

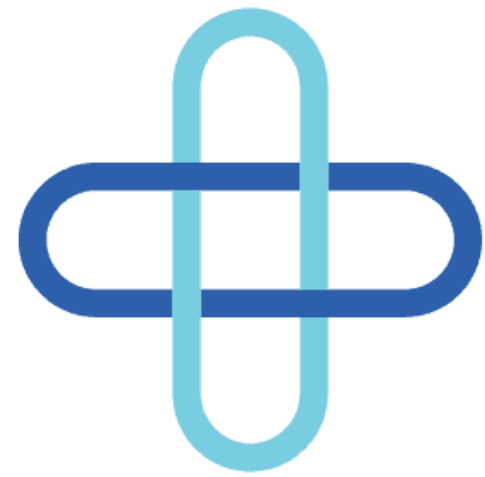
CHICAGOLAND  
HEALTHCARE  
WORKFORCE  
COLLABORATIVE

MARCH 24, 2025

**Career Pathway Programs Across the Nation Series:  
Nursing Pathways in Vermont & North Carolina**

*welcome!*

**Please introduce yourself in the chat:  
Name, title, organization**



# 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

# EMPLOYER-LED SECTOR PARTNERSHIP

- 12+ employer partners
- 20+ strategic partners



# Upcoming Events

- **Showcasing Promising Talent Solutions**

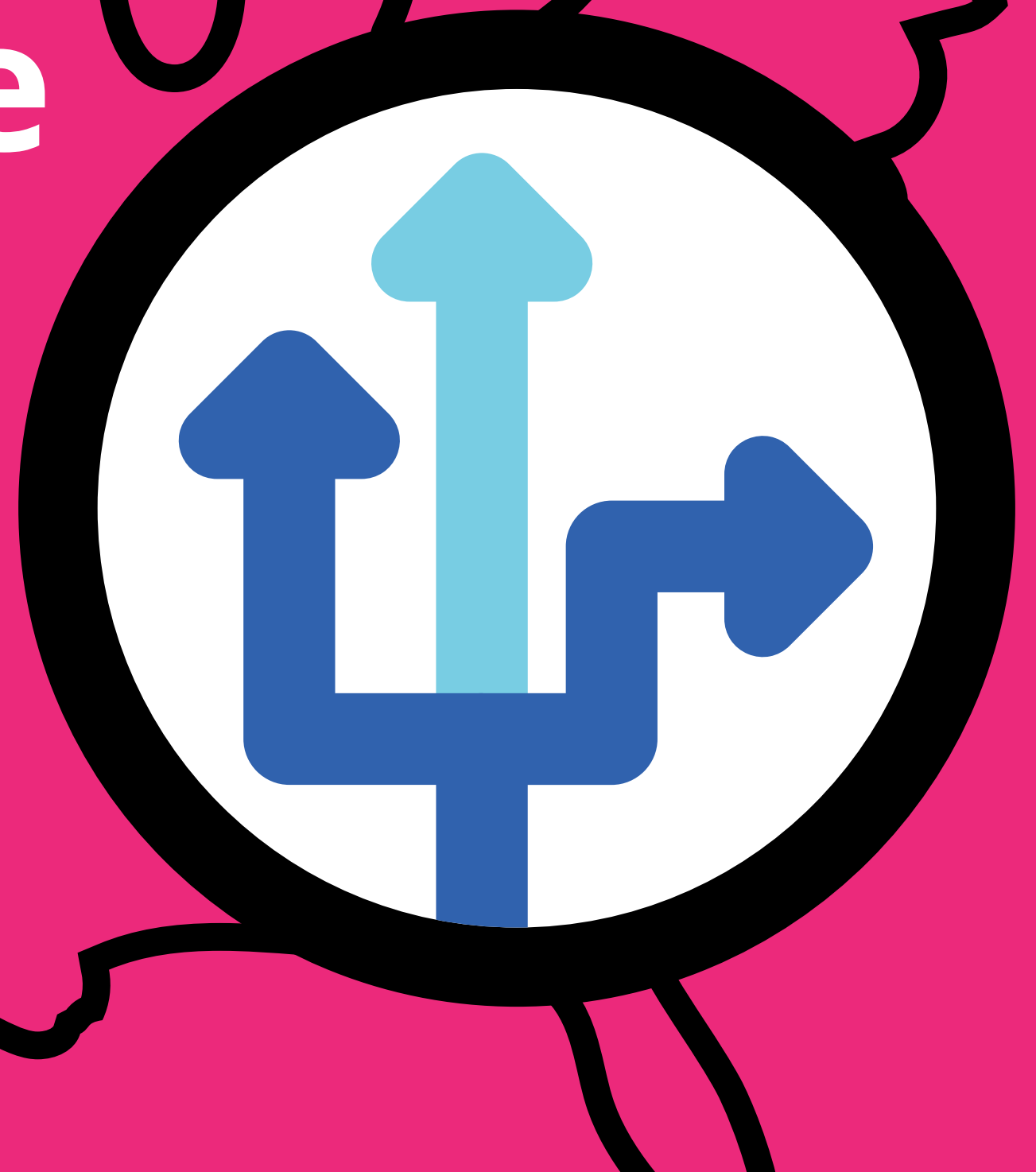
- Hosted by Health Care Council of Chicago, Corporate Coalition, and the Executives' Club
- Topics include: Expanding your talent pools, Making skills-based hiring work, AI: Opportunities & Risks, Fair Chance Hiring, Apprenticeship Models
- **April 24th**, 12-1pm | Virtual | *register at [executivesclub.org](https://www.executivesclub.org)*

- **Chicagoland Healthcare Workforce Collaborative's June Quarterly Meeting**

- Focuses on career pathways and employee advancement, featuring recently conducted research from Women Employed
- **June 3rd**, 8:30-10AM | Malcolm X College | *registration opens in April*

# Career Pathway Programs Across the Nation Series

*exploring innovative talent solutions  
from around the U.S.*



# Nursing Pathways in Vermont & North Carolina

How do we invest in our employees' career advancement and well-being, while building our nursing pipeline?

Today, we'll learn about two programs:

- The University of Vermont Medical Center's Licensed Nursing Assistant to Associate's Degree Registered Nurse Pathway Program
- Advocate Health's RN Educational Assistance Program

Join us to learn from their successes, and help us bring these strategies and programs to Chicago!



**Chelsea Rigler**

Director, Workforce Initiatives  
and Grants

**Advocate Health**



**Mary Anne Sheahan**

Chief Talent Officer  
**Vermont Talent Pipeline, Vermont  
Business Roundtable**



**Betsy Hassan**

Director, Nursing Education &  
Professional Development  
**The University of Vermont  
Medical Center**

# Vermont's Sustainable Nursing Pathway



*Mary Anne Sheahan,  
Chief Talent Officer  
Vermont Business  
Roundtable*



*Betsy Hassan,  
Director Nursing Education  
UVM Medical Center,  
Vermont*





## MEET JON

Shaftsbury, Vermont  
Sterile Processing Technician, LNA Certified  
LPN/RN Apprentice  
Southwestern Vermont Medical Center





# What are we trying to solve?



**Demand:**

**1200 RNs/yr**

750 LNAs/yr



**Supply:**

**400 RN grads/yr**

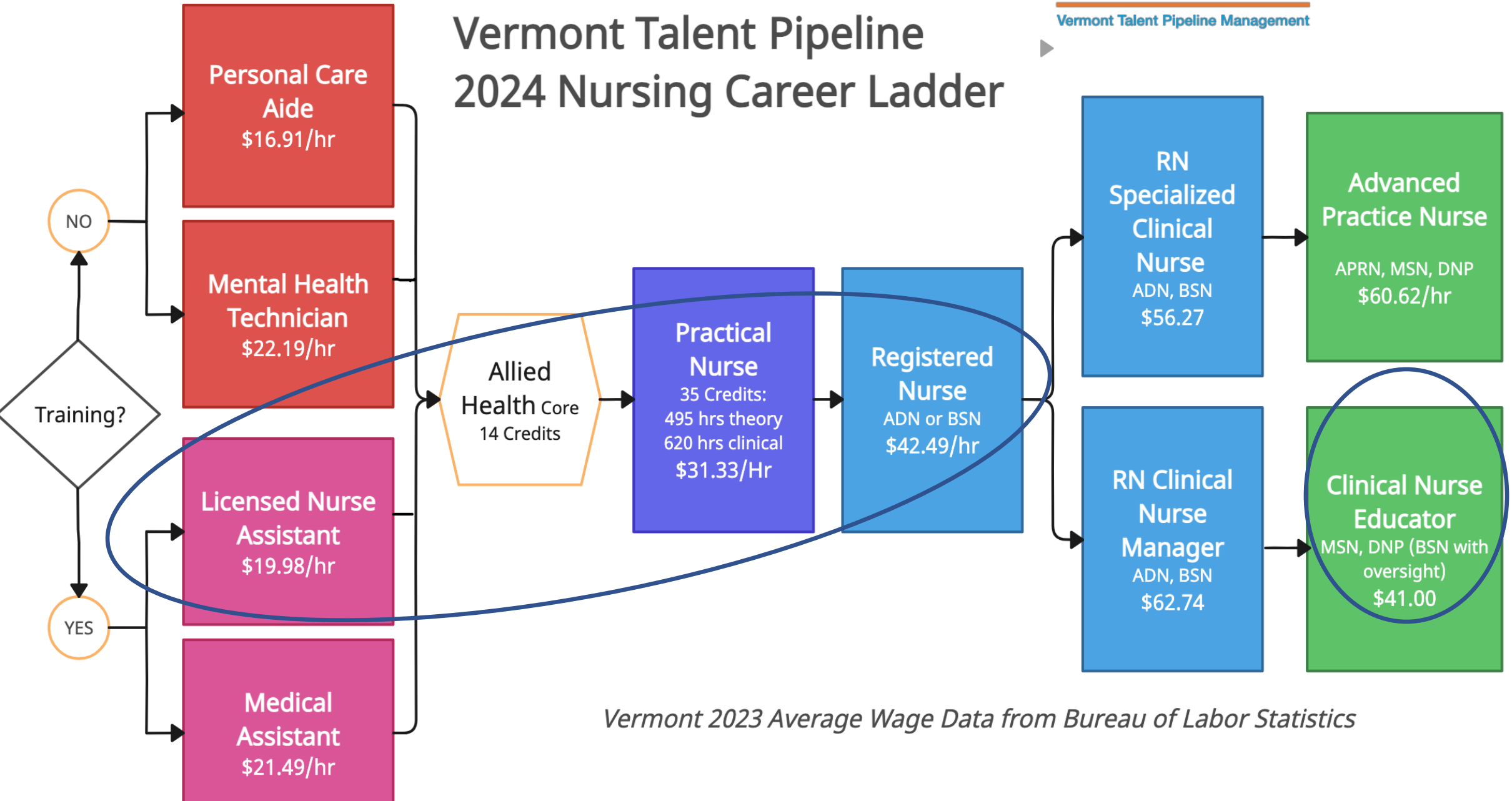


**Gap:**

**800 RNs**

^ Educational capacity  
v Attrition/Retirements

# Vermont Talent Pipeline 2024 Nursing Career Ladder



*Vermont 2023 Average Wage Data from Bureau of Labor Statistics*

# How is it Sustainable?

1. Practicing Clinical Instructors



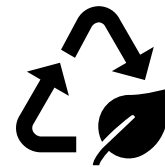
2. Wrap Around Support



3. Employment Agreement

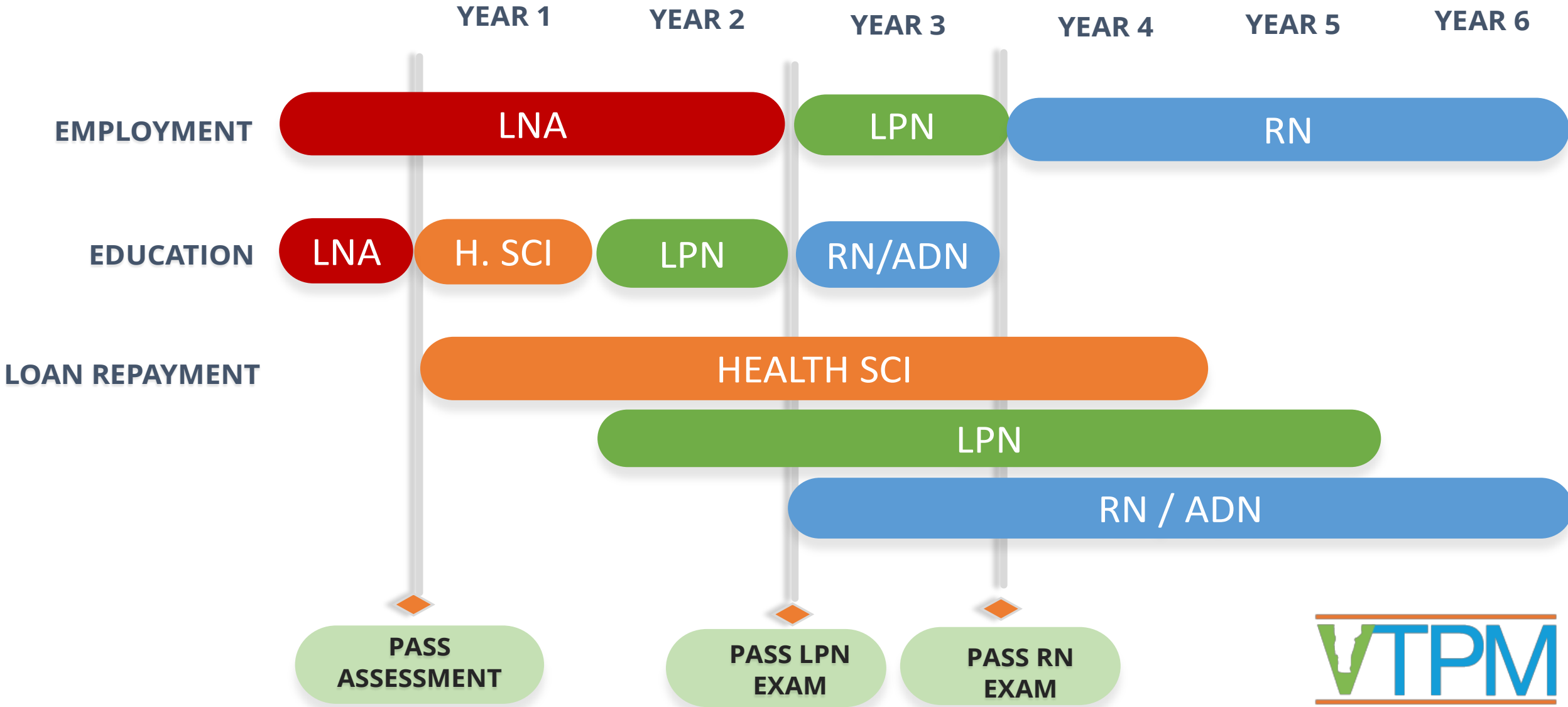


4. Recycled Education Financing  
using Loan Repayment



Investing in  
Long-Term  
Systems

# NURSING PATHWAY LOAN REPAYMENT



# RN Apprenticeship Return on Investment



Estimated annual  
cost to educate a  
staff FTE to a RN  
(NO financial aid)  
= \$47,500\*

- Public RN/ADN education @VTSU, fees, books, supplies (without aid) = \$30,000
- Paid release time for school/study = \$13,000
- Wrap around support costs = \$2500
- Shared administration/program costs = \$2000

Estimated annual  
bill rate for FTE  
contracted RN  
traveler =  
\$252,000/yr\*

- [Advisory Board](#) estimates Vermont RN traveler bill rate at 240% of an RN staff salary with benefits, 2023.
- Based on Bureau of Labor Statistics 2023 Vermont average salary of \$84,000/year, with 25% benefit allowance

The Question is not ...

*How can we afford it?*

*But rather...*

*How can we afford NOT to?*

# Resources



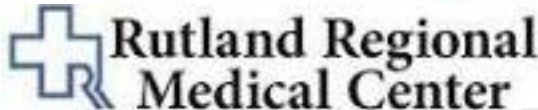
Vermont State  
University



# Participating Health Care Providers



Gifford  
Medical Center



Northeastern  
Vermont Regional  
Hospital



# Advocate Health: Who We Are



Now part of  **ADVOCATE HEALTH**

Together, we're  
reimagining how health  
care should be.

Together, we can deliver  
the best health  
outcomes and make  
care more accessible  
and affordable for all.





# RN Educational Assistance Program

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Supporting frontline teammates pursuing nursing degrees by providing **paid education time** and **personalized coaching** to foster **internal career growth** and **organizational workforce needs**.

# RN Educational Assistance Program

## Program Overview



## Program Goals

- Support internal career growth and financial stability for teammates
- Address current and future nursing workforce needs



## Target Audience

- Teammates pursuing an **Associate Degree in Nursing (ADN)** or **Bachelor's Degree in Nursing (BSN)** degree

# RN Educational Assistance Program

## Program Details

- The program provides up to **three years** of **prepaid** coverage of tuition, books and fees up to **\$14,000** per year, per student for a nursing program leading to licensure as a Registered Nurse.
  - Tuition
  - Books
  - Fees
  - NCLEX test fee
  - Most supplies required to complete RN program
- At least **six months** prior to graduation, participants will be eligible and expected to apply for a position in the **New Graduate RN Residency Program**, in one of the specialty tracks.
- Upon RN licensure, **continued employment** in an **RN role** for at least **four consecutive years** is expected.

# RN Educational Assistance Program

## Paid Education Time Overview

The program also provides recipients who are part-time or full-time teammates pursuing their **Associate Degree Nursing (ADN)** with **paid education time**.

- Flexible scheduling to support academic success without loss of pay or benefits.
  - **Full-time Teammates:** Up to 24 hours/week for education; minimum of 12 hours/week work required
  - **Part-time Recipients:** Max of 12 hours/week of education time, with an expectation of at least 12 hours/week worked
  - Overtime cannot be combined with paid education time.
  - Education time may be used for studying, not limited to class or clinical hours.

# RN Educational Assistance Program

## Guidelines and Considerations

- BSN Students typically have online classes or classes that do not require clinicals. If needed, BSN students should work with their leader for agreeable paid education time.
- Recipients must share class schedules with leaders each semester.
- Each year a list of all RN Educational Recipients is sent to Labor Management
  - *Productivity is not negatively impacted for departments of RN Educational Recipients*
- Resource Team support will be offered to leaders who anticipate staffing hardship

# RN Educational Assistance Program

## Support Resources

- **Educational Assistance Coach:** One-time tuition planning support
- **Career/Life Coach:** Individual and group monthly sessions
  - *Required as condition of program and ongoing through NCLEX exam*
- **College Academic Advisor:** Strongly recommended
- **Additional Resources:** Participant Guide, EAP, and other teammate benefits including hardship support

# RN Educational Assistance Program

## Program Success

- Since the program started in **2018**, we have had a total of **157** teammates participate
- We have had a total of **38** teammates graduate with an ADN or BSN and moved into a nursing role within the system
- We currently have a **93%** retention rate among participants