

Data Insights for Workforce Strategy: A Collaborative Roundtable

January 27, 2026



Welcome!

Today's Agenda

1. Welcome & Opening Remarks (10 minutes)

2. Overview of Hire Chicago Program (10 minutes)

3. Data Presentation & Open Discussion - *Market Demand and Dynamics/College to Career* (30 minutes)

- Presentation: BGI analysis share-out and Q&A
- Discussion: Reactions to data findings

4. Data Presentation & Open Discussion - *Pathways and Retention* (30 minutes)

- Presentation: BGI analysis share-out and Q&A
- Discussion: Reactions to data findings

5. Wrap-Up & Next Steps (10 minutes)



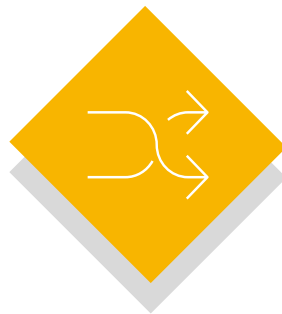
Goals for Today's Meeting



Inform decisions about which occupations need larger pipelines, which skills should anchor updated curricula, and where employer engagement can reduce exits before shortages deepen.

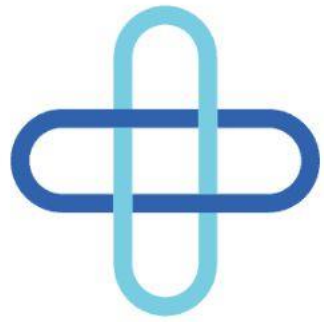


Guide where Chicagoland should expand college programs, strengthen skills training, and align employers.



Aide earlier replacement planning, targeted program expansion, and employer partnerships that extend tenure and strengthen advancement pathways that keep workers in Chicago healthcare.





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



The Tullman Family Office advances a collaborative model of philanthropy—
designed to **create, sustain, and scale** social impact for lasting change.

Our Integrated Approach

Philanthropy

Data-driven, strategic funding

Political Advocacy

Policy, systems, and influence

Social Impact Investments

Capital aligned with outcomes

Community Ventures

Locally-driven and led solutions

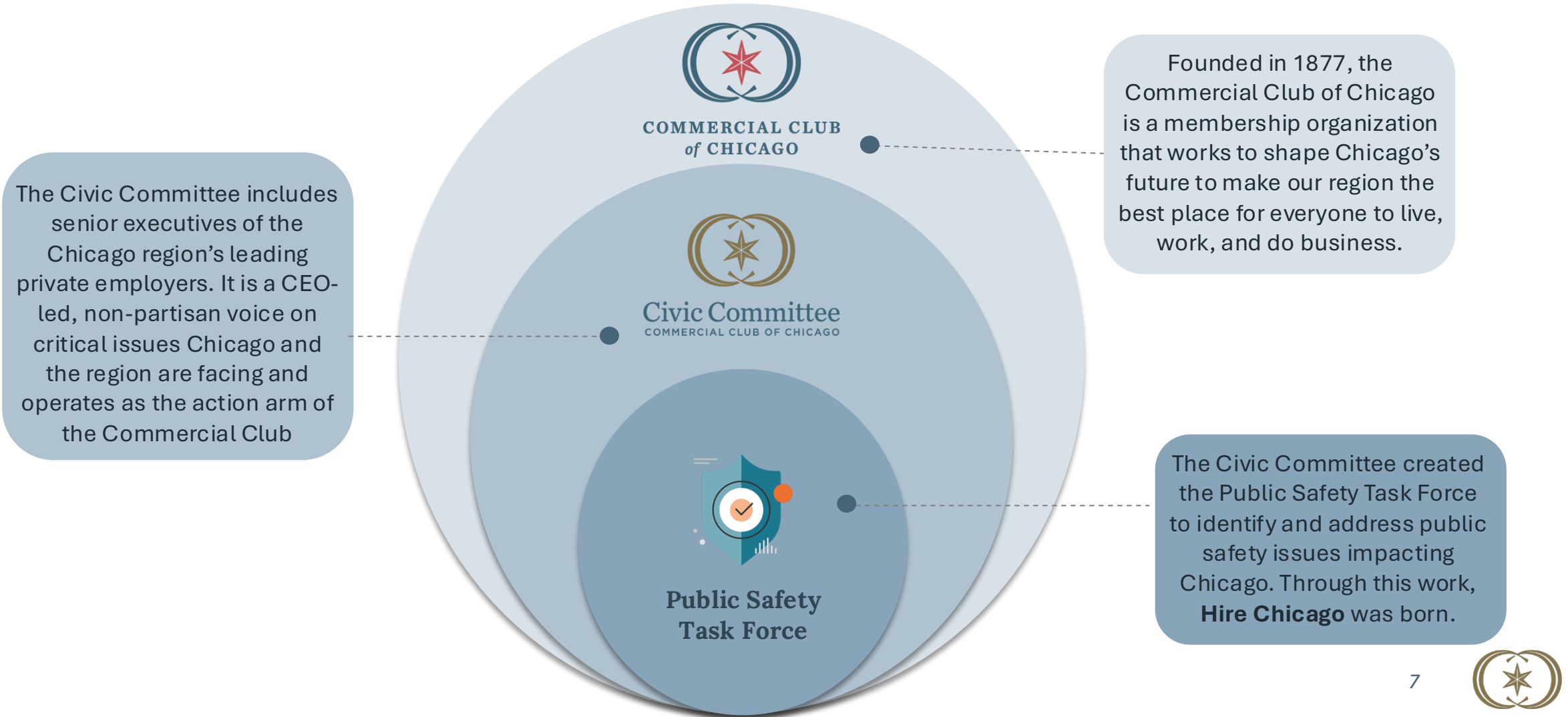
*Impact Fueled by the **Magic of Possibility***

Hire Chicago Program Overview



Make No Little Plans

What brought us here today? Let's start with some background and context.



Our goal | Make Chicago the safest big city to live, work and do business in

North
Star



Chicago is the safest large
metro to live and work in the United States in 10 years

Objectives

In 5 years: Increase hiring in 20 target communities by 20,000, including 2,000 Community Violence Intervention (CVI) candidates

Commitments



Partner to scale
neighborhood-
based community
violence
intervention (CVI)



Increase the
employment of
residents in
neighborhoods
experiencing the
highest rates of
unemployment



Enhance law
enforcement,
justice system and
other safety
infrastructure

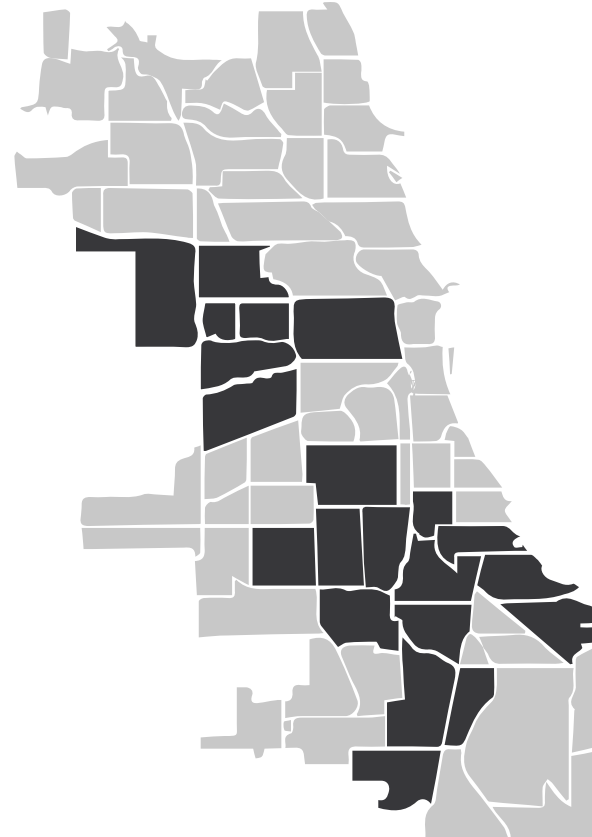


Invest in
community
development



**We plan to
increase hiring in
20 target
communities in
Chicago that
experience the
highest rates of
unemployment**

Target Community Areas



Auburn Gresham
Austin
Chatham
Chicago Lawn
East Garfield Park
Englewood
Greater Grand
Crossing
Humboldt Park
Near West Side
New City
North Lawndale
Roseland
South Chicago
South Lawndale
South Shore
Washington Park
West Englewood
West Garfield Park
West Pullman
Woodlawn



Introducing: **Hire Chicago**

Hire Chicago connects Chicagoland employers with job-ready talent through a powerful network of community partners and institutions.

Employers that join this cross-sector initiative get custom sourcing support, access to overlooked talent pools, and services to attract and retain top candidates.

It's an investment in your workforce, your businesses' reputation, and the future of Chicago.



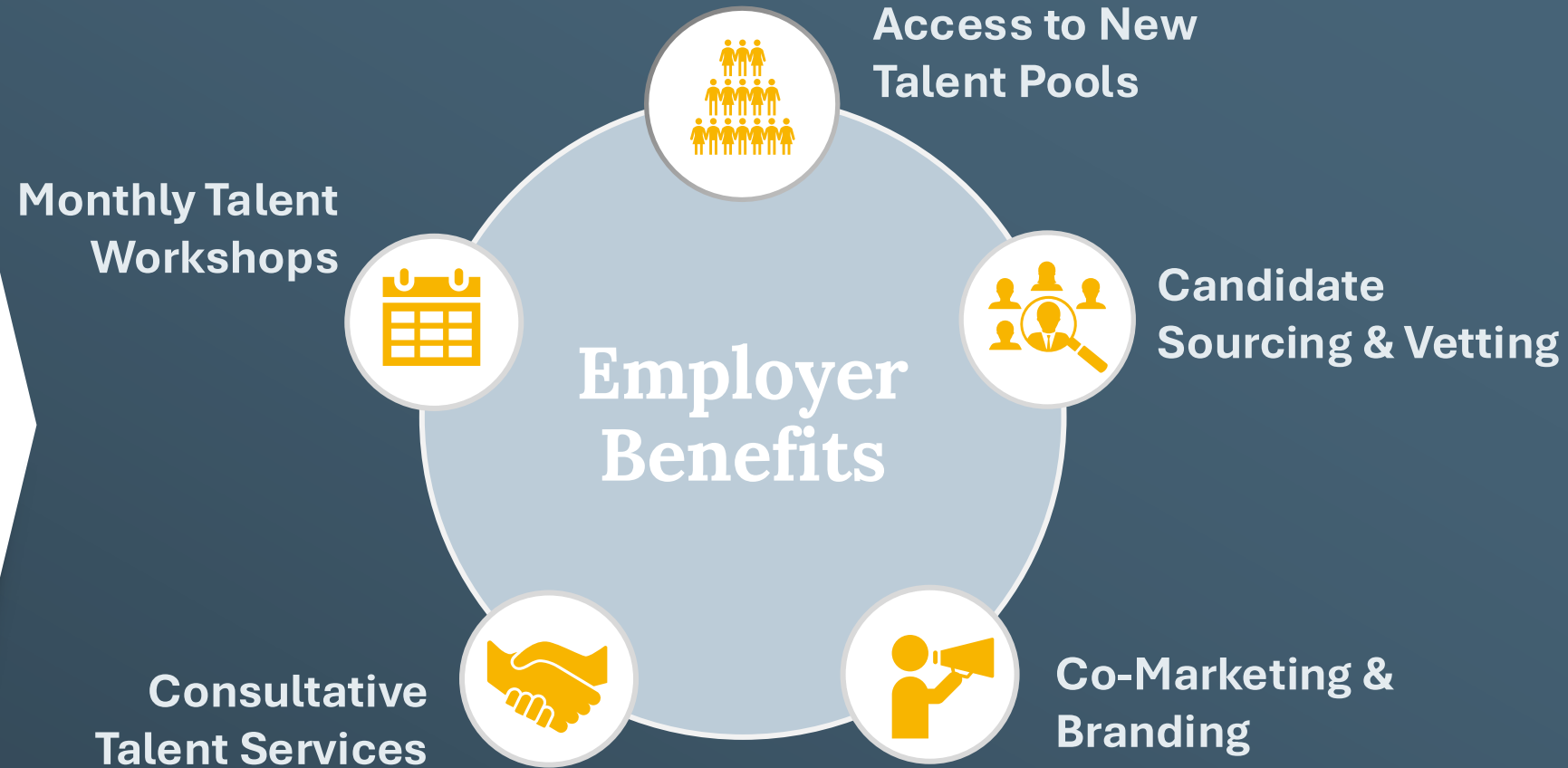
Unemployment rates vastly differ across Chicago neighborhoods.

In areas with high unemployment, our streets are less safe, our city is less vibrant, and our businesses have fewer opportunities for market growth.

There are 20 neighborhoods with the most untapped opportunity.

Hire Chicago was designed to connect you to them.

**As a Hire
Chicago
Employer,
you have
access to:**





We offer flexible, proven sourcing solutions to meet your needs...

Apprenticeship Programs

Develop “earn and learn” program that combines formal and on-the-job training with a path to full time employment.

Direct-to-Hire

Hiring from target communities through vetted workforce partners or existing programs at your company.

Third Party Provider Hiring

Allocate a portion of spend to third party providers that hire from our target communities.

Locating Jobs in Communities

Expanding companies’ physical footprint to create jobs directly in target communities.

Participating employers can choose from one or multiple hiring strategies.

AON

accenture

HYATT®

RUSH



**NORTHERN
TRUST**

SDI
SDI PRESENCE LLC



**BlueCross BlueShield
of Illinois**

DISCOVER®



And we've
partnered with
Chicago's
leading
organizations.



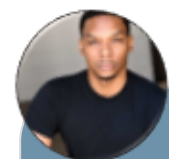
These organizations
understand workforce
readiness and what
makes candidates
successful.





Our partners can place in a variety of roles and industries.

ILLUSTRATIVE EXAMPLES



Wesley Jones
HIRE360
Apprentice Elevator Constructors
Local 2



Nadica Curcin
Skills for Chicago
Relationship Banker
BMO Bank



Kayla Collins
City Colleges of Chicago
Supplier Coordinator
Aon



Michelle Mosier
Cara Collective
Manager of People & Operations
Chicago Cares



Joshua Manard
Xchange Chicago
*IT Business Analyst/
TREO Governance*
Northern Trust



John Williams
City Colleges of Chicago
IT Senior Analyst
Accenture



Denise Evans
Skills for Chicago
Patient Food Service Assistant
RUSH

CUSTOM VETTING

Partners can **hand select candidates** based on your priorities for roles including, but not limited to:

- Administrative Assistant
- Associate Banker
- Cleaning & Maintenance
- Clinical Healthcare Roles
- Customer Service
- Cybersecurity
- Food & Hospitality
- Full Stack Software Development
- HR Coordinator
- IT Systems Analyst
- Light Manufacturing
- Project Manager
- Trades Apprentices
- Warehousing





Here are some qualities that make roles a good fit.



No college degree requirement



Willingness to train on-the-job



Background-friendly roles (bonus)



Accessible by public transportation



Supportive culture



Openness to working with partner organizations to refer candidates and support their journey



Consultative services to support you.



1:1 Consulting through Cara Collective and Skills for Chicago to build capacity to hire and support untapped talent pools



Fair Chance Hiring Cohort through the Corporate Coalition and Cara Collective to help companies build capacity to hire and support individuals with records



Frontline Manager Training provided by the Corporate Coalition to support managers in supporting and retaining talent that has experienced trauma



Small Dollar Solutions by the Corporate Coalition to help employees get access to same-day emergency cash for unexpected expenses to help with retention



**Monthly
workshops
designed to
strengthen
your team's
capacity.**



**Workshops are free for
organizations that join
Hire Chicago.**

Monthly Talent Workshops

<i>February</i>	Strategic Hiring (monthly thereafter)
<i>March</i>	Job Descriptions and Requirements
<i>April</i>	Apprenticeships
<i>May</i>	Maximizing CBO Partnerships
<i>June</i>	Fair Chance Hiring
<i>July</i>	Skills Based Interviewing and Selection
<i>August</i>	Burning Glass Institute Data Deep Dive
<i>September</i>	Third Party Hiring
<i>October</i>	Supporting Hiring Managers
<i>November</i>	Retention Strategies
<i>December</i>	Advancement + Benefits Cliff



Co-marketing and branding opportunities to feature our partners.



Partnering for impact: amplify your brand
while investing in Chicago's workforce.

Partnership Spotlights

*Showcase employer
success stories on
Civic Committee's
communication
channels.*

Newsletter Features

*Employer partner
highlights in Civic
Committee's
monthly newsletters.*

Event Branding

*Partner branding
opportunities at
signature Hire
Chicago program
events.*

Employer Hiring Case Studies

*Co-branded case
studies
documenting
successful hiring
strategies.*

Partner Testimonials

*Feature employer
leaders sharing
stories behind
innovative hiring
programs.*



Meet the team leading and delivering **Hire Chicago**

Questions? Connect with our
team at
mmcgill@civiccom.org

Civic Committee Commercial Club of Chicago Staff Leadership



Derek R. B. Douglas
President



Erika Poethig
EVP, Strategy & Planning

Civic Committee Commercial Club of Chicago Hiring Initiative Staff



Michaela McGill
*Director,
Hiring Initiative*



Molly Verghese
*Associate Director,
Hiring Initiative*

Civic Committee Commercial Club of Chicago Member Leadership



Mark Hoplamazian
President & CEO
Hyatt Hotels Corporation
*Public Safety Task Force
Co-Chair*



Eric Smith
Vice Chairman
BMO Harris Bank
*Public Safety Task Force
Co-Chair*



Lester Knight
Non-executive Chairman
Aon
Hiring Initiative Chair

Become a Hire Chicago Employer Partner

A program to turn safety gains into lasting stability:



Chicago ended 2025 with the lowest homicides since 1965 and four straight years of declining gun violence. To lock in that momentum, **Hire Chicago mobilizes employers to hire 20,000 residents from 20 neighborhoods that experience the highest rates of unemployment.**

When employers hire locally and consistently, neighborhoods stabilize, violence declines, and Chicago becomes the safest big city to live, work, and do business—for the long haul.

Hire Chicago inaugural employer partners:



Three steps to join us:

1

Identify internal point-of-contact to work with Civic Committee on program participation. We'll co-create a plan for success with each employer.

2

Join the program which will support each employer to increase their annual Chicago-based hiring from the program's talent providers or equivalent pipelines.

3

Review your organization's workforce data for the city of Chicago. If possible, share aggregate program hiring data to help us track toward our collective goal.



About the Burning Glass Institute

We are an independent non-profit data laboratory advancing evidence-based research & practice at the intersection of work and learning. With a staff of 45 and partnerships with leading educational institutions, public agencies, companies, and regional coalitions, the Institute has become a nexus of innovation and experimentation that boosts outcomes & advances economic mobility.



Research: Our expertise in mining data for actionable insight yields discourse-shaping research that draws attention to pressing problems and frames new approaches.



Experimentation: Through project-based engagement and collectives, we put ideas into practice, bringing forward solutions that are high-impact and replicable.



Scaled Solutions: We create applications, dashboards, and APIs that translate the Institute's deep analytical capabilities and insights into highly actionable resources for workers, learners, employers & government

Chicago Healthcare Landscape Analysis

January 2026



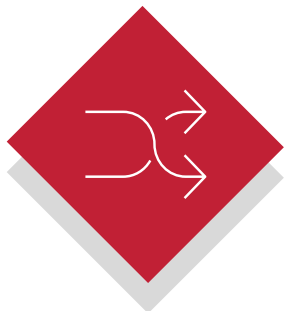
Our North Star | Goals for Today's Meeting



Inform decisions about which occupations need larger pipelines, which skills should anchor updated curricula, and where employer engagement can reduce exits before shortages deepen.



Guide where Chicagoland should expand college programs, strengthen skills training, and align employers.



Aide earlier replacement planning, targeted program expansion, and employer partnerships that extend tenure and strengthen advancement pathways that keep workers in Chicago healthcare.

Mapping the Path to a Resilient Healthcare Workforce for Chicagoland

Leveraging data to help CHWC determine where the need is greatest and where coordinated strategy and employer engagement can have the biggest impact.



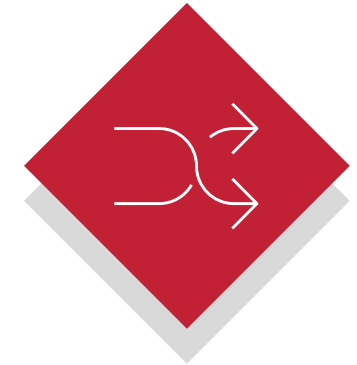
Market Demand & Dynamics

- Which front-line jobs and skills are growing, and which are slowing?
- Where could retirement risk amplify shortages?



College to Career Pipeline

- Which jobs face the largest gaps between employer demand and graduate supply?



Pathways and Retention

- Which jobs show the highest worker departures—and where are they going?
- *Deep dive: Medical Assistants & Certified Nursing Assistants pathways analysis*



Market Demand & Dynamics

Key Questions:

- For which **jobs** has demand **increased/slowed** over the last 5 years?
 - Caveat: A job posting may be an undercount of the open positions available for any role
- Where could retirement-driven exits **amplify shortages?**
- What **skills** have shown an **increase/decrease** in demand over the last 5 years?



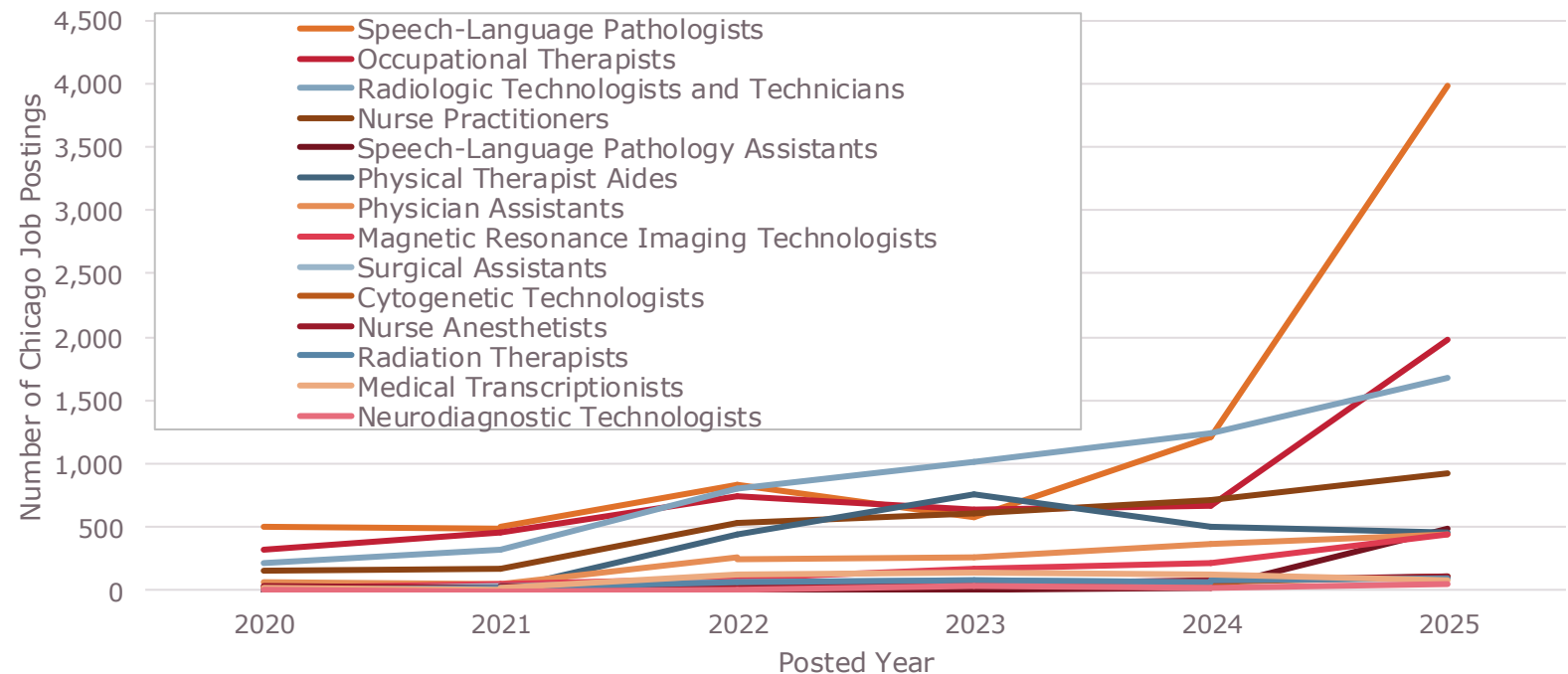
Goal:

The insights will inform decisions about which occupations need larger pipelines, which skills should anchor updated curricula, and where employer engagement can reduce exits before shortages deepen.

Demand For Key Support Roles In Healthcare Continues To Grow

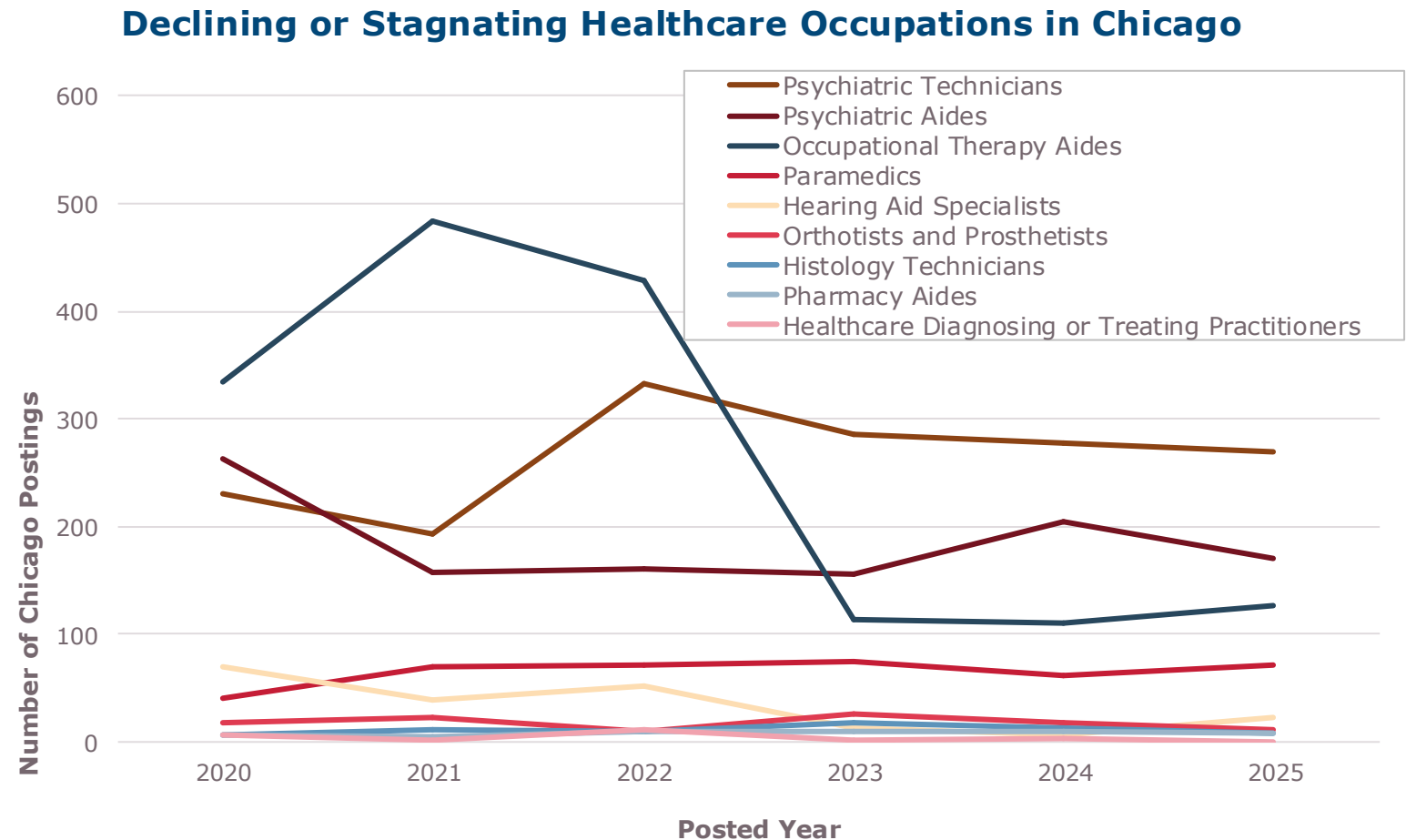
- From 2023 onward demand surged for Speech-Language Pathologists Occupational Therapists, and Radiologic Technicians, suggesting a growing focus on specialized therapeutic support services
- Demand for Nurse Practitioners, Physician Assistants, and Magnetic Resonance Imaging Technologists climbed consistently in the past five years

Top Growing Healthcare Jobs in Chicago



Declining Demand For Therapy and Aide-related Roles

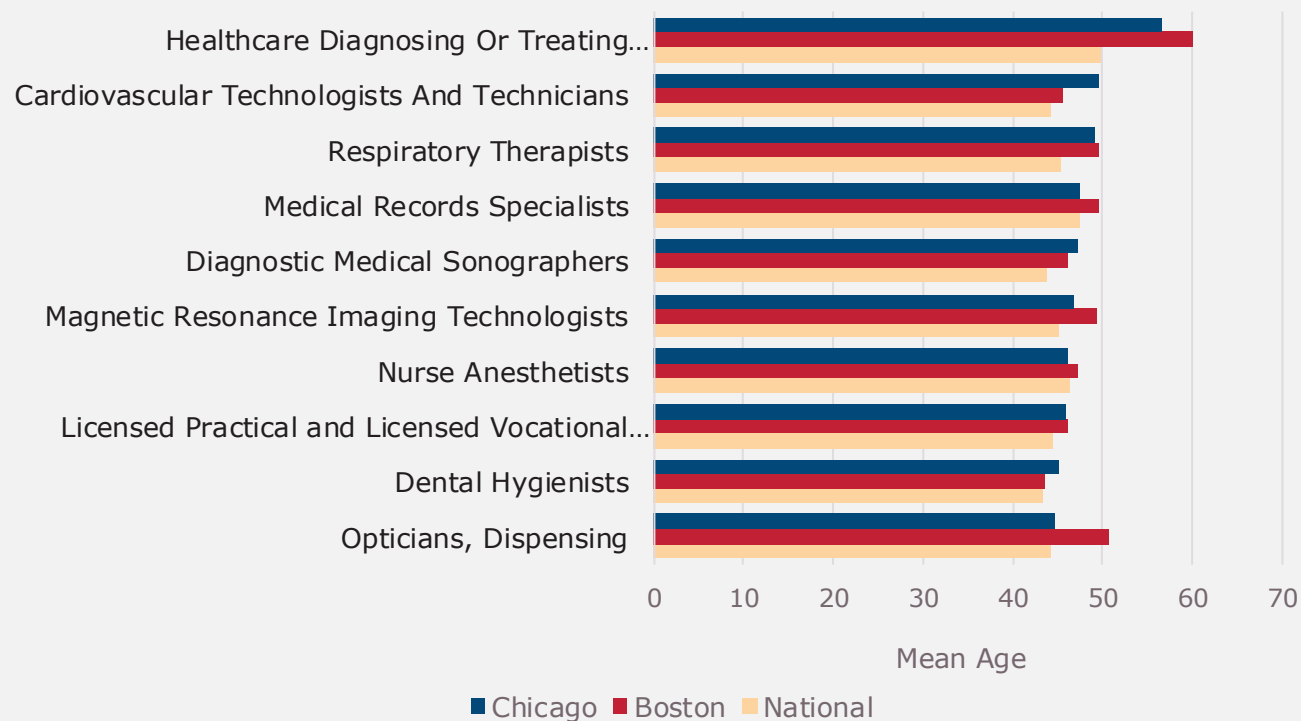
- Occupational therapy aide postings dropped sharply after a 2021 peak and now appear to have stabilized at roughly one quarter of their former level.
- Postings for most other jobs, Healthcare Diagnosing or Treating Practitioners, Psychiatric Technicians and Aides, Orthotists and Prosthetists remained low throughout the entire 2020-2025 period, with a slight, gradual decline or stabilization



Retirement Risk Will Intensify Chicago's Front-Line Healthcare Shortages

Chicago's senior front-line healthcare workforce is older than the national average, signaling a higher risk of near-term vacancies in several critical roles.

Top Healthcare Roles with Highest Mean Age: Chicago vs National

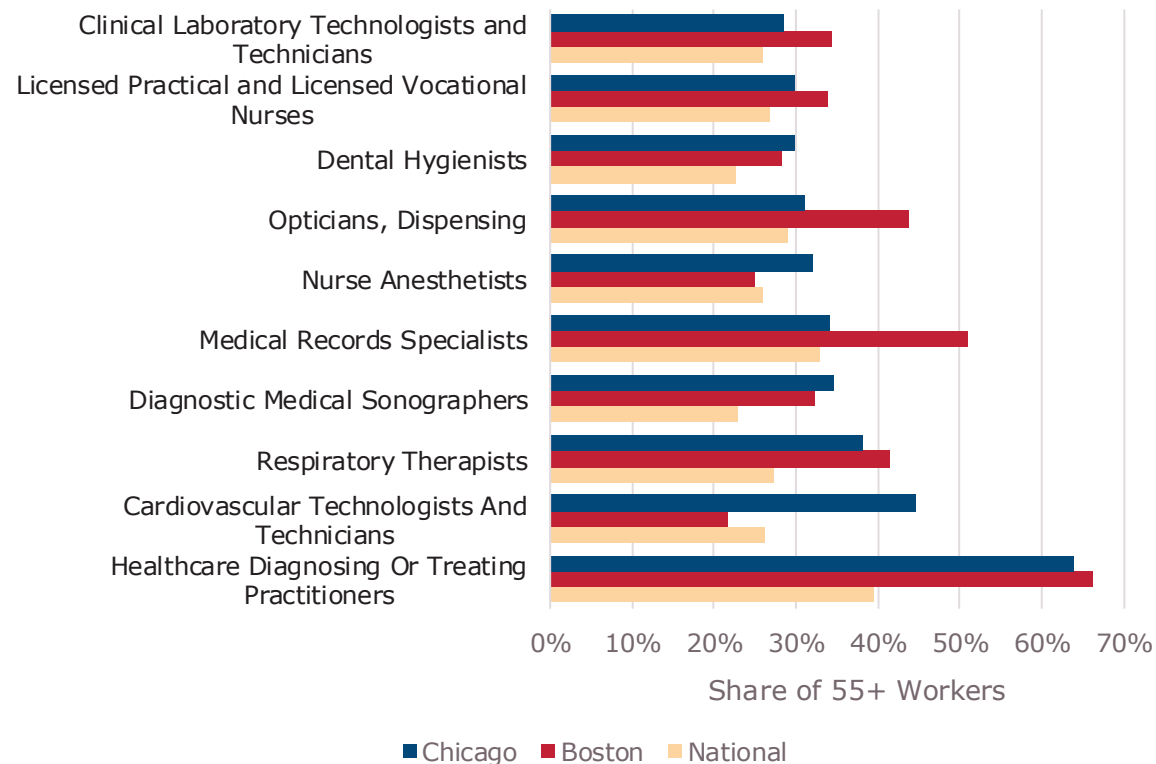


- Retirement exposure is concentrated in high-skill clinical and technical roles, including hygienists, imaging technologists, and advanced nursing jobs.
- Without earlier succession planning, this age imbalance could widen shortages and disrupt care delivery across Chicagoland.

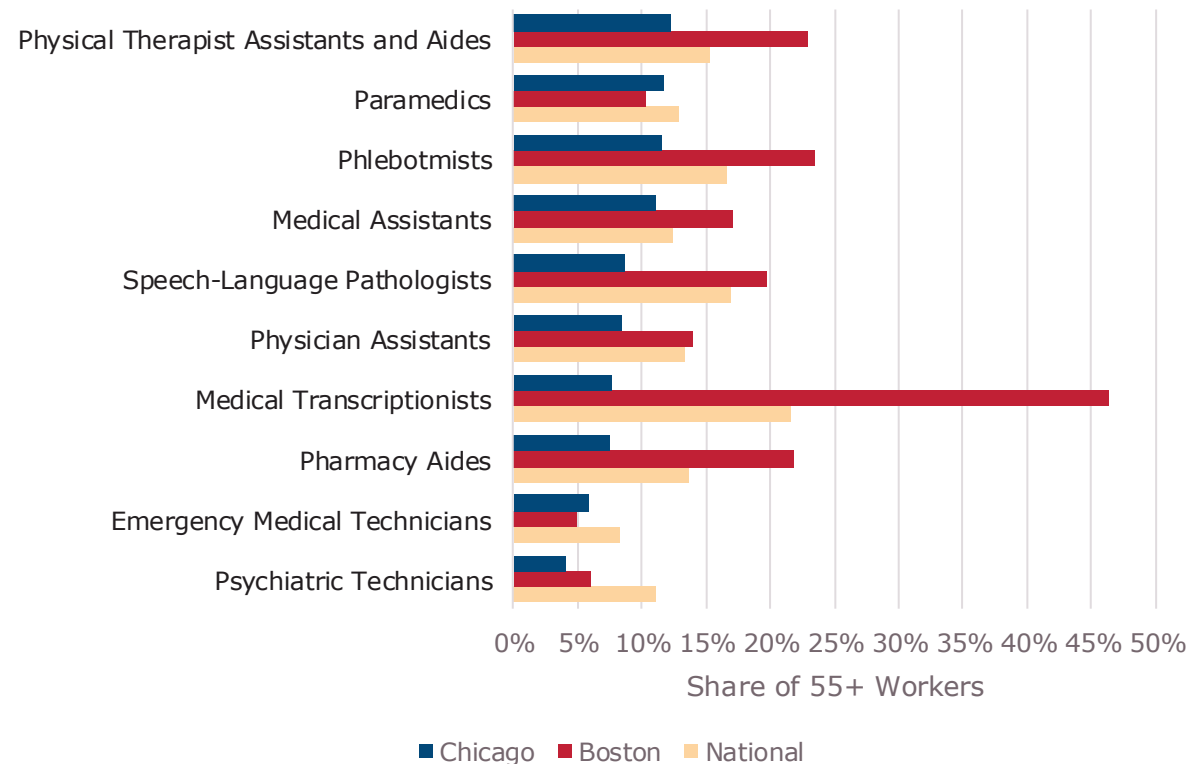
Chicago Faces a Retirement Crisis Among Senior Practitioners And Specialists, While Maintaining a Significantly Younger Talent Pool in Support and Technician Roles



Jobs with High Retirement Risk



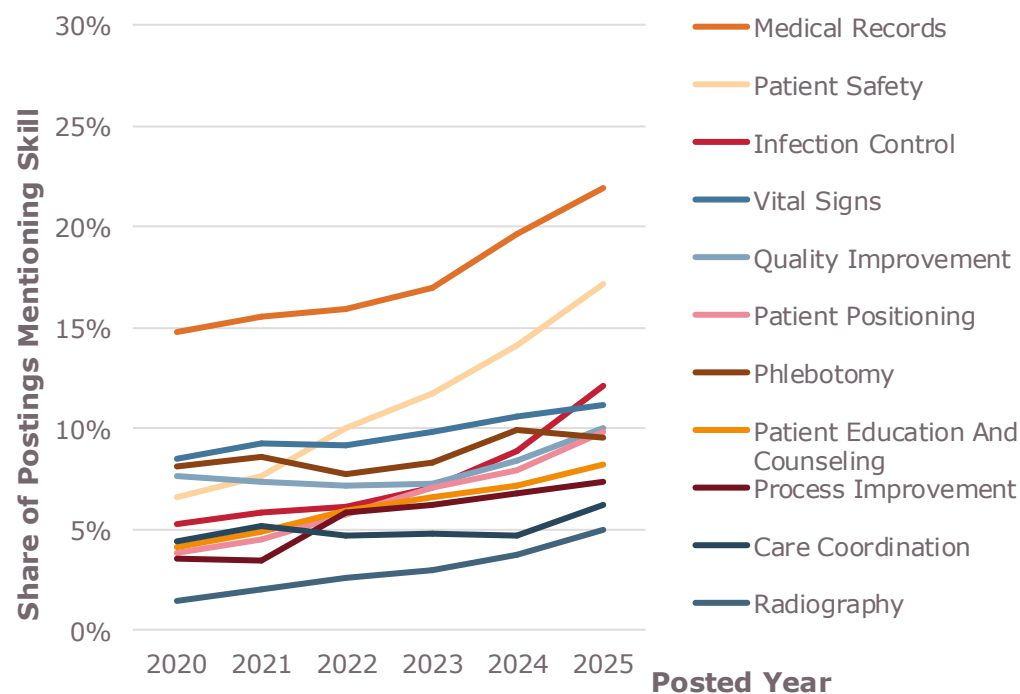
Jobs with Low Retirement Risk



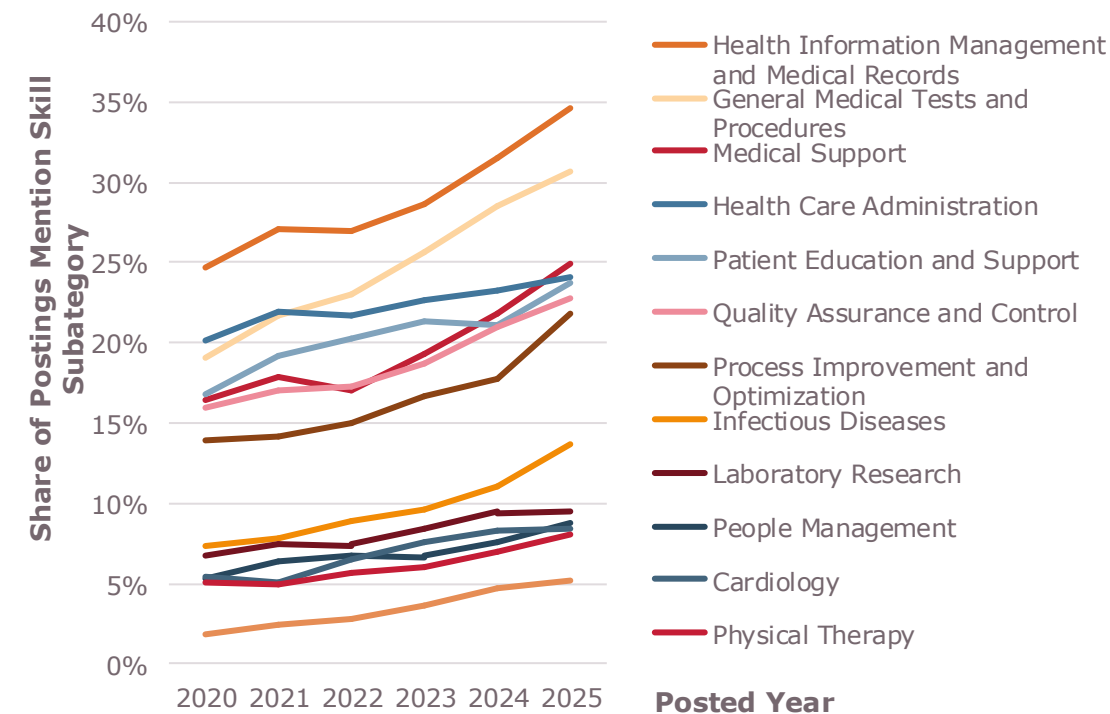
Skill Growth in Chicago Concentrates in Compliance And Direct Care That Supports The Patient

- Patient infrastructure and **compliance** remain core pillars in Chicago healthcare (e.g., medical records, patient safety)
- Hands-on patient care and **clinical skills** across care settings, remain highly important

Top **Growing Skills** in Chicago Healthcare



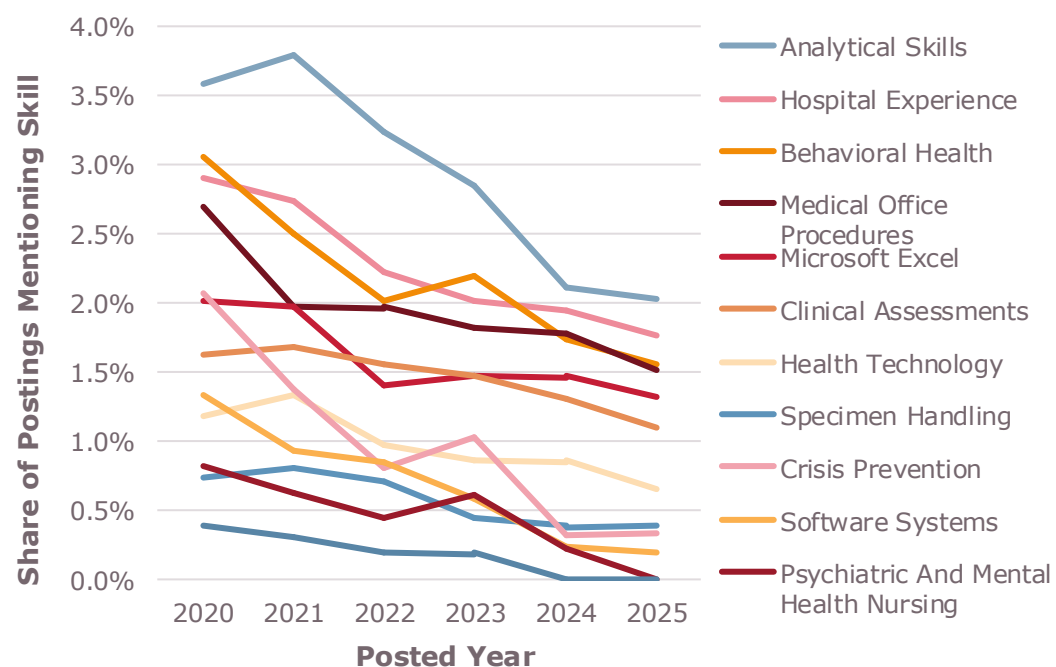
Top **Growing Skill Subcategories** in Chicago Healthcare



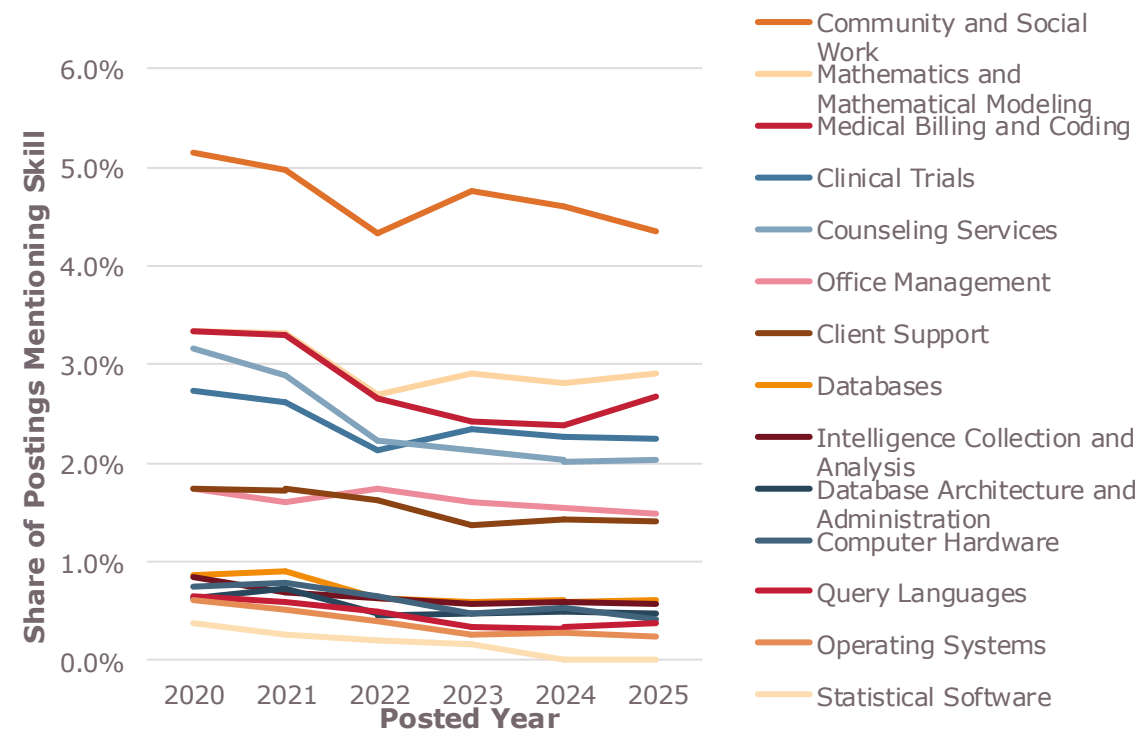
Is Automation Eliminating the Need for Niche Tech and Office Support?

- Mentions of back-office analytics, databases, statistical software, and query tools are declining. Is this driven by **increased automation** and integrated software in your health systems?
- Fewer mentions of hospital experience and clinical assessments **signal implicit expectations**, showing that these skills are assumed rather than optional.

Declining Skills in Chicago Healthcare



Declining Skill Subcategories in Chicago Healthcare



Demand is shifting unevenly
across roles and skills, with
retirement risk
compounding pressure in
several high-skill positions

- How does the data relate to your lived on the ground experience in talent recruiting?
- Where do job postings most understate real workforce need?



College to Career Pipeline

Key Question:

- Where are the largest gaps between in-demand job postings and academic program graduates?



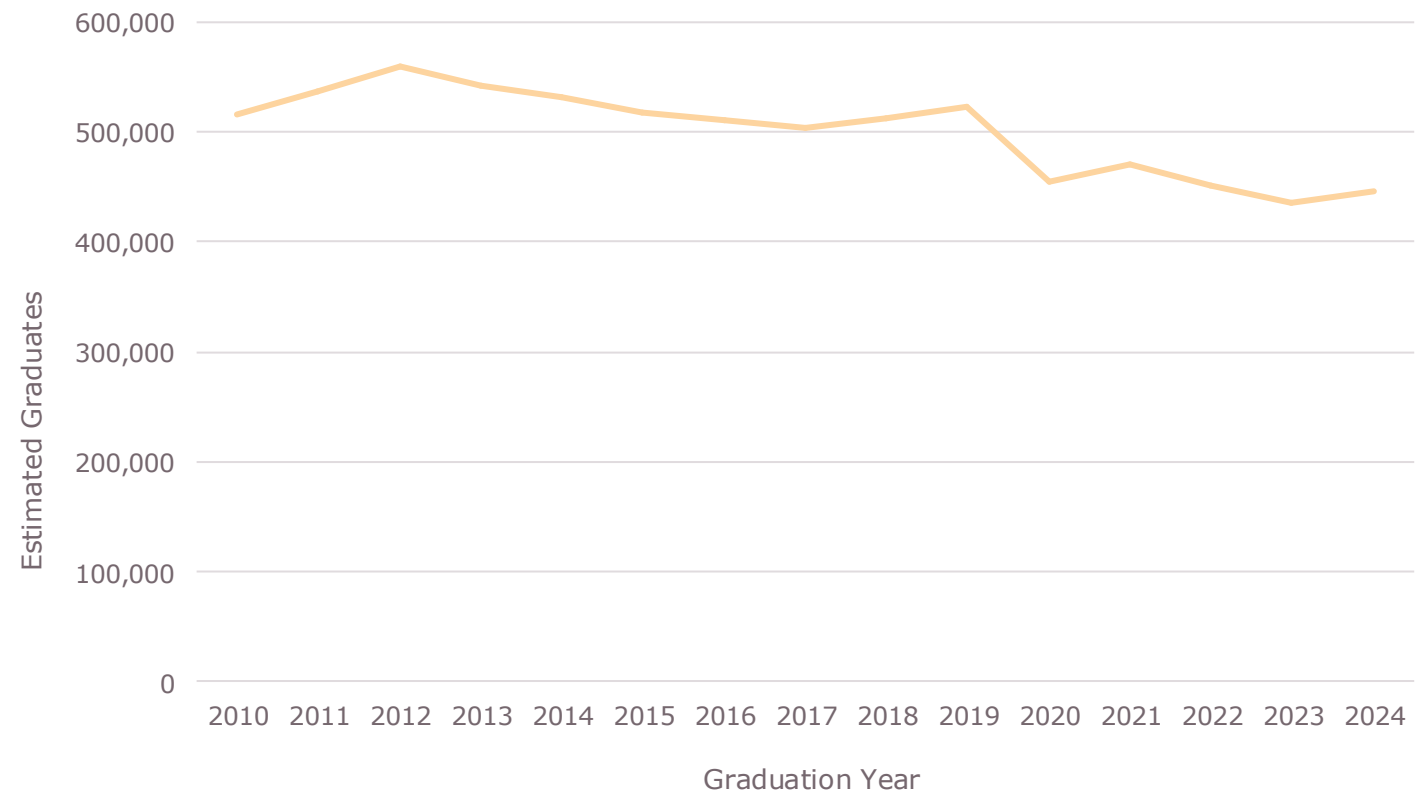
Goal:

These insights guide where Chicagoland should expand college programs, strengthen skills training, and align employers

Community College Graduate Supply for Selected Healthcare Occupations

- The following chart looks at the estimated number of graduates from community colleges in Illinois, Indiana, and Wisconsin that majored in a degree that is relevant to healthcare occupations that we selected for this analysis
- We use a CIP-SOC crosswalk to map degree-major combinations to their relevant occupation and then aggregate the total number of graduates by year across all selected occupations
- The graduate supply overall shows a gradual decline since 2010, although relatively stable in the past 5 years

Estimated Community College Graduate Supply for Chicago Healthcare Occupations



Top Supply Demand Gaps by Occupation in 2024

High Grad Supply, Low Employer Demand

Occupation	Estimated Community College Graduates	Estimated Chicago Job Openings	Share Graduates to Openings
Healthcare Practitioners and Technical Workers	10,997	71	154.1
Pharmacy Aides	6,382	111	57.5
Health Information Technologists and Medical Registrars	13,509	312	43.3
Hearing Aid Specialists	5,972	164	36.4
Nurse Midwives	4,570	152	30.0
Orthotists and Prosthetists	2,593	94	27.7
Healthcare Diagnosing or Treating Practitioners	4,595	193	23.8
Surgical Assistants	16,888	864	19.5
Healthcare Support Workers, All Other	15,248	985	15.5
Medical Dosimetrists	1,981	154	12.9

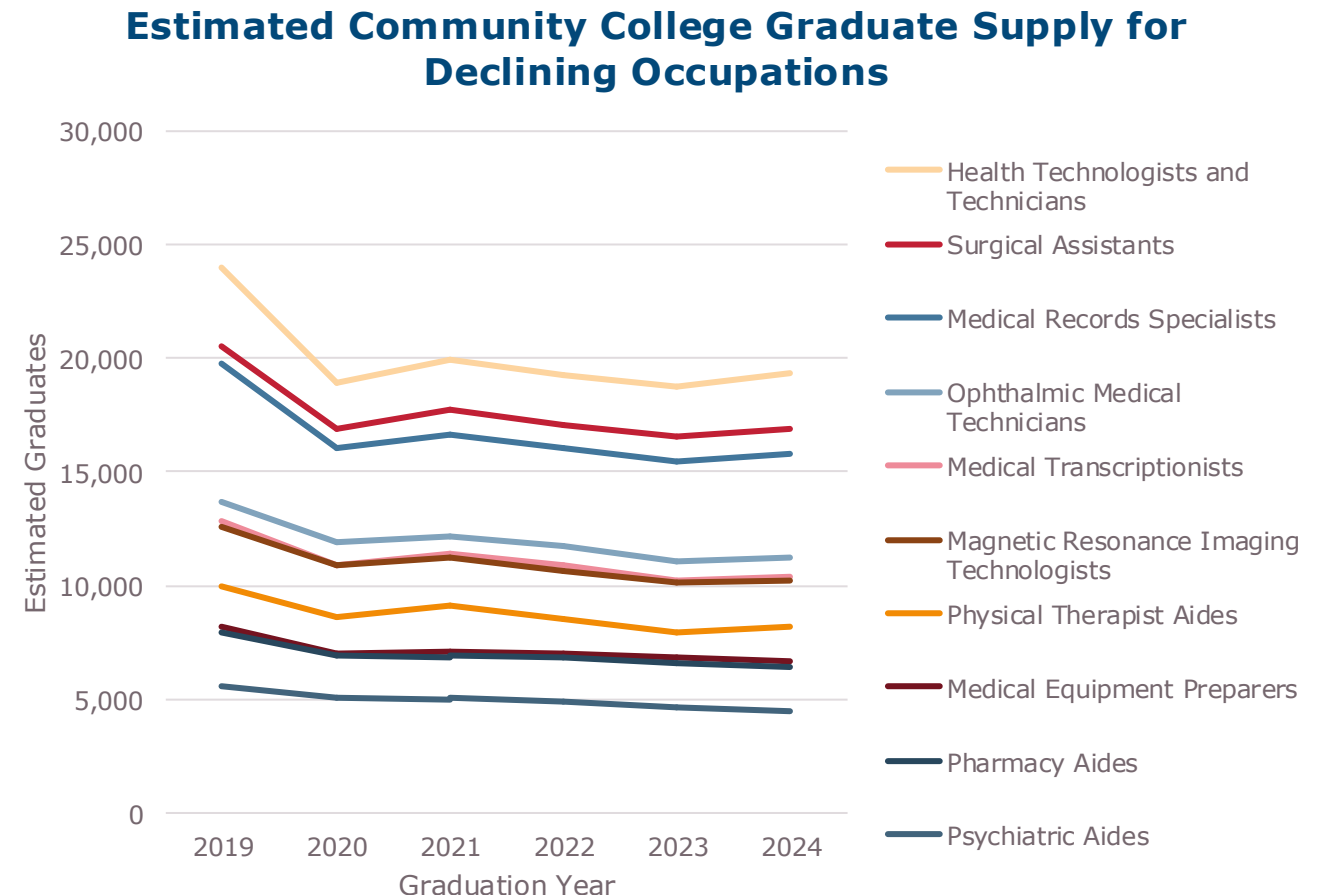
Low Grad Supply, High Employer Demand

Occupation	Estimated Community College Graduates	Estimated Chicago Job Openings	Share Graduate to Openings
Pharmacy Technicians	16,948	11,097	1.5
Licensed Practical & Licensed Vocational Nurses	15,202	11,385	1.34
Nurse Practitioners	8,903	8,124	1.10
Dental Hygienists	4,453	4,156	1.07
Radiologic Technologists and Technicians	12,458	11,781	1.06
Medical Assistants	16,191	16,819	0.96
Health Technologists and Technicians	19,378	28,986	0.67
Occupational Therapists	2,680	5,656	0.47
Registered Nurses	15,528	108,140	0.14
Speech-Language Pathologists	1,121	8,812	0.13

Note: Job openings and job postings are not necessarily related on a one-to-one level. A single job posting may represent multiple vacancies.

Occupations with a Declining Community College Graduate Supply

- The following chart looks at the community college graduate supply by occupation to see which show the most decline in the last five years
- For every three health technologist and technician job posting, Chicagoland produces only two graduates
- Conversely, there are almost twenty people eligible for surgical assistant for each job posting in the Chicago market.





Which roles should be prioritized for pipeline expansion in Chicagoland?



Pathways and Retention

Key Questions:

- Once in healthcare, how long do workers typically stay in their job?
- Which jobs show the highest worker departures—and where are they going?



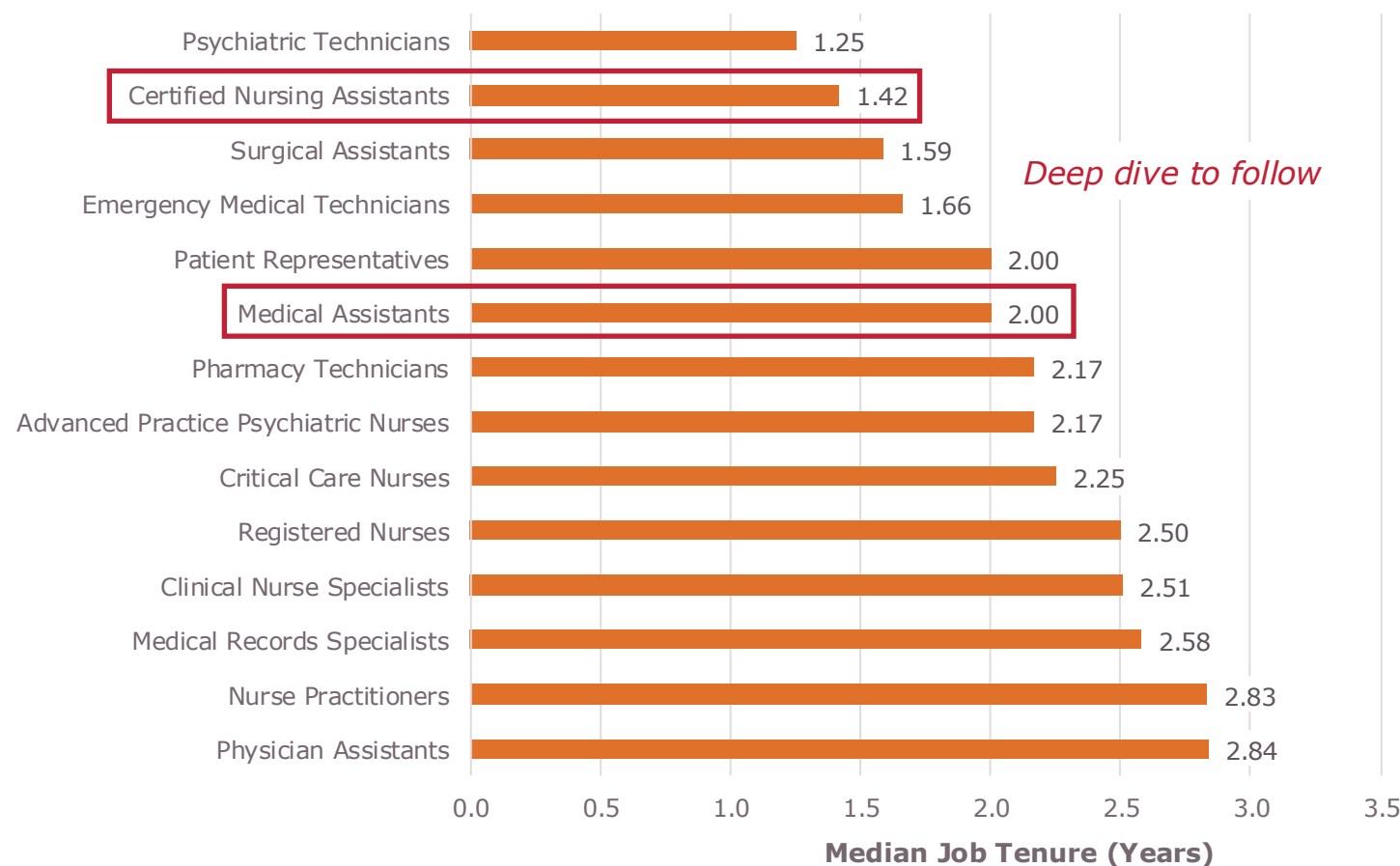
Goal:

The evidence will guide earlier replacement planning, targeted program expansion, and employer partnerships that extend tenure and strengthen advancement pathways that keep workers in Chicago healthcare.

Frontline Healthcare Tenure in Chicago: How Long Do People Stay?

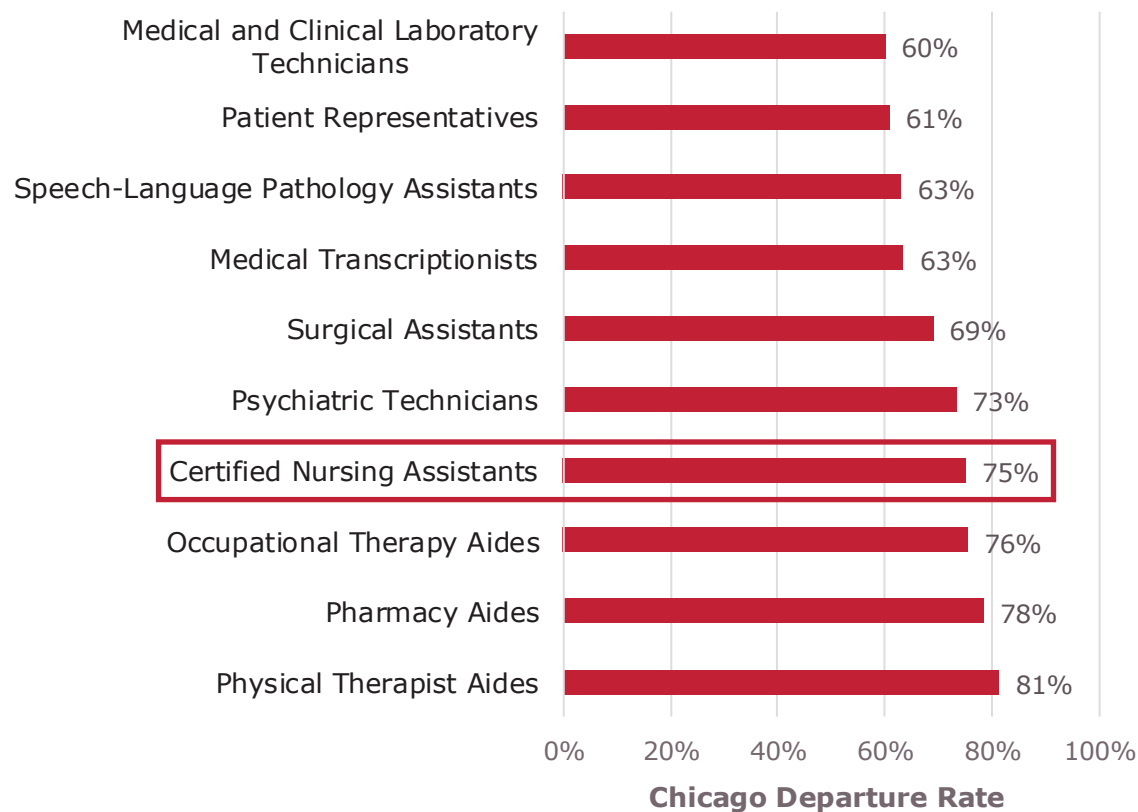
- Certified nursing assistants record some of the lowest median tenure, indicating that this job demands faster replacement cycles than other frontline positions.
- Medical assistants reach the two-year median mark, staying longer than nursing assistants but still below the most senior clinical and technical occupations shown.
- Longest tenures are held by specialized workers, with clinical specialists, nurse practitioners, and physician assistants clustering between roughly 2.5 and 2.8 years.

Median Job Tenure by Occupation - Chicago MSA

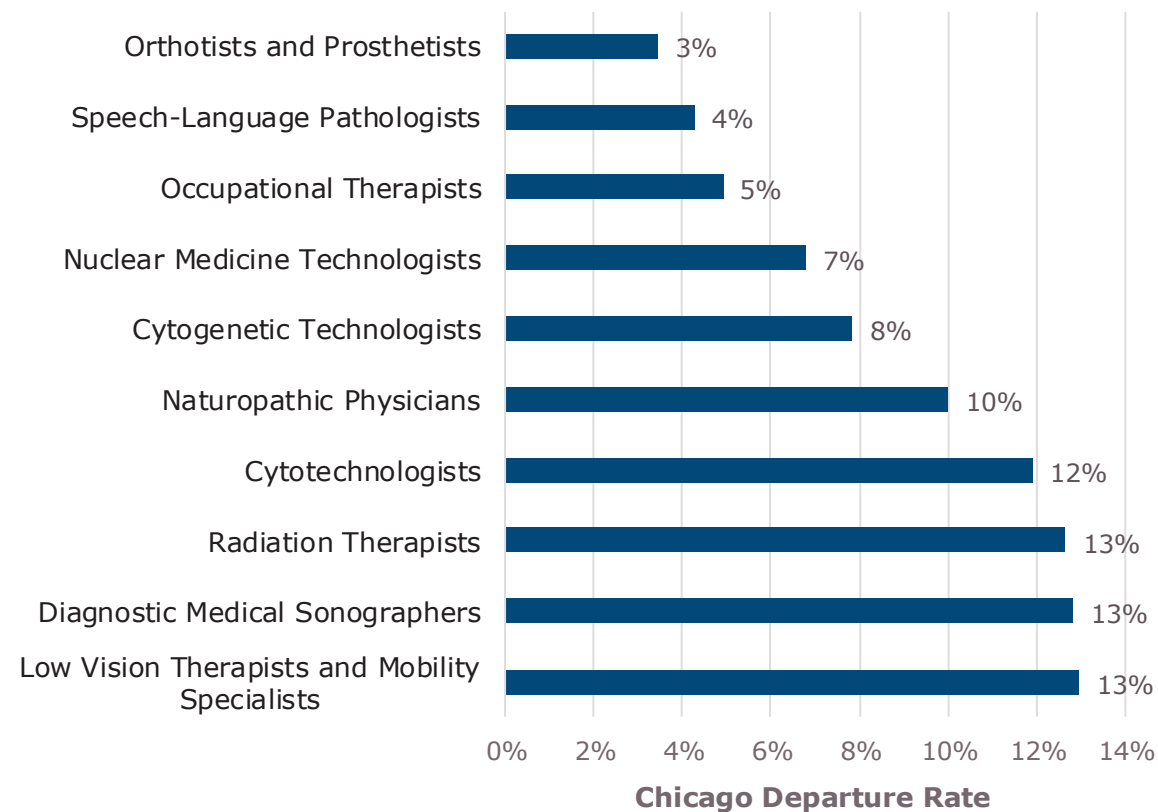


Who Leaves? Higher Departure Rates Concentrated in Aide and Assistant Positions

Jobs with High Departure Rates at 5 Years



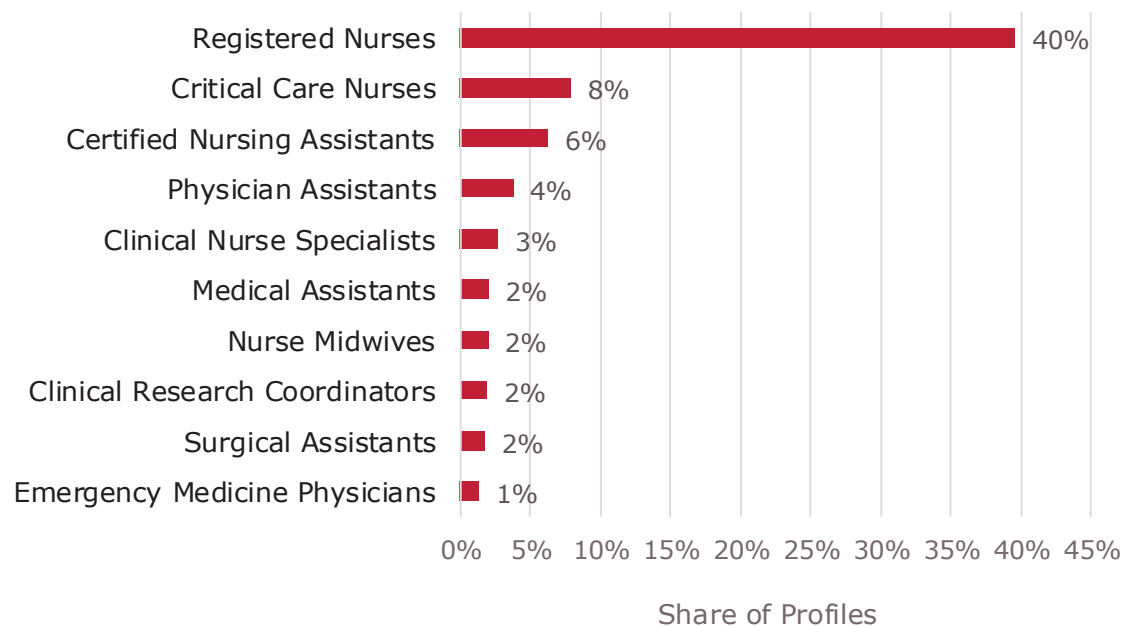
Jobs with Low Departure Rates at 5 Years



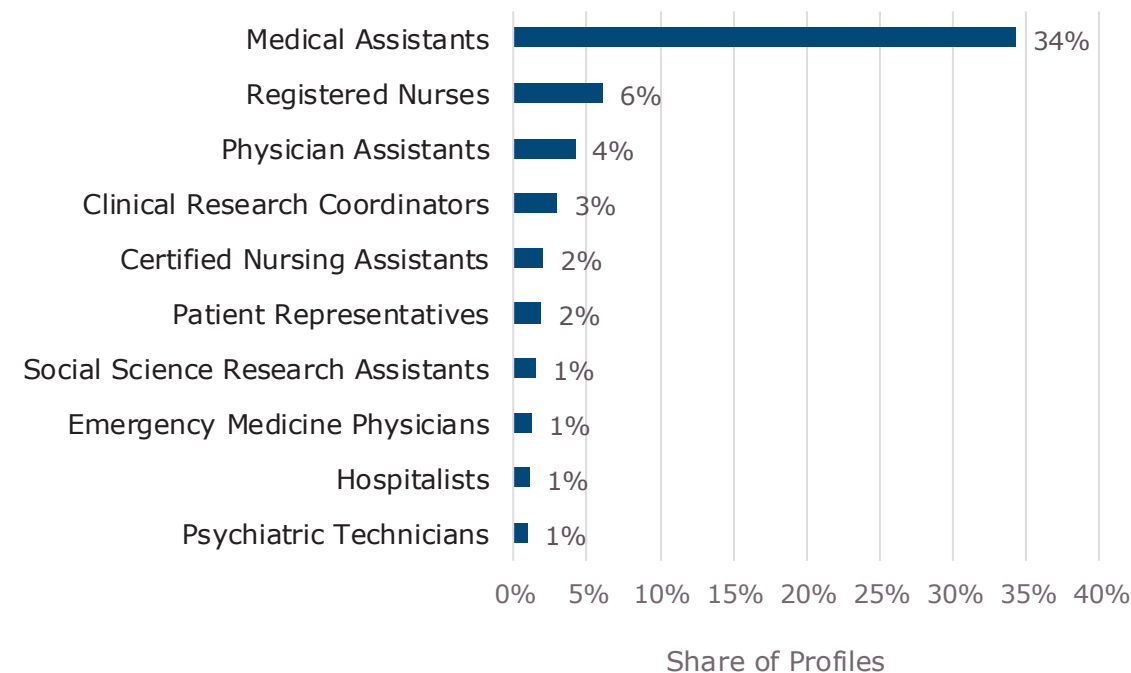
What Comes Next? Nursing Assistants Show Upward Transitions While Medical Assistants Move Laterally

Why do certified nurse assistants stay shorter yet reach RN roles more quickly than medical assistants? What is missing in MA pathways to promote upward mobility?

Next-Job for **Certified Nursing Assistants** in Chicago
Median tenure 1.42 yrs



Next-Job for **Medical Assistants** in Chicago
Median tenure 2 yrs





Do not edit
How to change the
design



What would most improve early-career retention?

 The Slido app must be installed on every computer you're presenting from

slido



**What questions about our workforce
warrant deeper exploration and analysis
given this data?**

CHWC 2026 Quarterly Meetings

- Tuesday, **March 10th**, 9-10:30am | Zoom
- Tuesday, **June 2nd**, 9-10:30am | Malcolm X College
- Tuesday, **September 1st**, 9-10:30am | Malcolm X College
- Tuesday, **December 8th**, 9-10:30am | Zoom

*Register for Quarterly Meetings
and other events on our website,
chihealthworks.org*



Civic Committee
COMMERCIAL CLUB OF CHICAGO