

# 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)



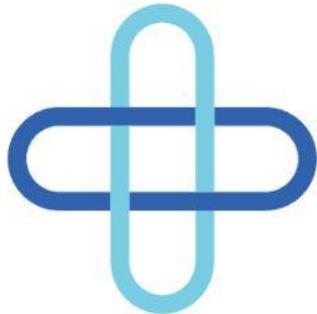
# Goals for Today's Meeting



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

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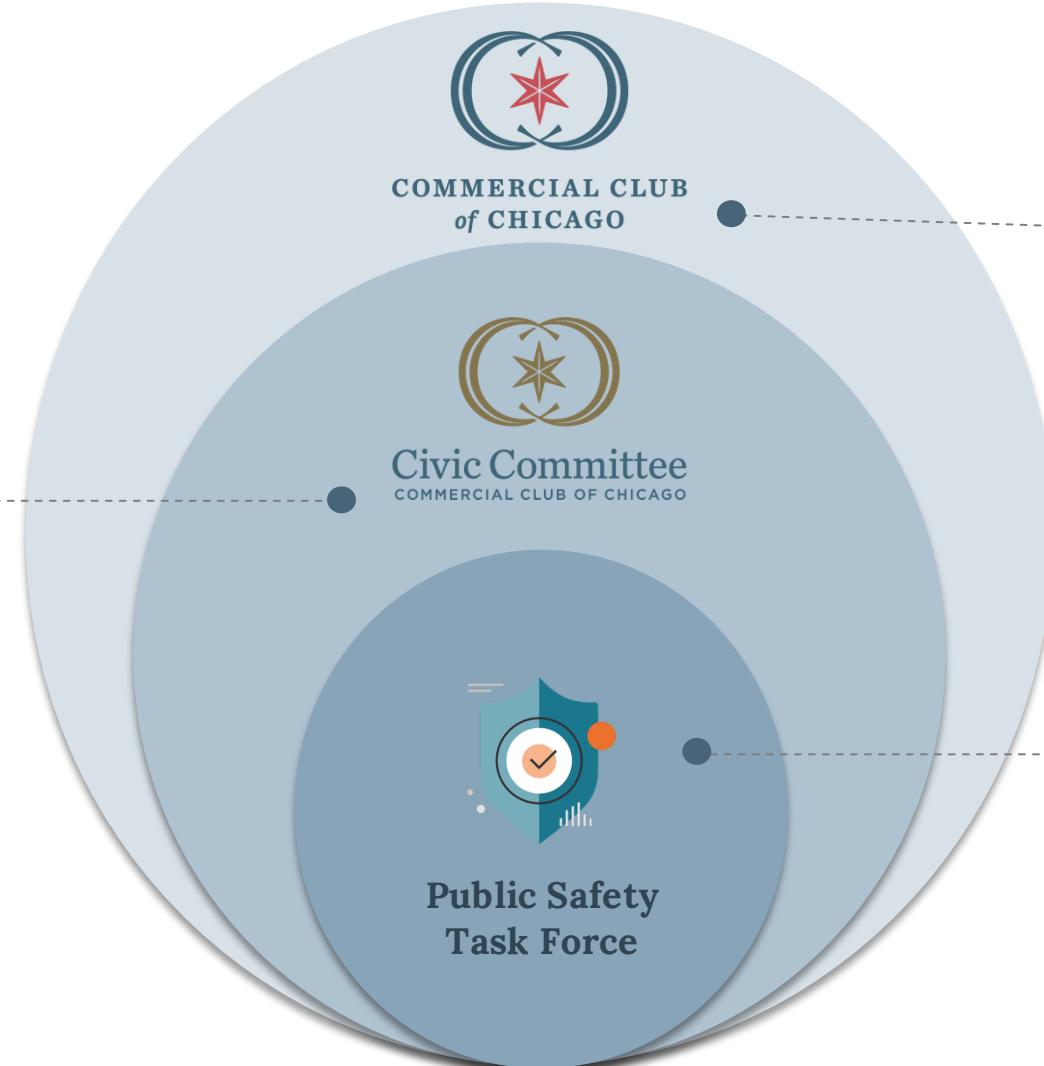


# Make No Little Plans

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



The Civic Committee includes senior executives of the Chicago region's leading private employers. It is a CEO-led, non-partisan voice on critical issues Chicago and the region are facing and operates as the action arm of the Commercial Club



Founded in 1877, the Commercial Club of Chicago is a membership organization that works to shape Chicago's future to make our region the best place for everyone to live, work, and do business.

The Civic Committee created the Public Safety Task Force to identify and address public safety issues impacting Chicago. Through this work, **Hire Chicago** was born.



# 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

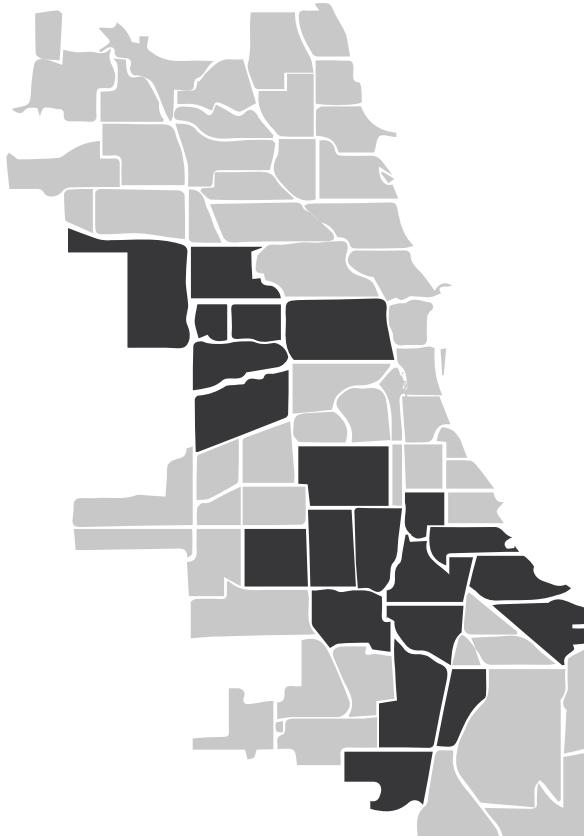


Invest in  
community  
development



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.



Civic Committee  
COMMERCIAL CLUB 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:



Monthly Talent  
Workshops

Consultative  
Talent Services

Employer  
Benefits



Access to New  
Talent Pools

Candidate  
Sourcing & Vetting



Co-Marketing &  
Branding



# 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.**



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



# 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](mailto: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



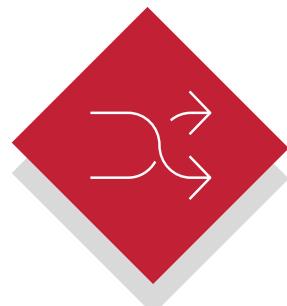
# Our North Star | Goals for Today's Meeting



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.



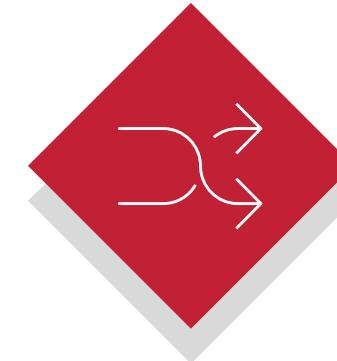
## Market Demand & Dynamics

- 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

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## 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?

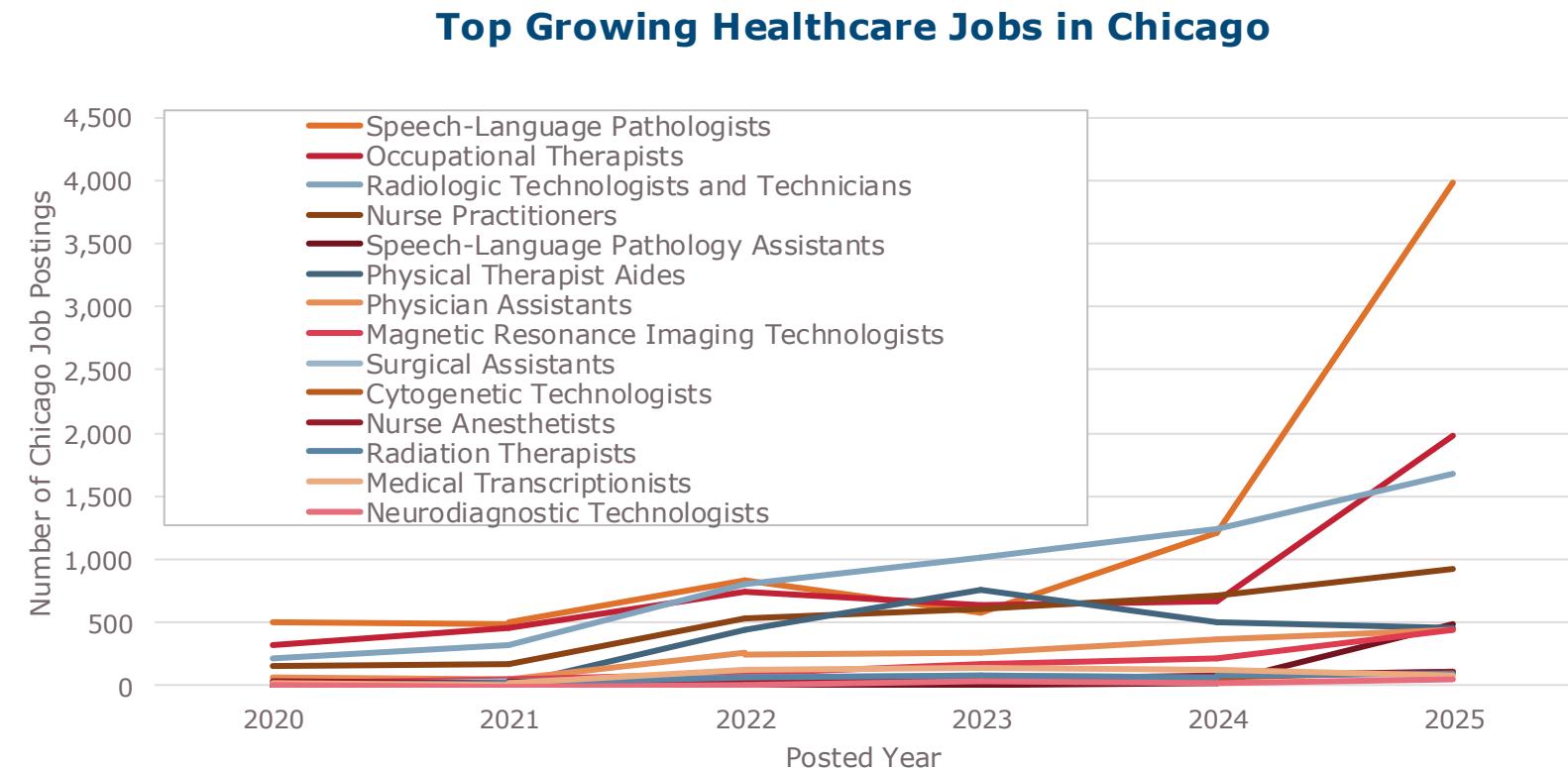


## Goal:

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.

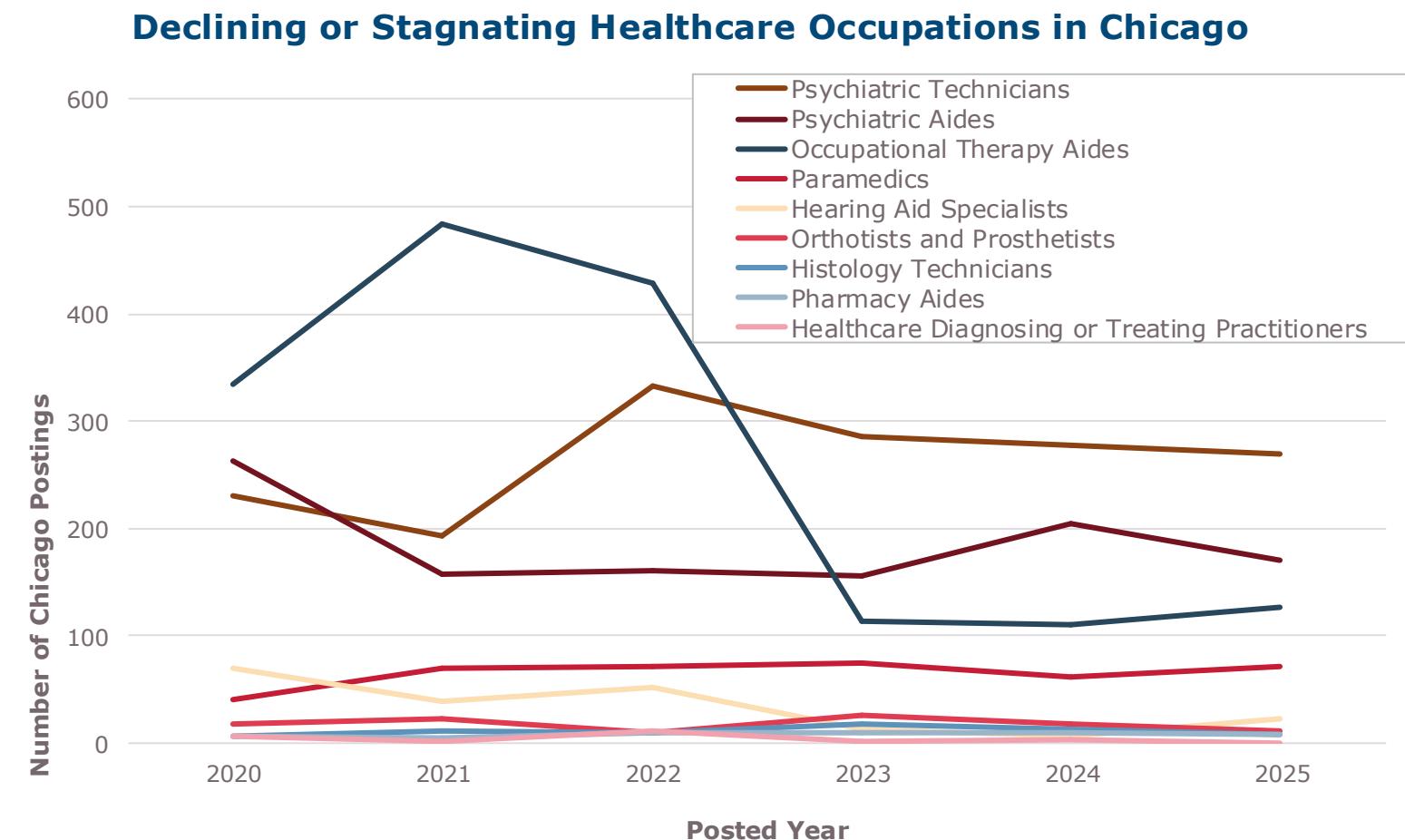
# Demand For Key Support Roles In Healthcare Continues To Grow

- 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



# Declining Demand For Therapy and Aide-related Roles

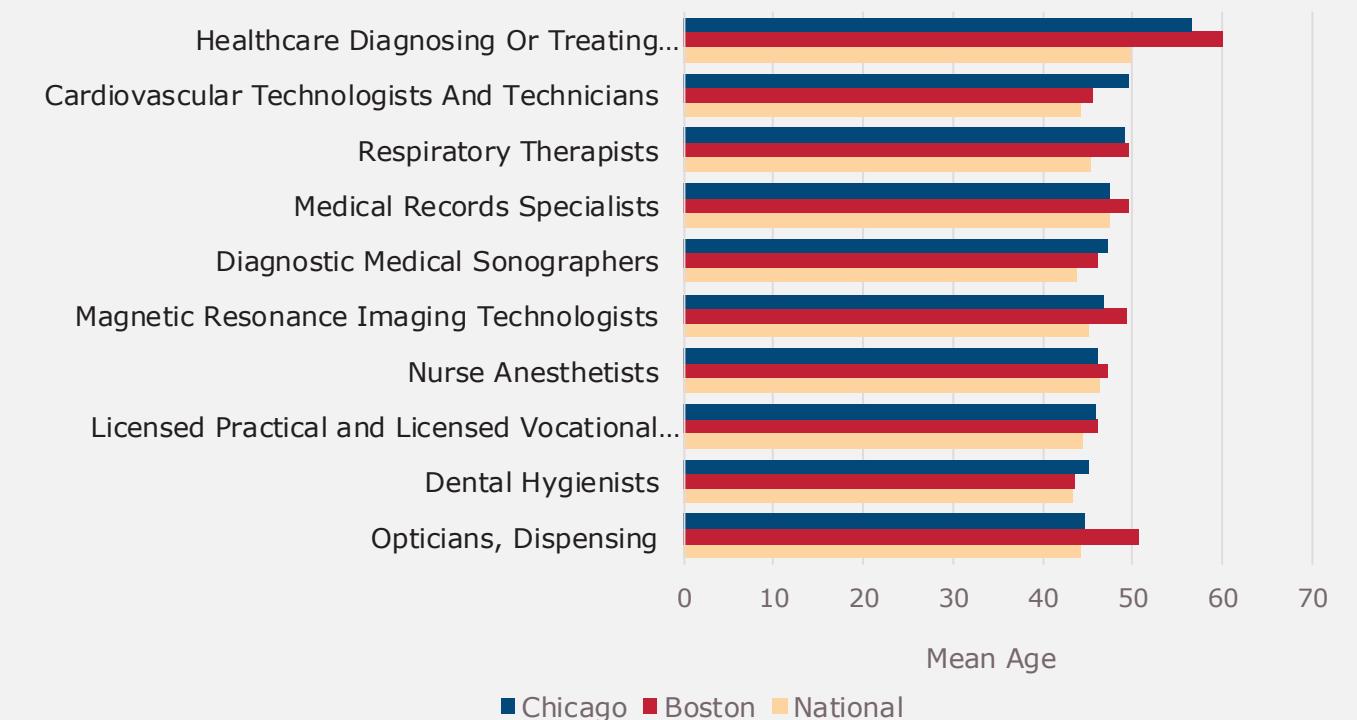
- Occupational therapy aide postings dropped sharply after a 2021 peak and now appear to have stabilized at roughly one quarter of their former level.
- Postings for most other jobs, Healthcare Diagnosing or Treating Practitioners, Psychiatric Technicians and Aides, Orthotists and Prosthetists remained 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

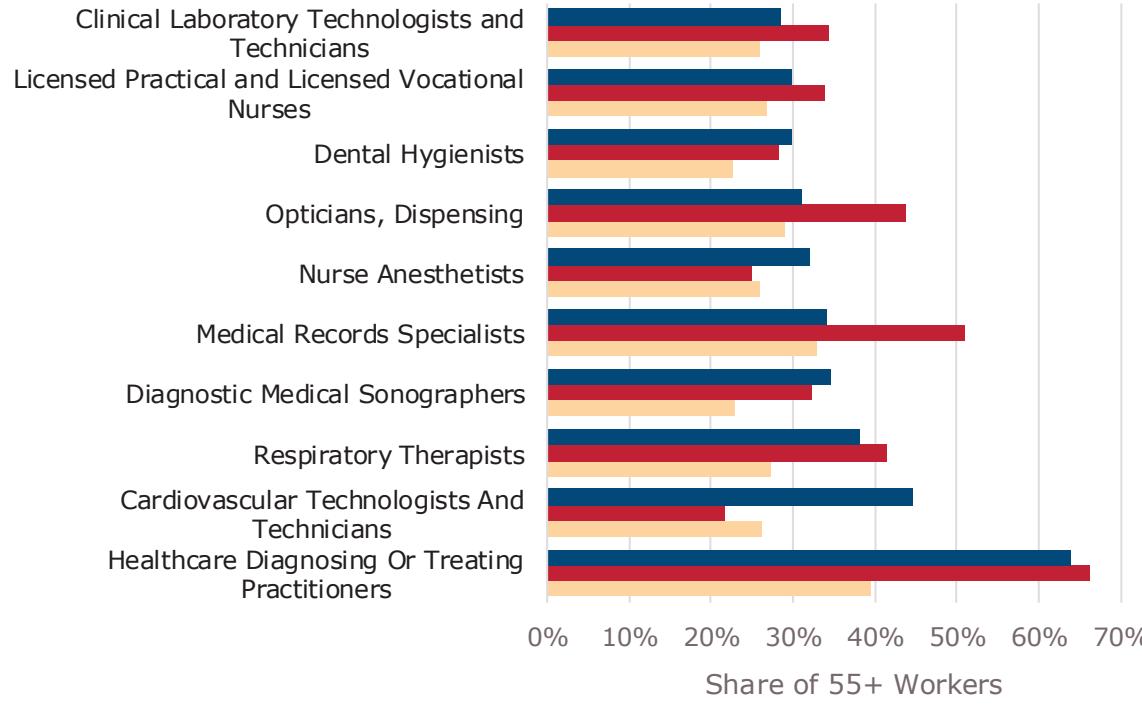


- Retirement exposure is concentrated in high-skill clinical and technical roles, including hygienists, imaging technologists, and advanced nursing jobs.
- Without earlier succession planning, this age imbalance could widen shortages and disrupt care delivery across Chicagoland.

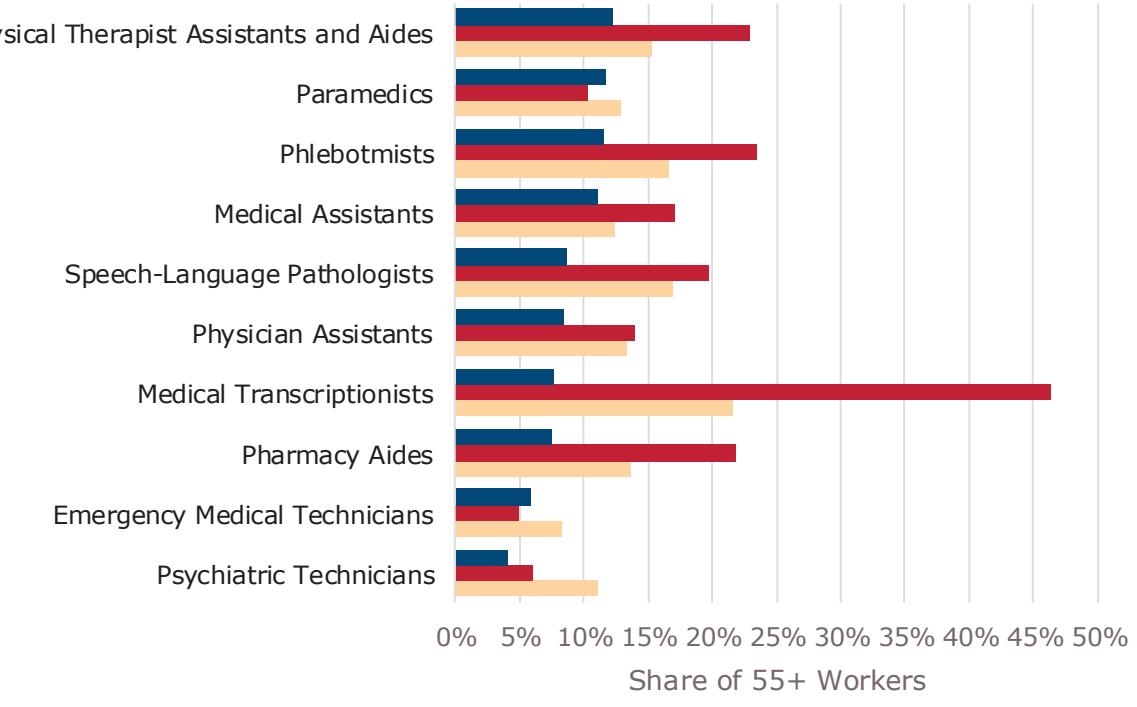
# Chicago Faces a Retirement Crisis Among Senior Practitioners And Specialists, While Maintaining a Significantly Younger Talent Pool in Support and Technician Roles



## Jobs with High Retirement Risk



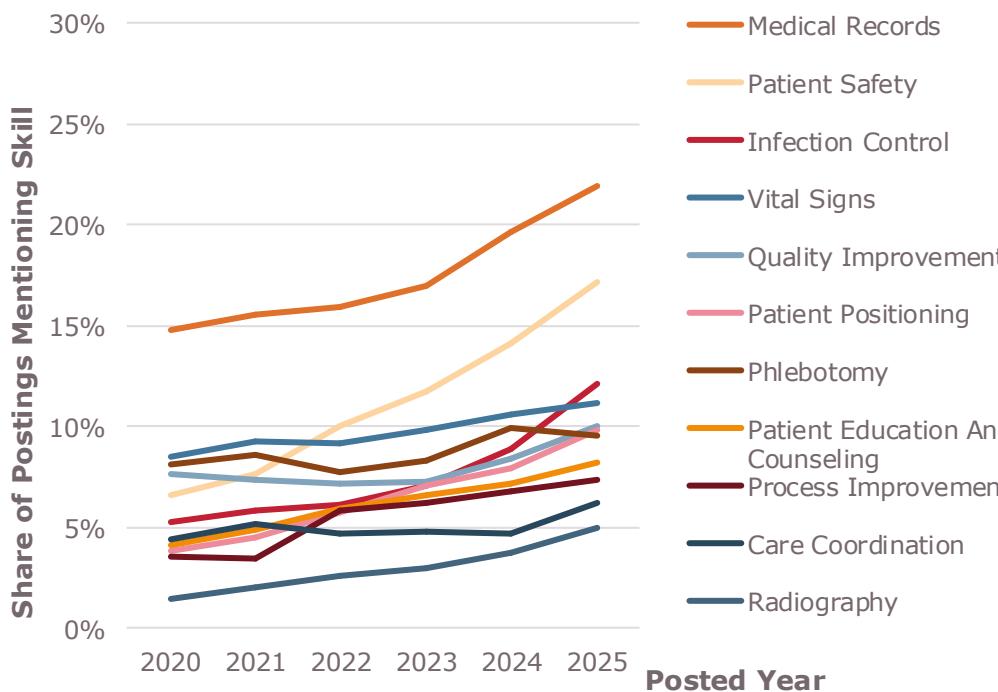
## Jobs with Low Retirement Risk



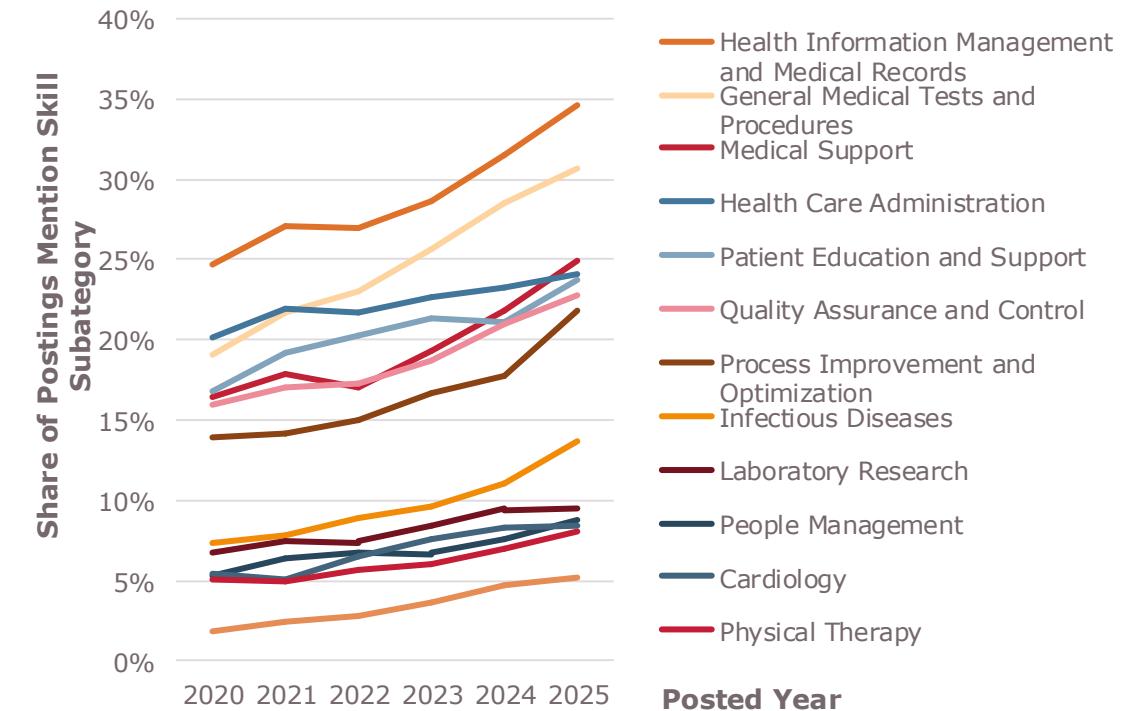
# Skill Growth in Chicago Concentrates in Compliance And Direct Care That Supports The Patient

- 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



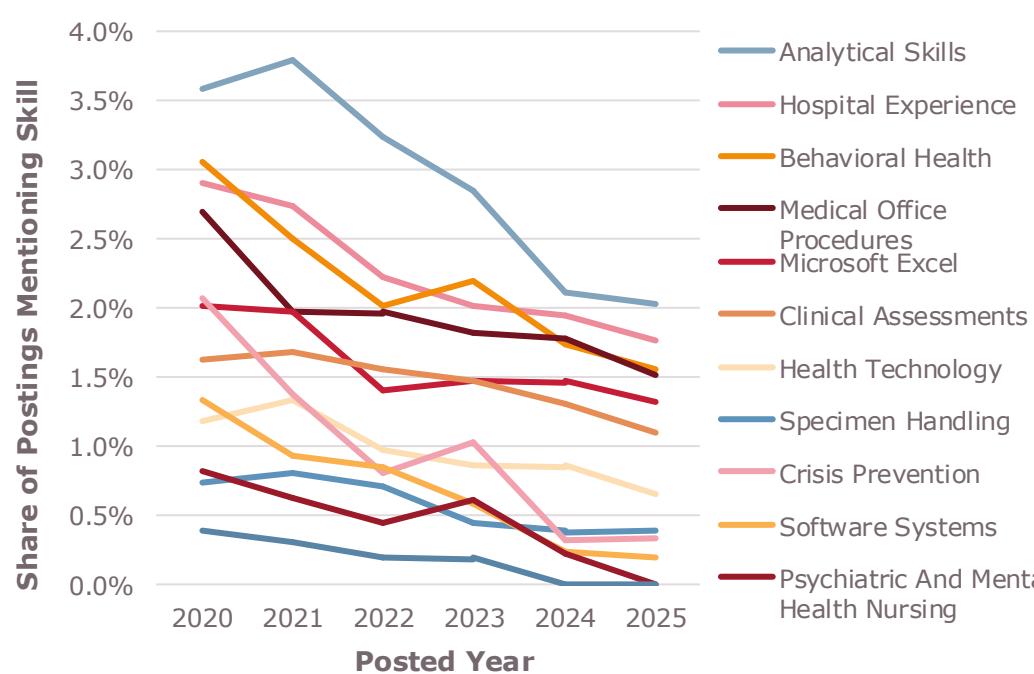
**Top Growing Skill Subcategories** in Chicago Healthcare



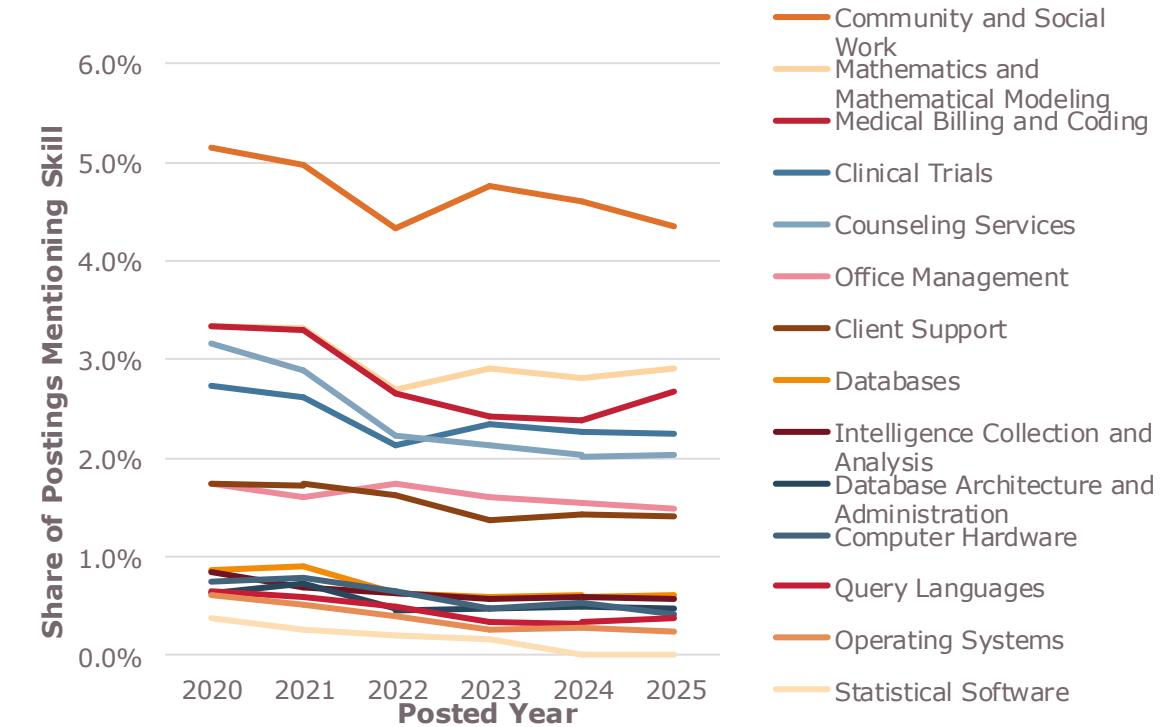
# Is Automation Eliminating the Need for Niche Tech and Office Support?

- 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



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## Key Question:

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

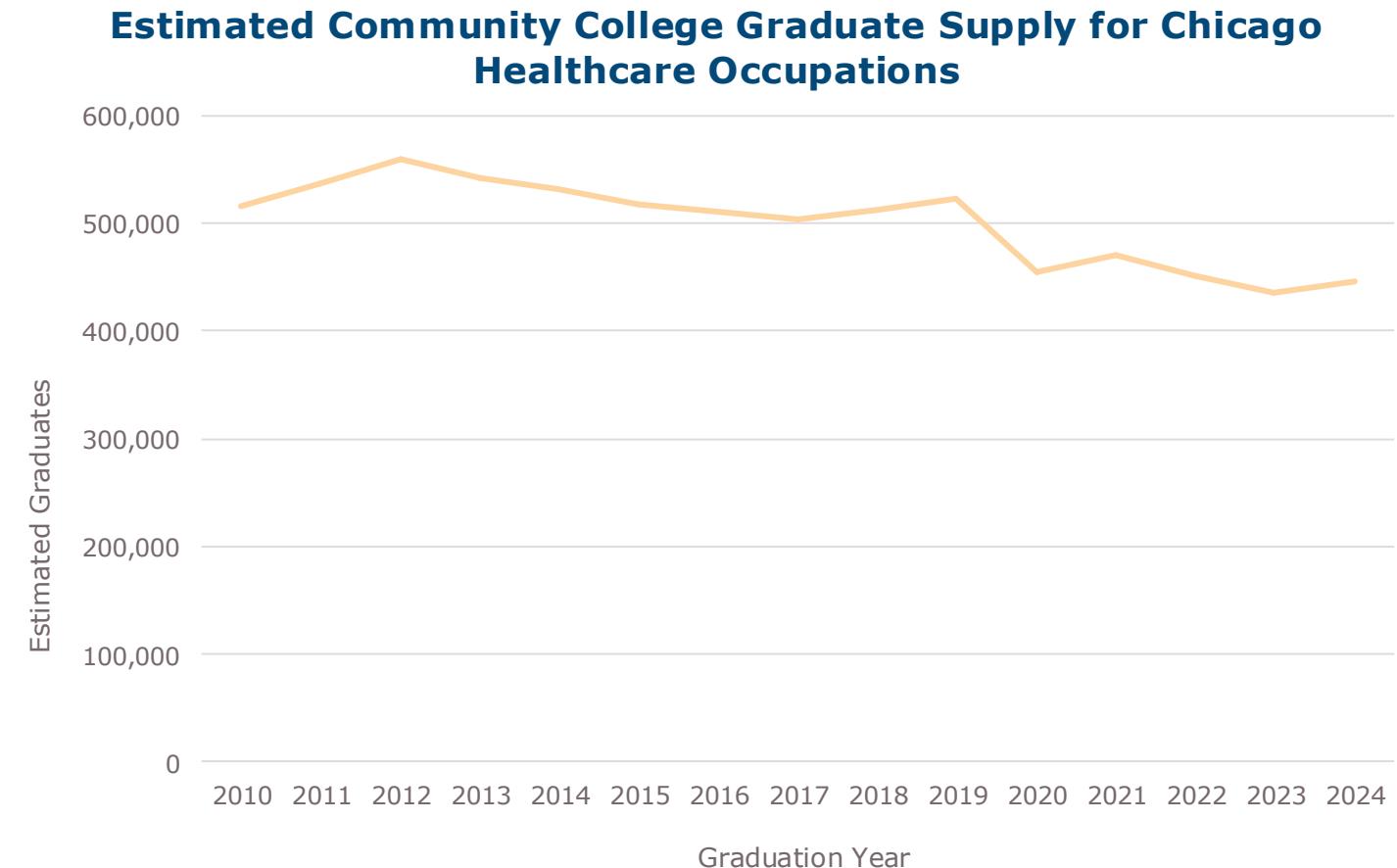


## Goal:

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



# 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

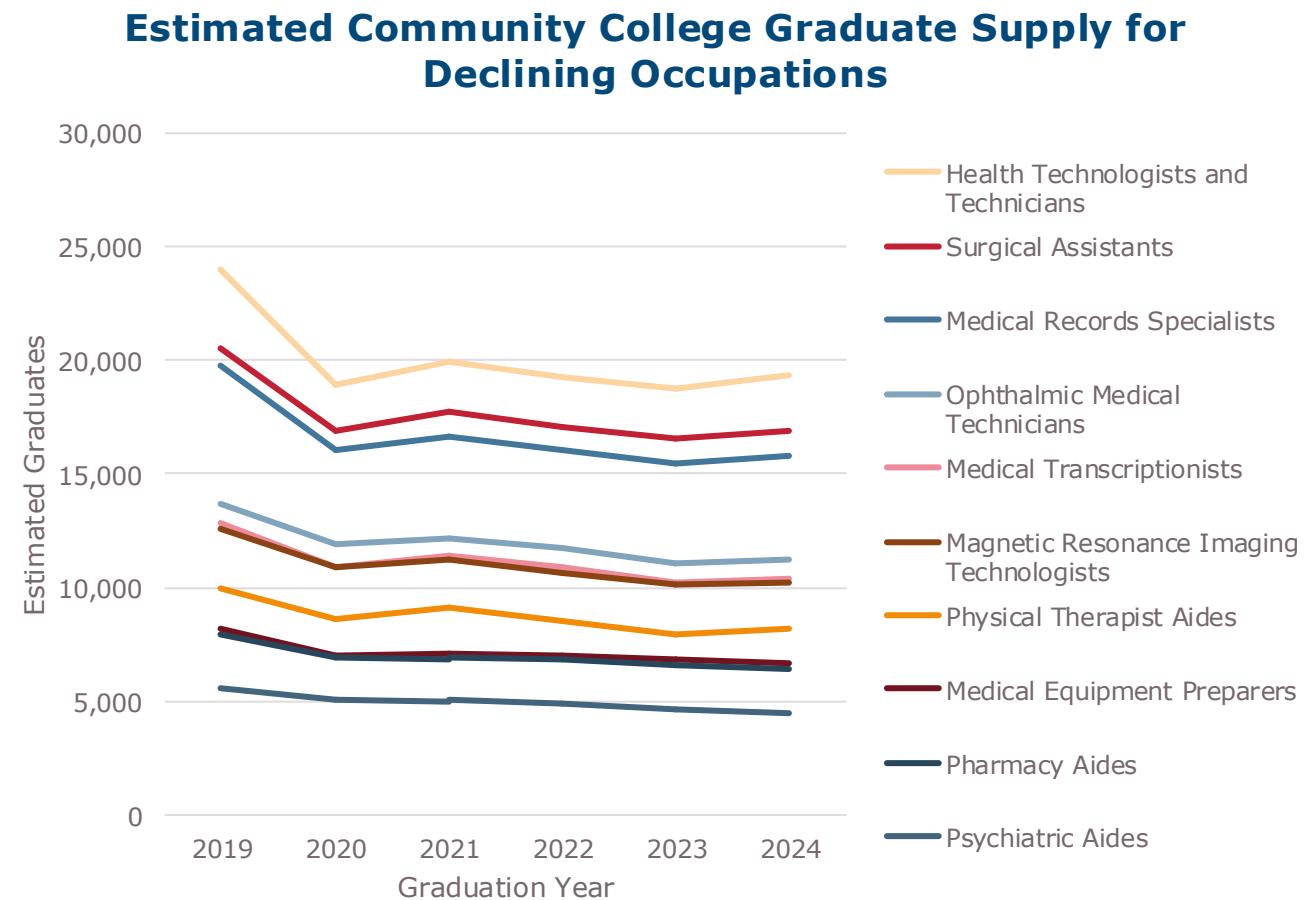
*Note: Job openings and job postings are not necessarily related on a one-to-one level. A single job posting may represent multiple vacancies.*

## 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

# 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?

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

# Pathways and Retention



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## 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?

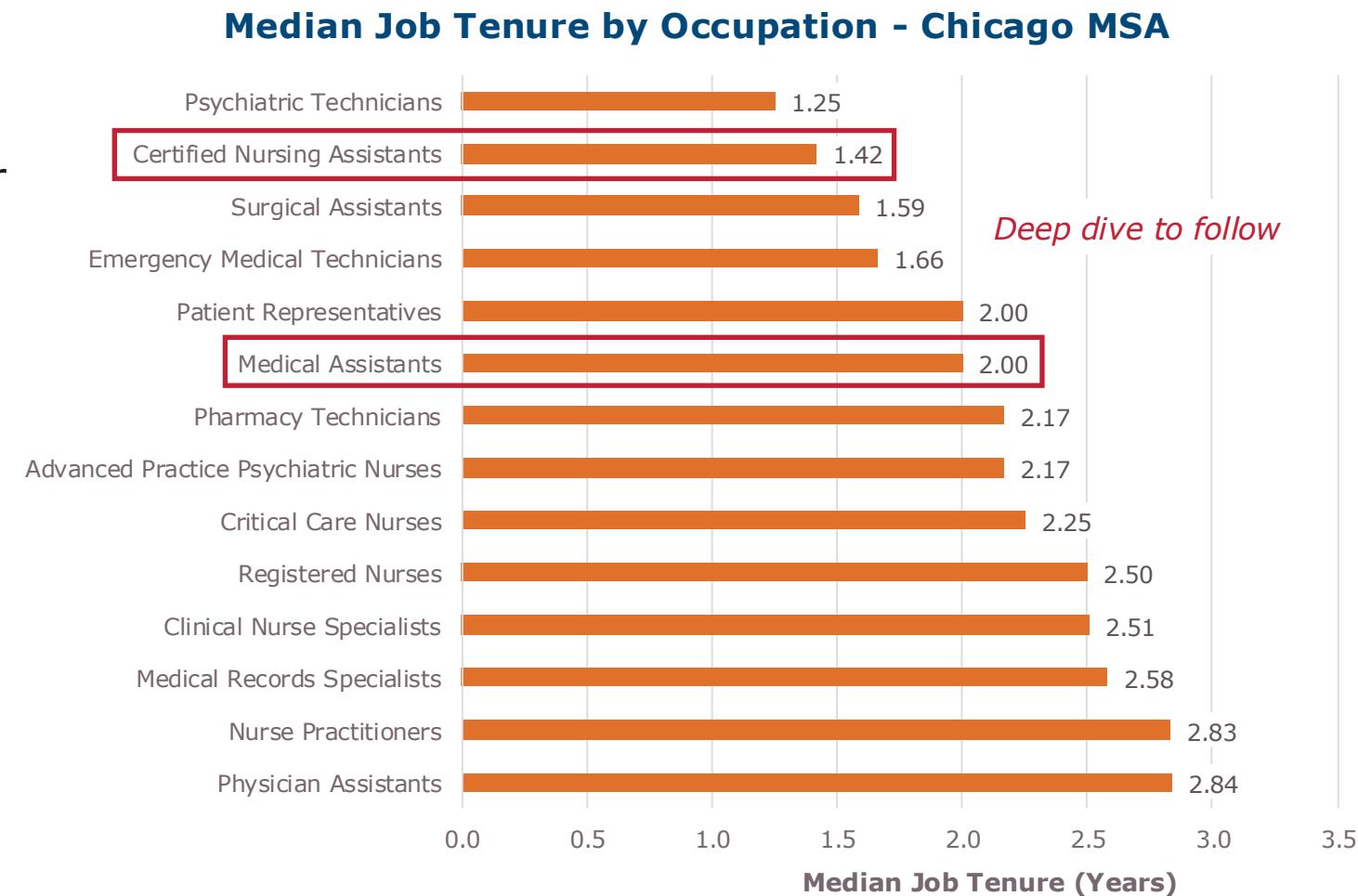


## Goal:

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.

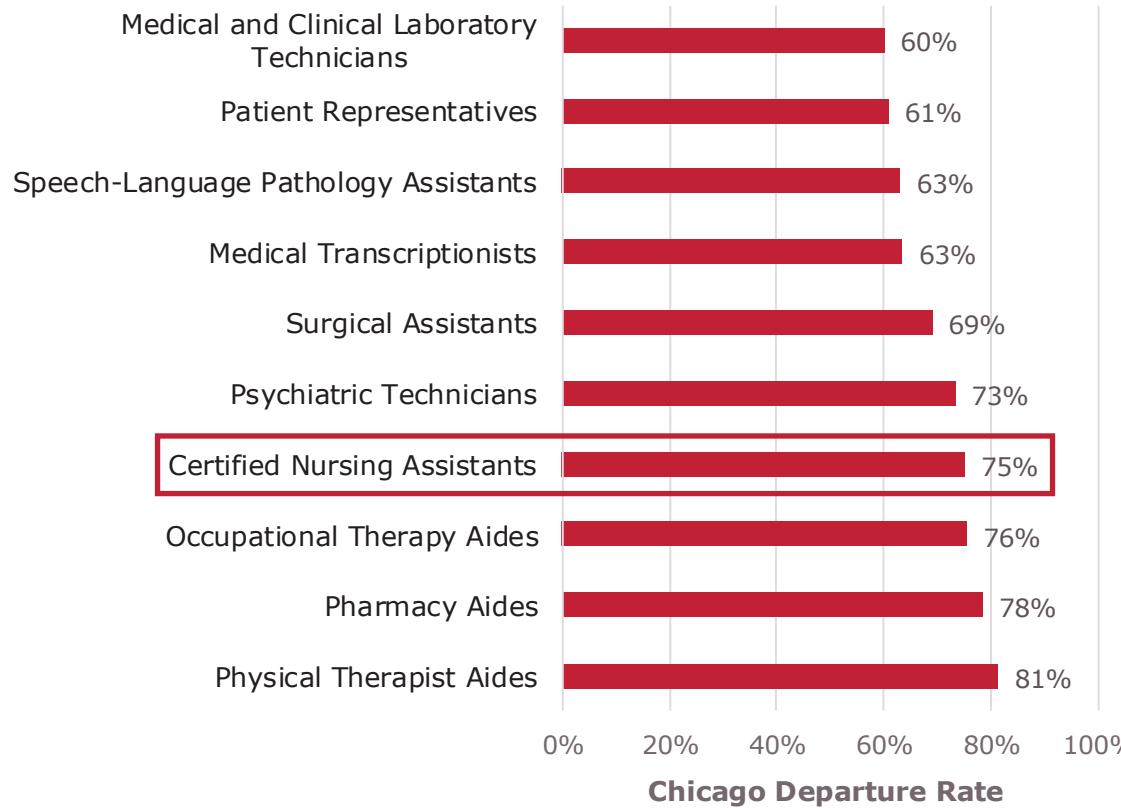
# Frontline Healthcare Tenure in Chicago: How Long Do People Stay?

- 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.

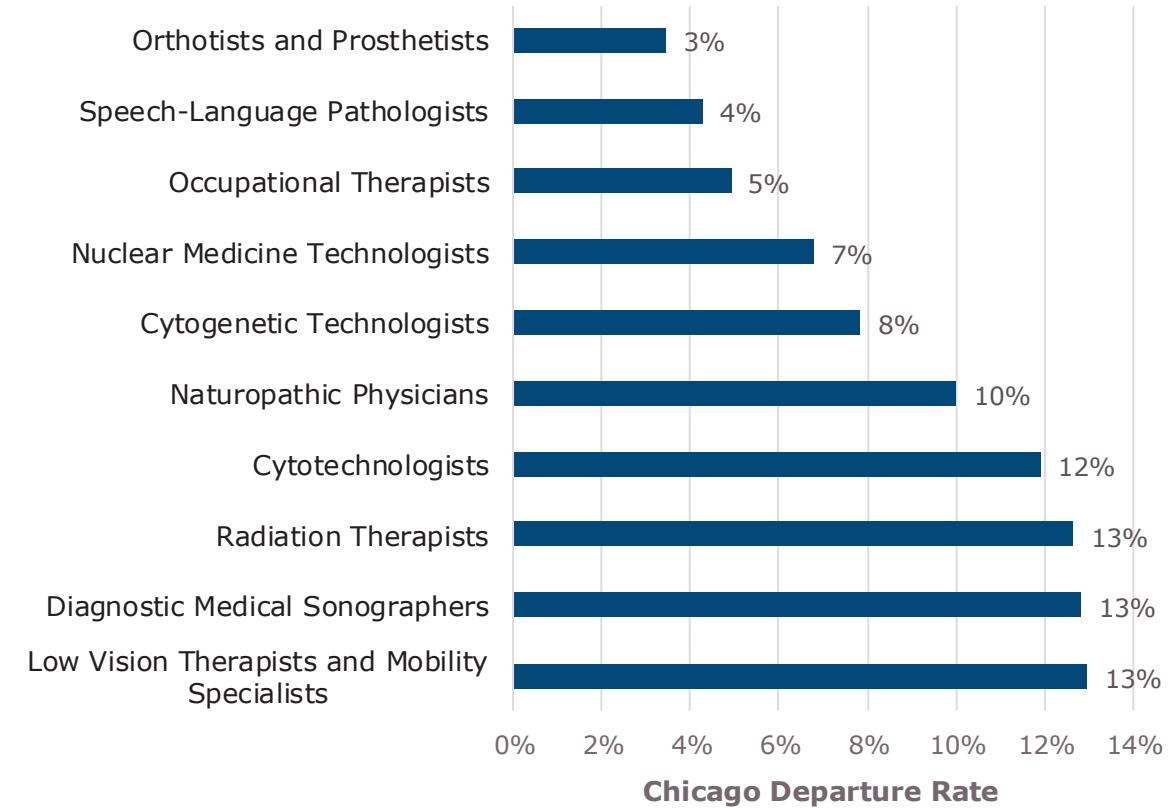


# Who Leaves? Higher Departure Rates Concentrated in Aide and Assistant Positions

## Jobs with **High Departure Rates** at 5 Years



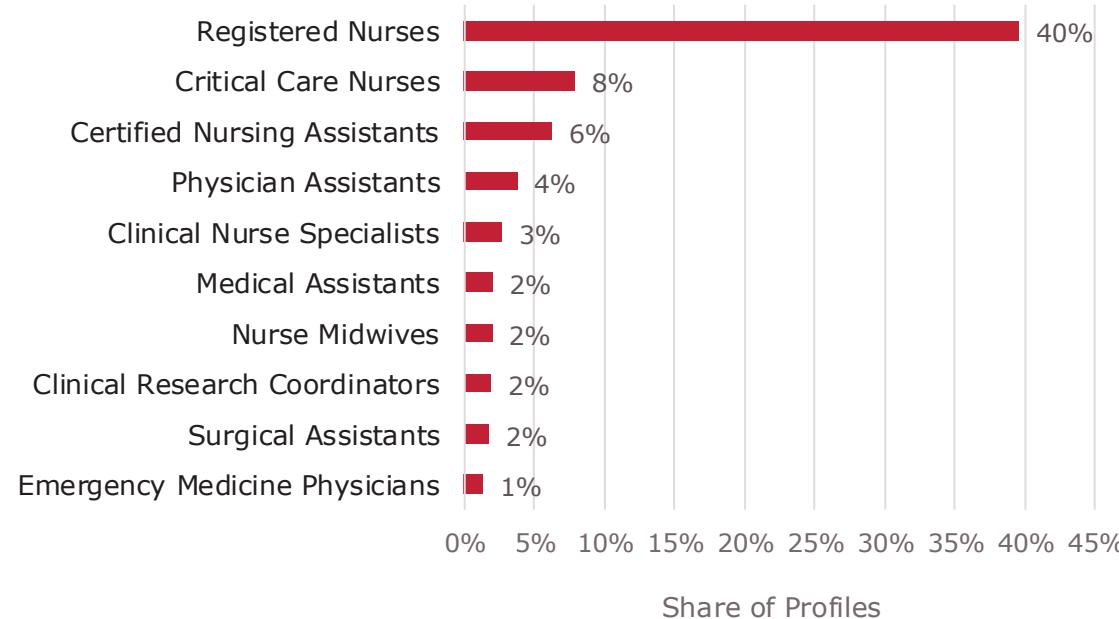
## Jobs with **Low Departure Rates** at 5 Years



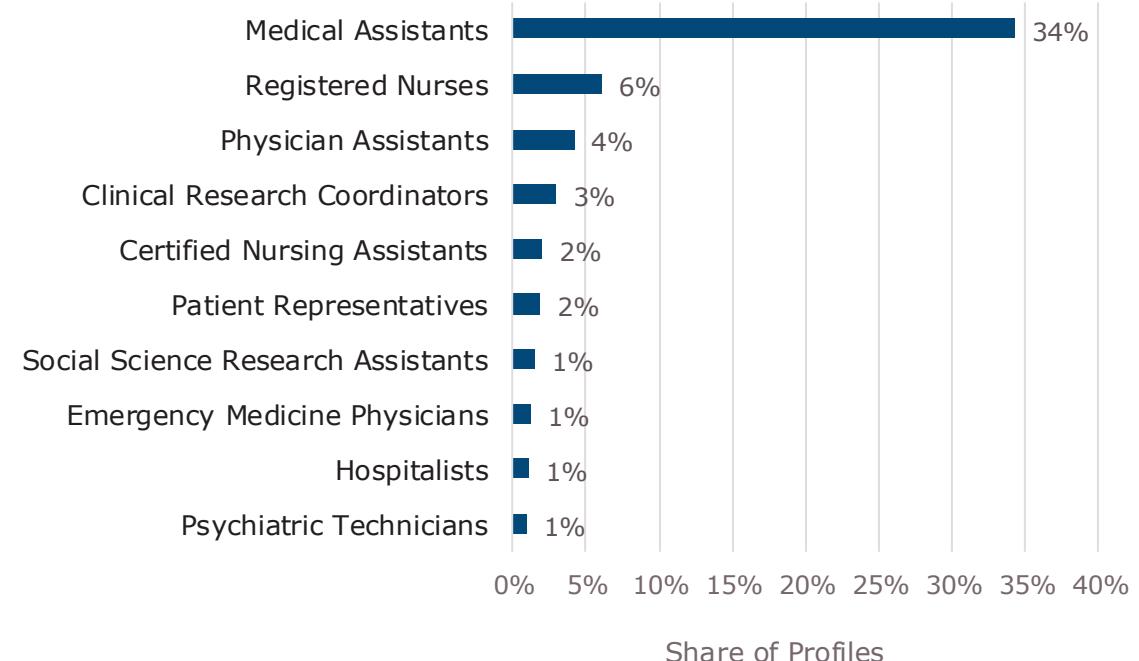
# What Comes Next? Nursing Assistants Show Upward Transitions While Medical Assistants Move Laterally

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





# What would most improve early-career retention?

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



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

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

# 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