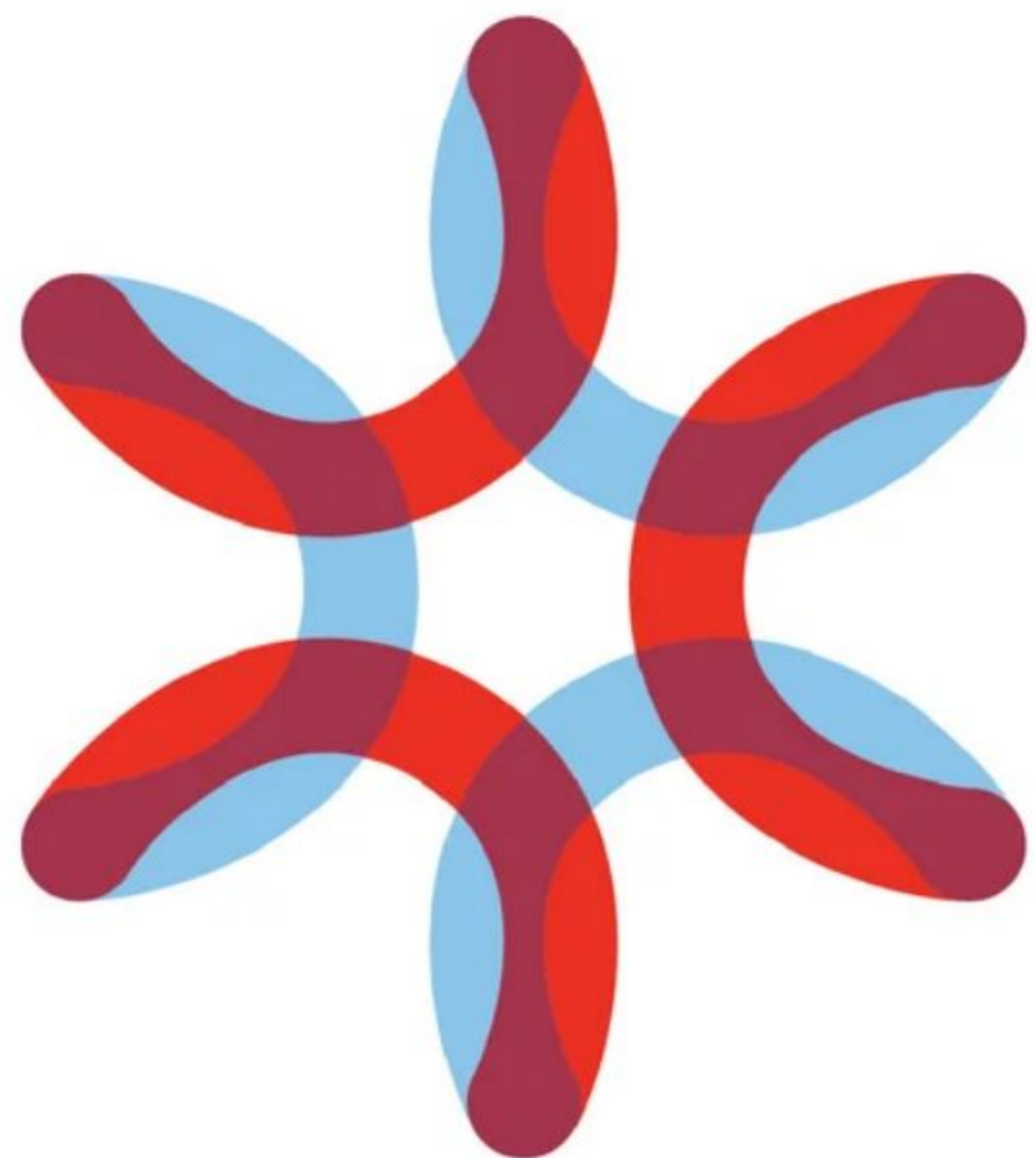


CHICAGOLAND
HEALTHCARE
WORKFORCE
COLLABORATIVE

Chicagoland Healthcare Apprenticeships: An Overview & Spotlight on Medical Assisting

10.21.25 | 10AM-12PM | Illinois Medical District

welcome!



ILLINOIS MEDICAL DISTRICT

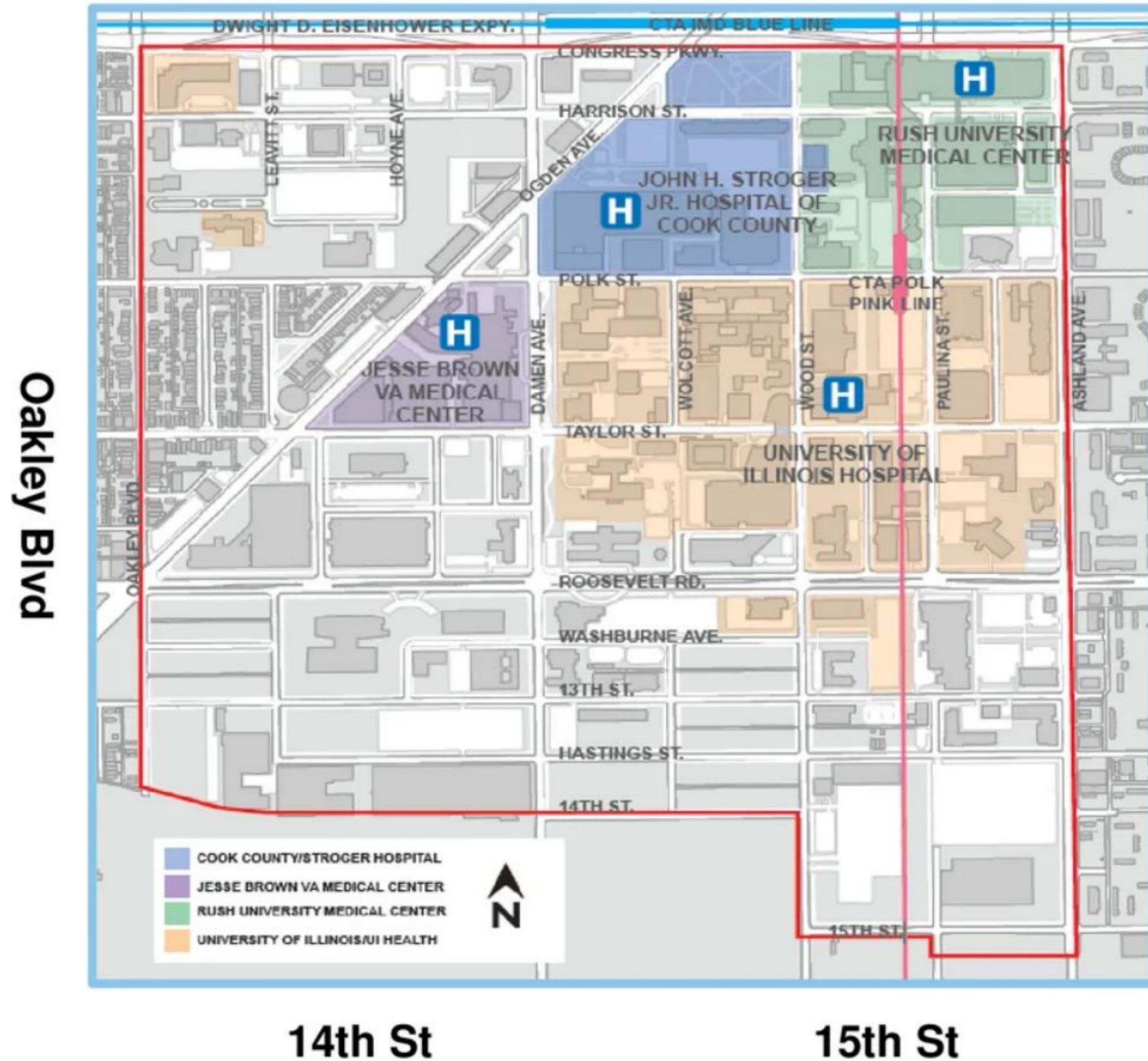
Chicagoland Healthcare Apprenticeship Event

October 21, 2025

www.imdchicago.org

IMD Geography

Congress Parkway



Illinois Medical District By the Numbers

560

Total acres with 30 shovel-ready acres

13+

Educational institutions

2

Elevated rail lines and several bus routes

40+

Healthcare organizations

4

Hospitals

1,000

Residential units

1,900

Patient beds

90,000

Daily visitors

\$7.7B in annual economic activity

\$400M+ annual university R&D

Critical Infrastructure



CHICAGO

United Center - Home Of:




CITY COLLEGES OF CHICAGO
Malcolm X
Education that Works






American Red Cross




cta

Gateway Development


RUSH UNIVERSITY HEALTH


RUSH UNIVERSITY MEDICAL CENTER


JESSE BROWN VETERANS AFFAIRS MEDICAL CENTER
Helping Veterans First


UIC
UI Health

FBI

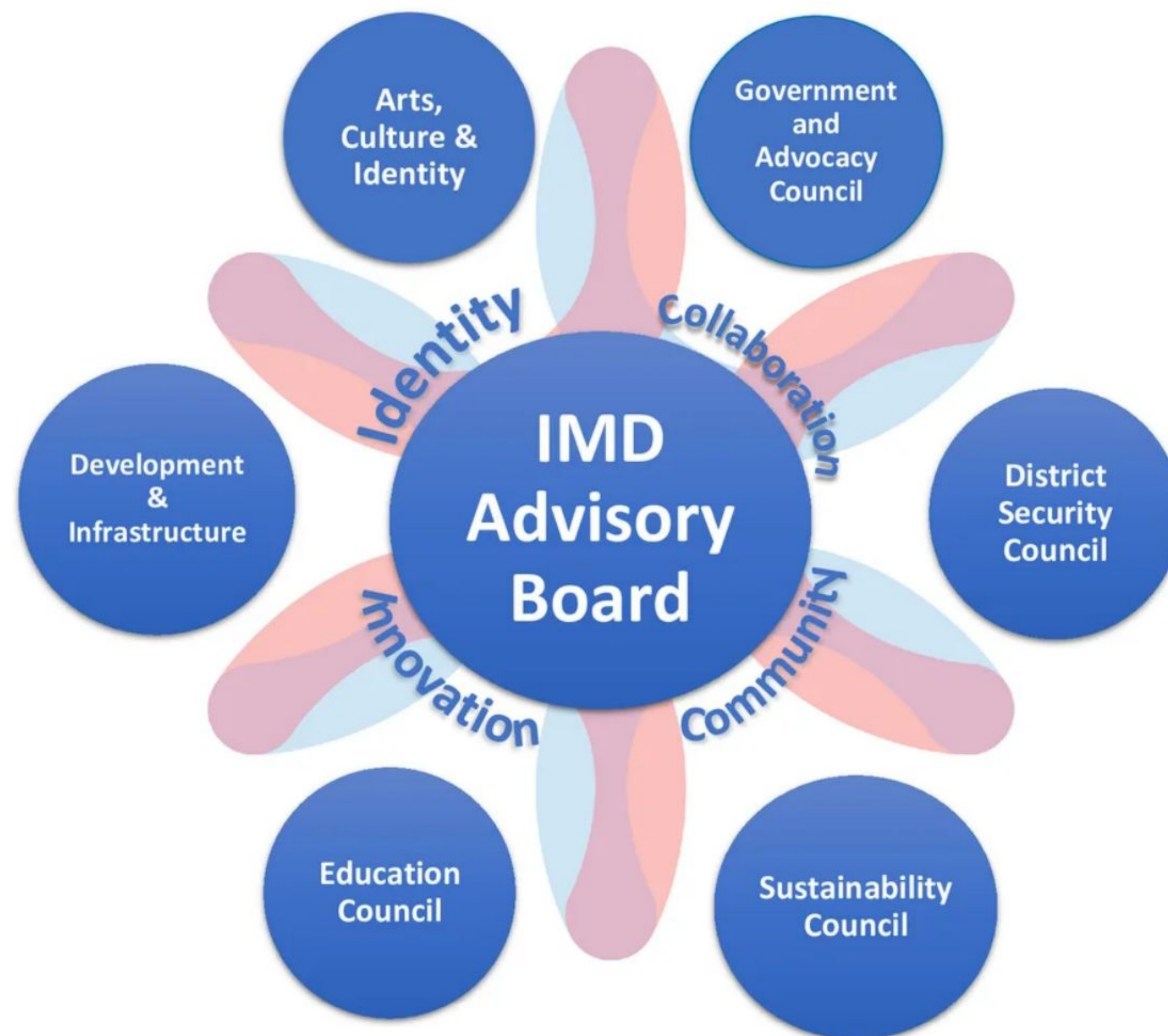

cta


UIC



IMD Community Councils

IMD organizations, partners, and community members collaborate with IMDC staff to ensure we're listening to the needs of our community.



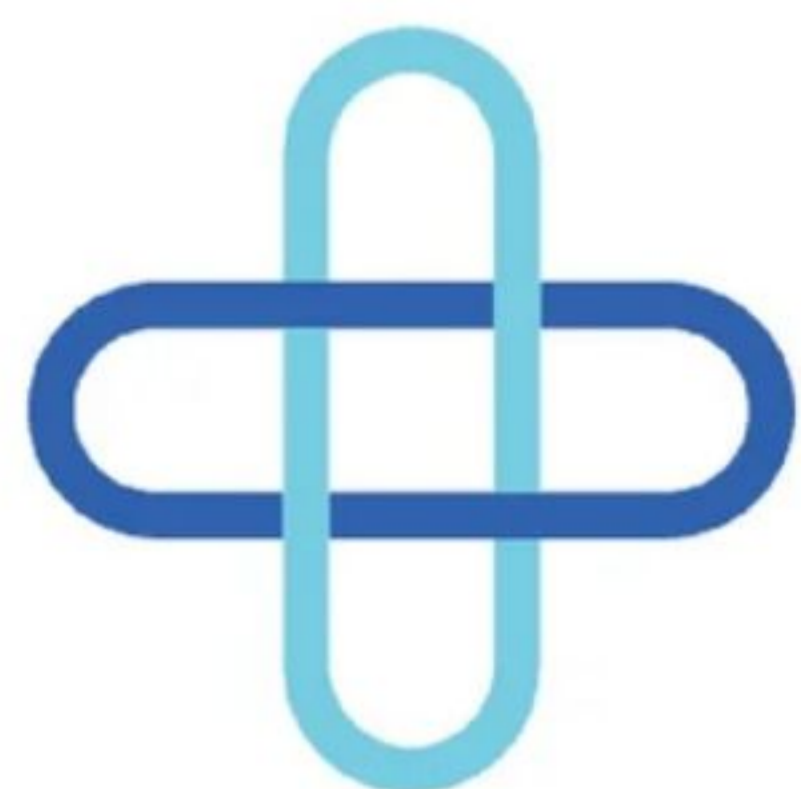
Thanks for your time

Follow us on social

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www.imdchicago.org



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





AGENDA

I. Apprenticeship Overview

April Harrington, Project Manger, CHWC

Tonya Cody-Robinson, Business Relations Specialist,
Chicago Cook Workforce Partnership

II. Spotlight on Medical Assisting

- College of DuPage MA Apprenticeship
 - **Danielle Kuglin Seago**, Manager, Project Hire-Ed, College of DuPage
- Endeavor Health MA Apprenticeship
 - **Amanda Spagnolo**, Manager, Medical Group Clinical Education, Endeavor Health
- Panel discussion, Q&A

III. Audience Share-Out

What is an Apprenticeship?

"Apprenticeships combine **paid on-the-job training** with **classroom instruction** to prepare workers for **highly-skilled careers.**"

- *Department of Labor website*

"Apprenticeship is a work-based learning model, commonly referred to as a **"learn and earn"** model, where on-the-job training is combined with relevant **classroom instruction**. The apprentice progressively acquires new skills and applies these learned skills on the job under the supervision of a **mentor**. Upon completion of the program, the apprentice receives an **industry recognized credential.**"

- *Illinois Department of Employment Security website*

22,884

Current Registered Apprentices in Illinois*

950,231

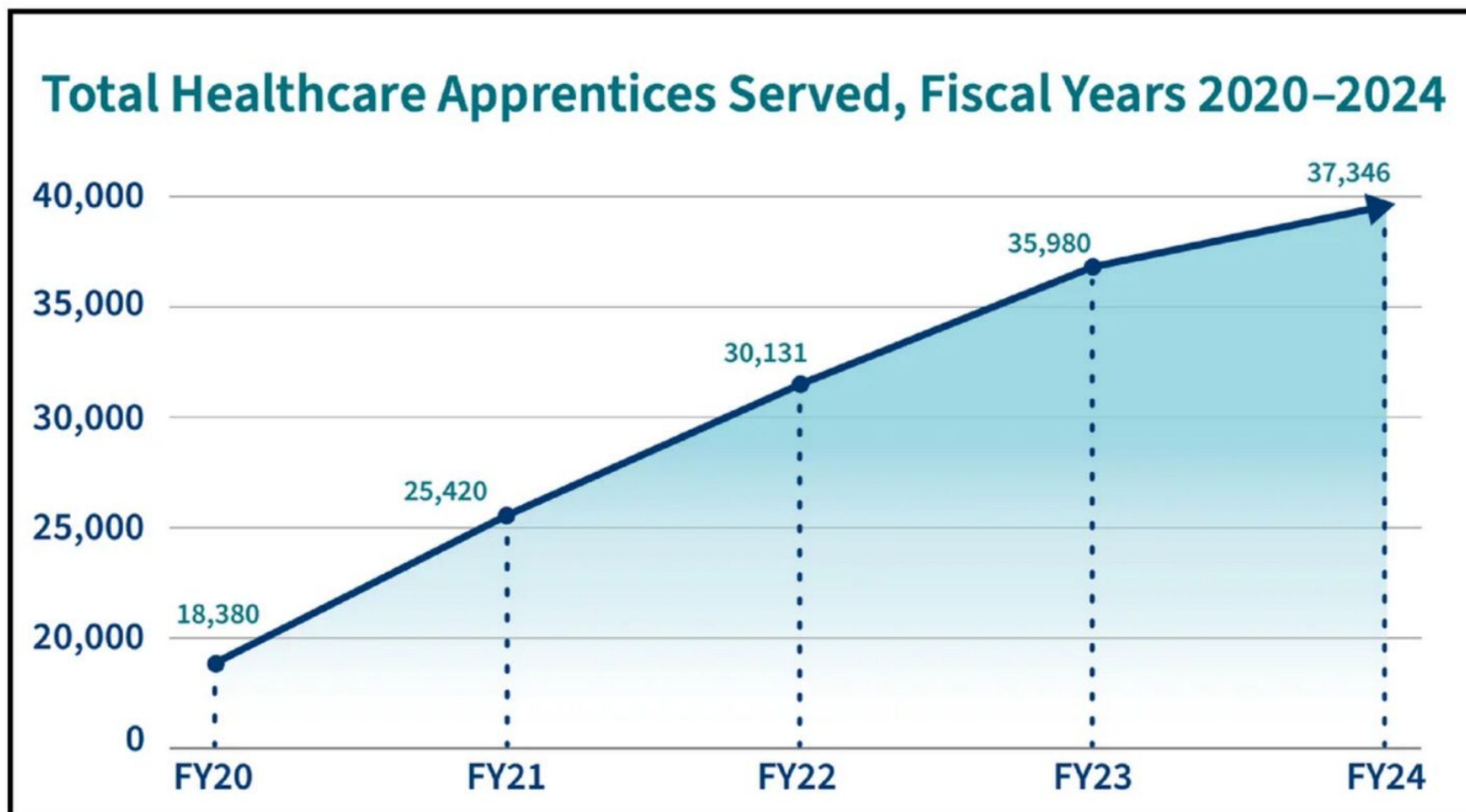
2024 Total Registered Apprentices in US*

1,000,000+

An April 2025 Executive Order calls for the Secs of Labor, Commerce, and Education to devise a plan to reach and surpass 1 million active Registered Apprentices



*<https://www.apprenticeship.gov/data-and-statistics/apprentices-by-state-dashboard>



Most Common Occupations

- Health Unit Coordinator
- Home Health Aid
- Licensed Practical Nurse
- Long-Term Care Nurse Manager
- Medical Assistant
- Medical Coder
- Pharmacy Tech

37,325 2024 Total Registered Apprentices in US in Healthcare

<https://www.apprenticeship.gov/apprenticeship-industries/healthcare>

Chicagoland Healthcare Apprenticeship Inventory

- Apprenticeship inventory form circulated to CHWC employers and training providers over last two months
 - Targeted outreach to training providers known to be operating apprenticeships
 - About 12 responses
- Inventory asks for any program that includes: 1. PAID on-the-job experience, 2. Classroom training, leading to credential, and 3. Transition into employment after program completion
 - Includes both clinical & non-clinical roles
 - Includes past programs within last 3 years, current, and planned

950+ Annual Healthcare Apprentices in Chicago

Certified Nursing Assistants, 800+

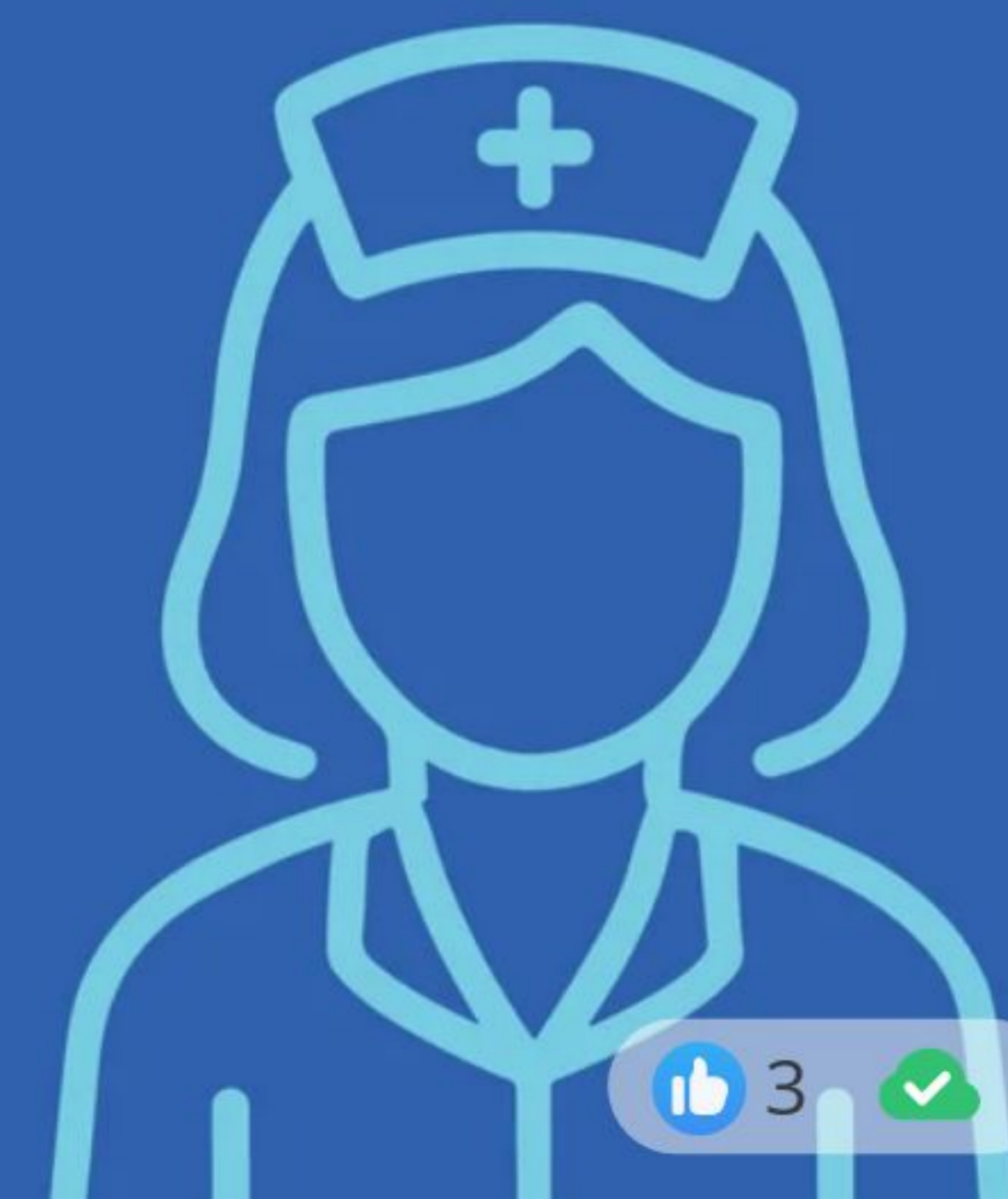
Medical Assistants, 100+

Pharmacy Technologists & Community Health Workers

**Sterile Processing Tech, Surgical Tech, Radiology Tech,
Phlebotomist, Medical Interpreter**

**Information Services, Software Developer, CIT System Support Specialist, IT
Analyst, Cook, Building Maintenance Repairer**

*New &
Growing!*



Chicagoland Healthcare Apprenticeships

- The large majority of healthcare apprentices in our region are **not in a DOL-registered** program, only a small handful are registered.
- A few local models are designed as **youth apprenticeships** (pharm tech, medical interpreter, IT Analyst, radiology tech, information services), but the majority of our apprentices are adults.
- A few local models are designed to help **existing workers** advance into higher-wage roles.
- Some programs have **shifted or paused** based on funding constraints, return-on-investment considerations, or partnership changes.
- **New or growing** areas include nursing (LPN or RN), sterile processing techs, surgical techs, and radiology techs.



Business Relations and Economic Development

Apprenticeship Illinois

Business Services Resources

Tonya Cody-Robinson | Business Relations, Apprenticeship Specialist

Talent Pipeline Management National Mentor and Fellow (US Chamber of Commerce Foundation - 2025)

Five Components of a USDOL Apprenticeship Program

U.S. DEPARTMENT OF LABOR COMPONENTS OF AN APPRENTICESHIP PROGRAM




EMPLOYER INVOLVEMENT
programs start with employers



STRUCTURED ON-THE-JOB TRAINING
hands-on training



RELATED INSTRUCTION
classroom or online learning



REWARDS FOR SKILL GAINS
wage increases



NATIONAL OCCUPATIONAL CREDENTIAL
portable, industry-recognized

Registered Apprenticeships Programs (RAP)

Formally recognized by the U.S. Department of Labor (DOL) or a State Apprenticeship Agency.

Key Features:

- **Structured Standards:** Must meet federal or state guidelines for training, mentorship, and wages.
- **National Credential:** Apprentices earn a portable, industry-recognized certificate upon completion.
- **Access to Funding:** Eligible for federal and state grants, tax incentives, and other support.
- **Oversight & Compliance:** Subject to regular audits and reporting requirements.
- **Equity & Inclusion:** Must follow Equal Employment Opportunity (EEO) regulations.

Best For:

- Employers are seeking long-term workforce development.
- Organizations that want to tap into public funding and formal recognition.

Non-Registered Apprenticeships Programs

Informal or employer-led programs that do not go through the DOL registration process.

Key Features:

- **Flexibility:** Employers can design programs without strict regulatory requirements.
- **Faster Implementation:** No need to wait for approval or meet federal standards.
- **Custom Training:** Tailored to specific company needs, without external oversight.

Limitations:

- **No nationally** recognized credential.
- **Limited access** to public funding or workforce incentives.
- **May lack consistency** or quality assurance.

Best For:

- Small businesses or startups are testing apprenticeship models.
- Employers needing quick, internal upskilling solutions.

Employer Benefits: USDOL Apprenticeship Programs

- **Skilled Workforce Access**

Apprenticeship programs provide employers with a highly skilled workforce tailored to specific industry needs through structured training.

- **Improved Employee Retention**

Trained apprentices tend to remain loyal, which reduces employee turnover and lowers associated organizational costs.

- **Increased Productivity**

Apprentices contribute to business productivity even while they are learning, benefiting the organization during their training periods.

- **Financial Incentives**

Employers may receive tax incentives and grants that help offset training costs, enhancing program viability.

Employee Benefits: USDOL Apprenticeship Programs

- **Earn While You Learn**

Apprentices earn wages during training, gaining work experience without incurring student debt.

- **Nationally Recognized Credential**

Completion awards a USDOL credential, validating skills and improving employability.

- **Career Advancement Pathway**

Structured skill development leads to higher wages, promotions, and career growth.

- **Mentorship and Support**

Experienced mentors provide guidance, fostering a supportive learning environment.

Apprenticeship Specialist – Tasks and Roles

Customized Talent Development

- Help design apprenticeship programs tailored to your business needs.
- Align training with industry standards and specific skill gaps.

Access to Local Talent Pools

- Connect employers with local job seekers, students, and underrepresented groups.
- Strengthens community ties and supports inclusive hiring practices.

Streamlined Program Implementation

- Guide employers through the process of registering and launching apprenticeships.
- Help with curriculum development, compliance, and documentation.

Funding and Incentive Navigation

- Knowledgeable about federal, state, and local funding opportunities.
- Help businesses access grants, tax credits, and wage subsidies.

Continue - Apprenticeship Specialists - Tasks and Roles

Partnership Building

- Facilitate connections between employers, educational institutions, and workforce boards.
- Create a collaborative ecosystem for training and employment.

Increased Retention and Productivity

- Apprenticeship programs often lead to higher employee retention and engagement.
- Workers trained through apprenticeships tend to be more productive and loyal.

Community Impact

- Investing in apprenticeships supports economic mobility and workforce equity.
- Help build a stronger, more resilient local economy.

USDOL National Resources and Support

- **US Chamber of Commerce Foundation – Talent Pipeline Management**
Assists with demand planning for hiring needs, reducing time-to-fill.
Improves the quality of candidate hires and maintains pools of pre-matched candidates.
- **U.S. Department of Labor (USDOL)**
Oversees the Office of Apprenticeship.
Provides registration, technical assistance, and funding guidance.
- **Standards Builder**
Centralized platform, designed for your apprenticeship federal registration.
Customize program standards based on industry, occupation, and training needs.
- **Apprenticeship.gov**
Central hub for employers, educators, and job seekers.
Offers toolkits, program development guides, and success stories.
- **WorkforceGPS & WIOA Desk Reference**
Offers integration strategies for apprenticeships within workforce systems.
Includes funding guidance and best practices.

USDOL Local Resources and Support

- **Chicago Cook Workforce Partnership**

Provides employer services, training incentives, and access to talent.

Operates 10 American Job Centers and 24 Delegate Agencies.

Sector centers to support training and support for entry into healthcare and aligned occupations.

- **Apprenticeship Illinois**

Statewide initiative supporting apprenticeship development.

Connects employers with training providers and funding opportunities.

- **Illinois Workforce Partnership (IWP)**

Represents 22 Workforce Innovation Boards.

Promotes collaboration and workforce development across Illinois.

- **Chicago Apprentice Network**

Coalition of employers expanding apprenticeship opportunities across industries.

Partnership and Network of Providers: Employer Relationships

- **Advent Health:**

In-Process – Equus Healthcare Sector Center

- **Advocate Healthcare**

Completed Culinary Apprenticeship

- **CVSHealth**

In Discussion – National Recognized RAP Established

- **Northwestern Hospital**

- **Rush Hospital**

In Discussion – RAP Coordination

- **More Information Relative to Apprenticeship Illinois:**

Employers, Events, and Testimonials: [Apprenticeship Illinois](#)

APPRENTICESHIPS AND WORKFORCE FUNDING

The Workforce Innovation and Opportunity Act (WIOA) recognizes Registered Apprenticeship Programs (RAPs) as a proven work-based learning strategy. WIOA Title I funds can be used to:

- Enroll WIOA participants into RAPs
 - Note: Income and Eligibility Guideline Required
- Cover training costs, including related instruction
- Support supportive services like transportation, childcare, and tools
- Offset employer costs through On-the-Job Training (OJT) reimbursements

APPRENTICESHIPS AND WORKFORCE FUNDING (WIOA)

On-the-Job Training (OJT)

- Employers hire participants and provide training while they work.
- Wages are paid during training, and employers may be reimbursed for a portion of training costs.
- Focuses on teaching specific job skills needed for permanent employment.
- Commonly used for individuals who need skill upgrades to meet job requirements.

Customized Training

- Tailored to meet the specific needs of an employer or group of employers.
- Often developed in partnership with training providers or educational institutions.
- Employers typically share the cost of training.
- Ideal for introducing new technologies or processes in the workplace.

Incumbent Worker Training (IWT)

- Designed for current employees who need skill upgrades to retain employment or advance.
- Helps businesses remain competitive by improving workforce capabilities.
- Employers must contribute to training costs, either in cash or in-kind.
- Can include classroom instruction, hands-on training, or a combination.



Thank You!

More Information about The Partnership: [About Us - Chicago Cook Workforce Partnership](#)



College of DuPage

College Profile



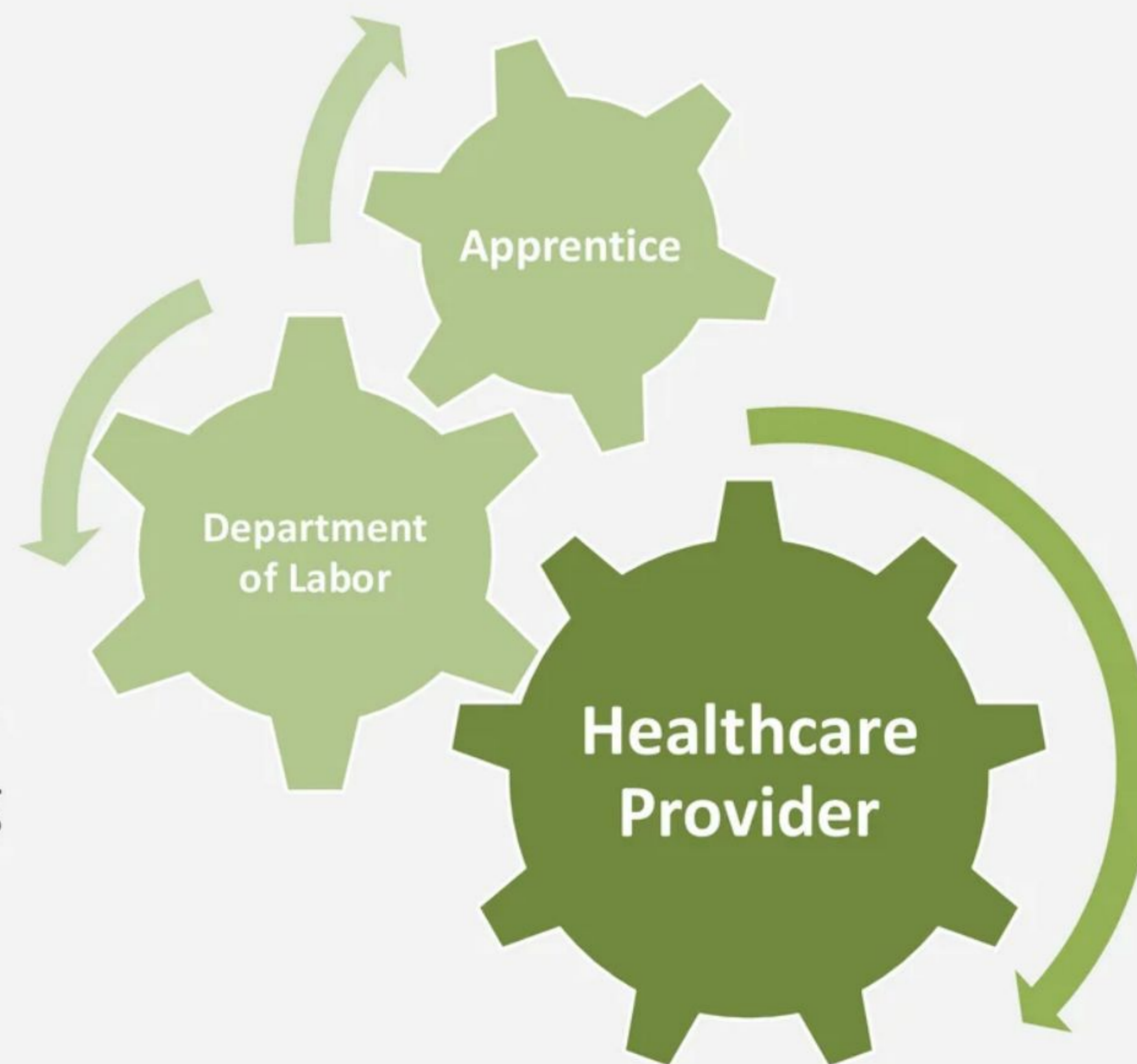
Clinical Healthcare Programs

- **Medical Assisting**
- **Sterile Processing & Surgical Technician**



Our Role as an Intermediary

- Registers the apprenticeship program with the U.S. Department of Labor
- Files and maintains all compliance documentation
- Tracks apprentice progress and outcomes with healthcare partners
- Provides Related Technical Instruction (RTI) through COD's accredited Medical Assisting Program



Key Program Components

Paid Employment

Apprentices work in medical offices while learning

Mentorship

Guided by an experienced mentors

Wage Progression

Pay increases with coursework completion and on the job experience (as part of regular pay schedule)

Apprenticeship Process at a Glance

- 1 Candidates drawn from COD MA students
- 2 Hired part-time in office assistant roles
- 3 Employer or grant covers tuition and books
- 4 Coursework + on-the-job learning (1–2 years)
- 5 Clinicals completed within partner organization
- 6 Certification exam → Full-time MA role

Successes & Lessons Learned



Outcomes & Impact to Date

Pilot Success

- Two cohorts successfully launched

Apprenticeship Experience

- Earned wages while completing COD coursework earning a certificate or degree
- Access to learning without financial burden of the training program cost
- Applied classroom learning directly in healthcare settings

Graduate Outcomes

- Transitioned into full-time Medical Assistant role
- Continued education and certification in healthcare fields
- Some relocated or maintained healthcare employment with advanced training

Employer Impact

- Established a direct talent pipeline for critical, hard-to-fill healthcare roles
- Strengthened alignment between training and on-the-job skills

Lessons Learned (For Growth & Replication)

For the College:

- Align program length and structure with both academic and employer timelines
- Collaborate early with the accrediting body to integrate apprenticeship components
- Maintain consistent, transparent communication across faculty, employers, and apprentices
- Strengthen data tracking and reporting to streamline DOL and employer feedback

For Employers:

- Plan early for FTE transitions to ensure smooth full-time placement and wage progression
- Scaling requires shared commitment and readiness across and throughout the organization
- Strong mentoring and coordination drive apprentice success and retention

Other Healthcare Apprenticeships

Cybersecurity

IT System Support

Software Development

Facility Maintenance

Security

Apprenticeships Today

And In The Future



National APPRENTICESHIP WEEK
10 YEAR ANNIVERSARY
NOVEMBER 17-23, 2024
10 YEARS OF ENGAGEMENT, EXPANSION & INNOVATION

STATE OF ILLINOIS
OFFICE OF THE ATTORNEY GENERAL



Endeavor
Health

Medical Assistant (MA) Apprenticeship

Amanda Spagnolo, MSN, RN, CNL
Manager of Medical Group Clinical Education

October 2025

Background from 2021

Edward Elmhurst Medical Group (Now Endeavor Health Medical Group):

- MAs are 39% of the workforce
- MA Vacancy at EEH:
 - 2021: 13% *
 - 2022: 43%
- Cost of vacancies: \$2,723,120
 - 63 MAs turned over @40k/turned over position
 - Overtime hours
 - Agency hours

(Endeavor Health, 2025)

Industry:

- 8% of healthcare leaders report having difficulty recruiting MAs
 - MAs have left the profession due to retirement, pandemic stress, mental health, burnout
 - Less students going into the profession
 - MAs have left the profession due to retirement, pandemic stress, mental health, burnout
 - Less students going into the profession
- (Harrop, 2021)

National Projected shortage:

2020-2030 MA jobs are expected to grow 18% (US Bureau of Labor Statics, 2021)

Objectives at Inception



- Create Pipeline of MAs to fill open positions throughout the year
- Decrease the amount of time it took to fill a position. Average at the start of the program was 93 days.
- Retain apprentices for a minimum of 15 months post completion
- Program to include:
 - Classroom education
 - Clinical skills training
 - Productive work hours (apprentices used in staffing using their current skills)
- Provide a growth opportunity for entry level staff
- Grow our own MAs
- Standard of excellence for MA training

Addressing the Obstacle - Staff

Stakeholder	Feedback	Plan to address obstacle
Staff interested in becoming an MA	Traditional MA programs can cost up to \$18,000.	Program is free to employees. On average it costs the organization \$9,200.
	Having to work full-time and go to school during weekend or evening hours is not manageable.	Apprentice positions are full-time paid and benefited positions.
	Cannot afford the resources required to go to school (i.e. laptops, supplies).	All supplies are covered except the stethoscope and watch with second hand (\$80).

Addressing the Obstacle – Endeavor Health

Stakeholder	Feedback	Plan to address obstacle
Organization	Reliance on local schools to produce MAs is not meeting the demand.	Created our own program to train and develop MAs.
	Time to back-fill a MA position takes too long.	MA apprentice program is 16 weeks vs 9mo-18mo at a school. Orientation to new department starts during apprenticeship.
	Influx of people are leaving the organization post pandemic.	Organization invests in developing current employees MA apprentices will be prepared to quickly onboard into the department they are transferred into.

MA Apprenticeship Structure

- Lead by Fulltime RN Coordinator
- Apprentice position is a fulltime, paid, and benefited position
- 14 apprentices/cohort
- 3 cohorts/year
- 16 weeks in length:

Bootcamp: Focuses on basic rooming and vital signs (40 hours classroom/week)

Zone 1: Basic rooming and point of care (16 hours classroom, 24 hours staffing clinic)

Zone 2: Medication administration & phlebotomy (16 hours classroom, 24 hours staffing clinic)

Interview: Group interview with site leadership to determine the Zone 3 and final placement

Zone 3: Mastering of skills, transition into new role (16 hours classroom, 24 hours staffing clinic)

Certification exam: Taken at the end of the 16 weeks



1st Cohort
Graduation

Curriculum

Online Courses

- Purchased from the National Healthcare Association (NHA)
- Includes: modules, activities, and testing

Classroom Training

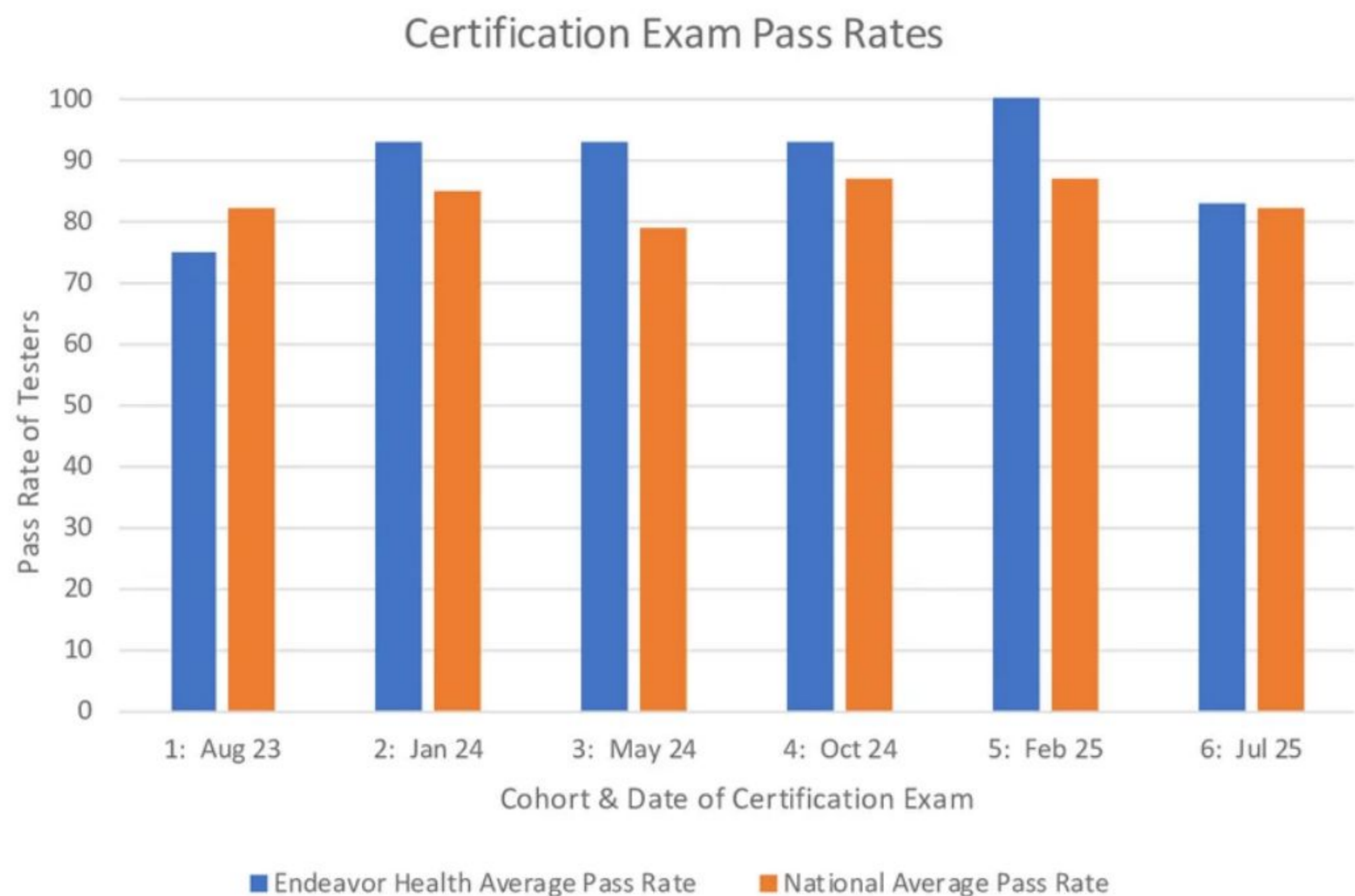
- Hands on training of MA skills
- Supplements NHA online training



Clinical Experience

- 3 zones
- Zone placement reinforces the skills learned in the classroom while meeting the department staffing needs
 - As skills are learned in classroom, the apprentices prove competency in the clinic to an assigned preceptor
 - Once proven competent, skills can be used independently

Endeavor Apprentices vs National MA Pass Rates



Fall 24
Graduates

(Learning Insights Center, 2025)

Successes

73 MAs
Developed!

11+ MA Apprentices enrolled in college courses!

Working towards degrees in:

Nursing, Radiology, Psychology, Medicine (Physician Assistant and Physician)

65 MAs retained!

The MA Apprentice stay data is 10% above the system's MA stay data! 5% higher at 1st year turnover, 16% higher at 2nd year turnover.

Strong classroom educator: (RN Coordinator) Supplements education as needed.

Provider feedback: Apprentices are well trained and a pleasure to work with!

(Endeavor Health, 2025)

Lessons Learned



Less Time Needed

More time does not equal better results. Original program was 9 months, plus a 4-month bridge.



Poor Performers

Trying to keep a poor performer only creates more problems for the hiring department and organization.



Management Input

Hiring managers need to meet the apprentice prior to hiring them into the department.

Lessons Learned



Increase “Agreement to Stay”

The organization is investing a lot of time and resources into Apprentices.



Consider, Don't Guarantee

Organizational needs are top priority, but we want the apprentice & site to be happy with placement.



Zone 3 Assignments

All apprentices placed in hiring department for zone 3. This decreases orientation time to new department.



Endeavor
Health

Thank You

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PANEL DISCUSSION, Q&A



Health Career Advancement Program

- Designated by the US DOL as an Apprenticeship Ambassador in May 2023
- Published healthcare apprenticeship toolkit
- Published a Resources Playbook outlining federal and state funding opportunities (updated 2023)
- Maintains the National Library of RAPs in healthcare



National Center for Apprenticeship Degree

- 3 million Apprenticeship Degree enrollments by 2035
- Supports colleges, employers, and intermediaries through technical assistance, curriculum transformation, compliance support, and community-driven design



Registered Apprenticeship Healthcare Community of Practice

- Network for healthcare industry stakeholders to share stories, resources, best practices, data, research, etc.

Hybrid Training Providers Offering Employer Partnership Opportunities: *DOL Registered*



Medical Assistant, Surgical Tech, Dental Assistant,
COMING: LPN to RN
DOL Registered; Midwest company partnering with WI & MN systems



Medical Assistant, Pharmacy Tech, Patient Care Tech
DOL Registered programs



Medical Assistant, Sterile Processing Tech, Surgical Tech
DOL Registration Pending; Experienced in leveraging public funds; working with Amazon Career Choice Program

Hybrid Training Providers Offering Employer Partnership Opportunities: *Non-Registered*

Stepful

Medical Assistant, Pharmacy Tech, Medical Admin, Patient Care Tech, Dental Assistant, Surgical Tech
90% completion rate for sponsored students

W E L E A R N

Medical Assistant, Pharmacy Tech, Patient Care Tech, Sterile Processing Tech, Phlebotomist, Billing & Coding, EKG
Employers pay when completers finish 30 days on the job

 **Springboard**

Medical Assistant, Pharmacy Tech, COMING: Sterile Processing Tech and Surgical Tech
Partners with Amazon Career Choice Program

AUDIENCE SHARE-OUT

What are your healthcare apprenticeship goals and what challenges are you currently facing in reaching those goals?

How would you like to partner with others on healthcare apprenticeships?

I would like to help building a pipeline of talent for programs

Sharing opportunities and brainstorming with other employers

For Cara Collective to be a talent provider/pre-apprenticeship program that will focus on soft skill training, supportive services, and retention coaching during first year of employment.

OAI is happy to partner with RN/ADN training providers and employers who would like to hire RNs. We also have an official service specialist RAP that is beneficial to healthcare office workers.

It would be great to work with employers to think more broadly about talent needs and how we can think differently about entry-level and upskilling to other roles. I also think it would be helpful to think about how training partners can collaborate but are also different.

City Colleges of Chicago/Career Launch Chicago Interested in building out opportunities for high school students that build awareness and exposure to the health sector in the form of makerspaces, tours, pre/youth apprenticeships. Currently have Pharm Tech and Radiology Youth Apprenticeships.

We'd like to partner with different clinic systems around the Chicagoland area to help them develop and implement apprenticeship programs tailored to their specific needs in an effort to help reduce the challenges faced due to shortages.

Please Share Your Feedback!



CHICAGOLAND
HEALTHCARE
WORKFORCE
COLLABORATIVE

