpatient care facilities.

Mission:

The mission of Rush is to improve the health of the individuals and diverse communities we serve through the integration of outstanding patient care, education, research and community partnerships.

Clinical Excellence and Top Quality: Honors & Awards

#3 in quality.

Among the nation's best, again.

Vizient ranked RUSH University Medical Center No. 3 in its 2021 quality and accountability study.



Top U.S. Hospital (RUSH University Medical Center) 10 nationally ranked clinical programs, including 4 best in Illinois



12 RUSH University programs among top 10 in this year's rankings



Newsweek World's Best Hospitals #16 in the United States



Magnet designation for RUSH University Medical Center, RUSH Oak Park Hospital and RUSH Copley Medical Center



RUSH University Medical Center was an American Hospital Association honoree (2019)



CHIME/HIMSS Most Wired Stage 7 for Analytics Stage 7 Ambulatory



8 Epic Stars and Honor Roll



RUSH University Medical Center and RUSH Oak Park Hospital received five stars from the Centers for Medicare and Medicaid Services (CMS). RUSH Copley Medical Center received four stars. (2022)



LGBTQ+ Healthcare Equality Leader



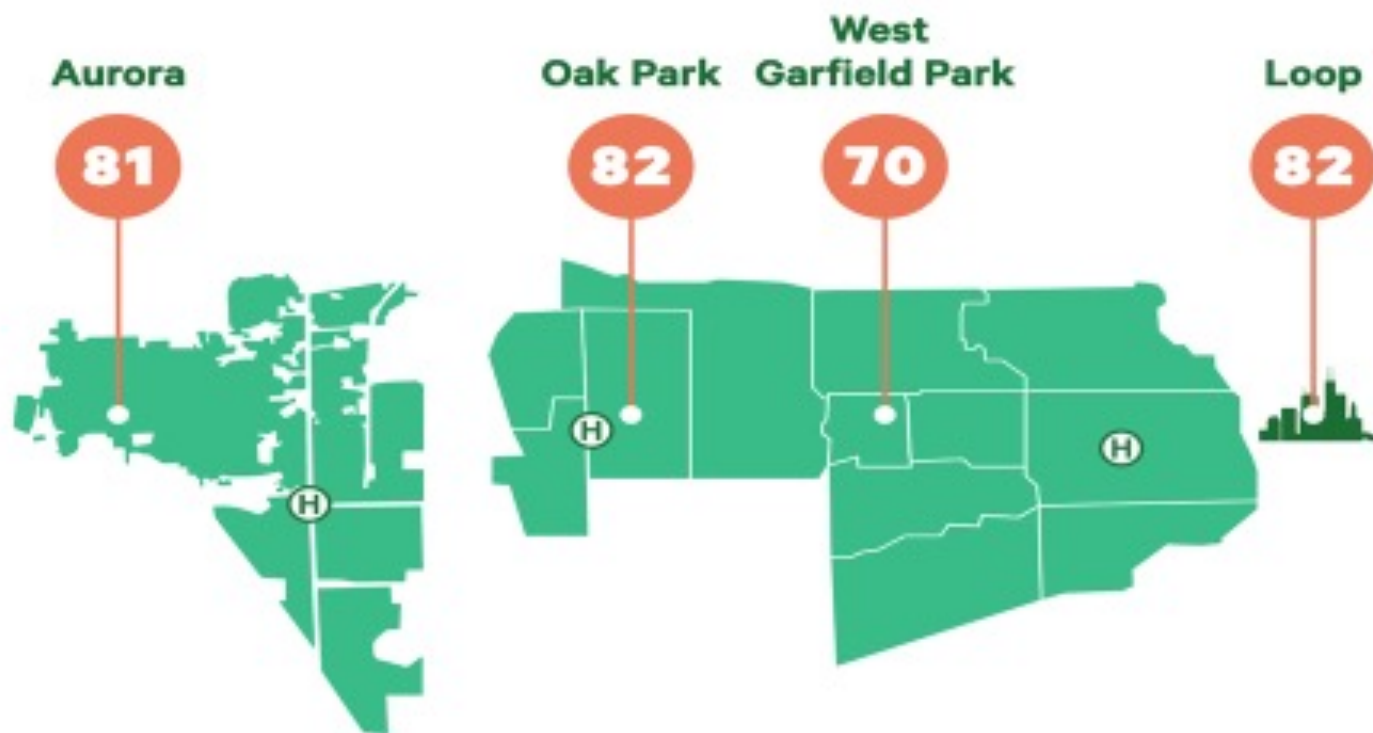
All three RUSH hospitals again received 'A' grades, the highest possible, in the latest grades awarded by The Leapfrog Group.



RUSH University Medical Center named one of the 2021 "Best Places to Work for Disability Inclusion"

Our Imperative for Action: Economic and Health Disparities

Life Expectancy Gap



Economic disparities in Chicago

Median household income



White residents

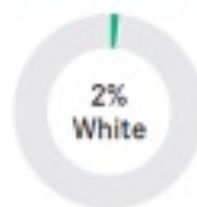
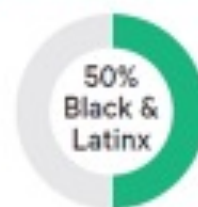


Latinx residents



Black residents

Children who live in low child-opportunity areas*



*Chicago Department of Public Health's Child Opportunity Index - composite scores for neighborhoods' educational, health/environmental and social/economic opportunities

Guiding Questions

Workforce Pathway Programs are critical for addressing labor shortages, developing next generation workforce and providing career advancement opportunities.

What are some of the top challenges of implementing workforce pathway programs? For incumbent workers?

What are some core strategies for addressing those challenges? What's next?

Program Assessment | Overview

Current Programs

Human Resources:

- ❖ Beyond the Diploma Pathway Program
- ❖ Medical Assistant Pathway Program

RUMG-Ambulatory:

- ❖ Medical Assistant Apprenticeship Program

Nursing:

- ❖ Nurse Apprentice Program
- ❖ Charge Nurse Fellowship

Rush Education & Career Hub

- ❖ MedSTEM Pathways
- ❖ College Career Pathways
- ❖ Center for Community Health Equity Research
- ❖ Career Academy - IT Apprenticeship

Programs in Development

- ❖ Triton College Partnership (Surg Tech Program)
- ❖ ADN to BSN Hiring Program
- ❖ "JumpHire" Supply Chain Training Program

Key Metrics

- *Avg # of Applicants per program: 300*
- *Range of cohort size: 5 - 60*
- *Acceptance rate: 10-15%*
- *# of Learners (across all programs): 165*
- *Average completion %: 75 – 80%*
- *# hired into roles for recent direct hire programs: 19 hires in CY22*



Key Program | Spotlights

Beyond the Diploma (PCT) Pathway Program

Department: Human Resources & Nursing

Goal: Provides career pathway for community residents while addressing staffing issues for clinical support positions in nursing

- ✓ **Educational Partnership:** Tukiendorf Training Institute
- ✓ **Participants** work as Patient Services Assistants once a week at RUMC
- ✓ **Students** receive Basic Nursing Assistant Certification @ TTI and professional development support @Chicago Urban League

Medical Assistant Pathway Program (MAPP)

Department: HR & Community Health Equity & Engagement

Goal: Build an ongoing pipeline of trained and qualified candidates to fill Medical Assistant Positions

- ✓ **Educational Partnership:** Malcolm X College
- ✓ **MA Participants** complete an externship at RUSH in their last semester of the MXC MA course
- ✓ **Students** will transition into open MA roles after program completion

MedSTEM Pathways

Department: Rush Education & Career Hub

Goal: Provide career exploration, hands-on work based learning, intro to STEM/healthcare careers for HS students

Educational Partnership: varied

- ✓ **Participants** 6 week summer program
- ✓ **Community Service**
- ✓ **College Access & Success**
- ✓ **Industry-credential:** CPR, EKG, Phlebotomy – 70%
- ✓ **Pipeline:** 60%+ returning participants



Pathway Program Challenges

Challenges (Top 5)



- Pre-employment requirements (lack of prerequisites or educational qualifications)
- Life challenges (Family Obligations, Transportation, Childcare)
- Inadequate orientation and scheduling expectations - (e.g. after work)
- Ineffective communication
- Tutoring

BREAKOUT DISCUSSION #1

What are top 2 challenges you're facing in your programs?

What would be the impact of having those challenges addressed?

Strategies to Address Challenges



- FTE & Leadership support (executive buy-in, HR & hiring manager support, FTE dedication & case management)
- Leverage Partners (consulting, resources, staff)
- Equity Assessment for Wraparound Support Assistance –
 - **Needs assessment to address critical needs** (food, health, housing, technology, PPE)
 - **Mental health and wellness resources**, helplines, referral process
 - **Professional Development and soft skills training** (workplace readiness, interview skills, communication and professionalism)

BREAKOUT DISCUSSION #2

What are 2-3 solutions that you implement or would like to implement to address the challenges?

What would be important for us to pursue as a collaborative to facilitate greater success or impact?

NEXT STEPS

1. **Partner & go deeper** with select local educational institutions & community organizations
2. Identify most vulnerable areas & **focus on jobs with clear career pathways**
3. Strengthen efforts to **lower barriers to entry**
4. Collaborate with others to **advance advocacy efforts and secure resources**
 - a) Workforce development initiatives (*e.g. Good Jobs Challenge*)
 - b) Connecting training initiatives to broader economic development efforts
5. **Enhance retention** efforts with stronger onboarding program