

CHICAGO
LAND
HEALTHCARE
WORKFORCE
COLLABORATIVE

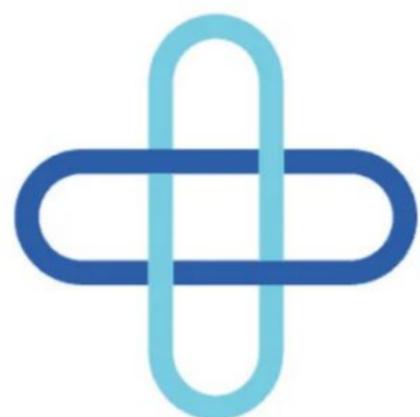
MARCH 2026 QUARTERLY MEETING

3.10.26, 9-10:30AM

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



CHWC 2026 Strategic Plan

Partner Presentations

Health Workforce Data Event Debrief & Mini Data Presentation

- Cecilia Joy Perez & Joel Simon, Burning Glass Institute

Illinois Policy Updates

- Jordan Powell, Illinois Health & Hospital Association

OAI Nurse Apprenticeship Announcement

- Xioafan Liu & Yvette Bell, OAI, Inc.

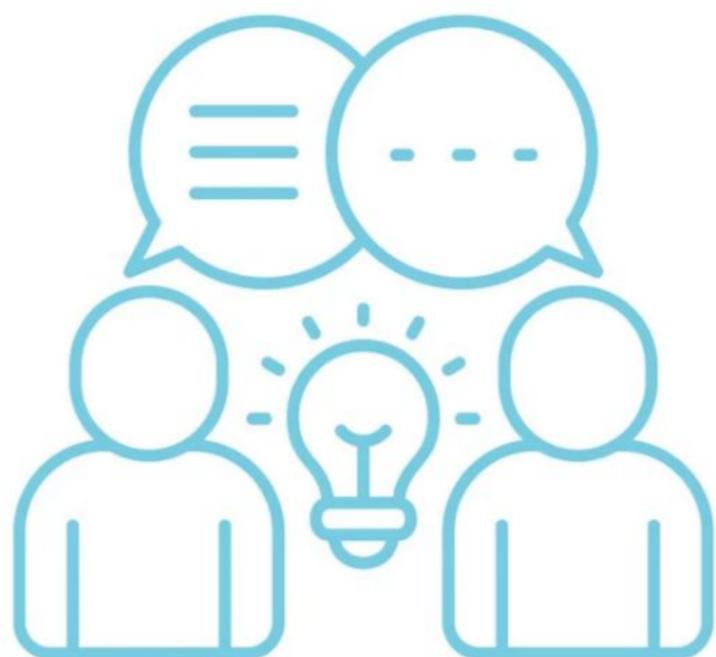
Career Pathways Resource Presentation

- Anna Yankelev, Health & Medicine Policy Research Group

Community Announcements



CHWC 5-YEAR VISION (2024-2029)



CHWC is a **healthcare workforce development think tank** led by exceptional healthcare leaders with experience in health equity, workforce development, community engagement, and diversity, equity, and inclusion.

CHWC is recognized locally and nationally as an exemplary model of **peer learning** and **collective problem solving**.

CHWC's Steering Committee will convene at a mid-year retreat to update this vision statement, and explore the possibility of CHWC adopting measurable long-term goals.



CHWC 2026 STRATEGIC PLAN PRIORITIES



Facilitate Peer Learning & Foster Connections

- Host at least 6 **learning events** on hot topics including:
 - Employer / community college partnership best practices
 - Employer / workforce org partnership best practices
 - Solving for transportation barriers
 - Fair Chance Hiring
- Dedicate our June Quarterly meeting to understanding how **federal funding & policy changes** will impact the Chicagoland healthcare workforce
- Explore the possibility of hosting a **Radiology/ Imaging Workforce Summit**
- Host an in-person **employer peer learning** event & facilitate mini peer learning groups/sessions as requested

Disseminate Regional Workforce Data & Lead Data-Informed Discussions

Increase CHWC Visibility & Build Reputation

Leverage Our Collective Voice

Support Efforts to Fund Workforce Projects



Strengthening Student Success and Workforce Pipelines: NM & Clasp Partnership Spotlight

March 19th, 2026
12-1pm | Virtual

Join leaders from Northwestern Medicine and Clasp on March 19, 12–1pm, for a practical discussion on how forward-thinking health systems are moving **beyond transactional recruiting to build relationship-based pipelines** that attract, support, and retain nurses and clinicians.

Learn how organizations are reaching students earlier, investing in their financial wellbeing through **student loan support**, and creating targeted career-development pathways that reduce turnover. You'll leave with concrete strategies to modernize recruiting and create retention programs that work for both clinicians and health systems.



Tess Micheals
Founder & CEO
Clasp



Erin Cohan
Director, Talent
Acquisition
Northwestern Medicine

[Register at chihealthworks.com](https://chihealthworks.com)



CHWC 2025 STRATEGIC PLAN PROJECTS



CHICAGOLAND
HEALTHCARE
WORKFORCE
COLLABORATIVE

Chicagoland Respiratory Therapy Workforce Collaborative

- 5 working groups will carry out 7 strategies identified at the 2025 Respiratory Therapy Workforce Summit.
- Working group Co-Chairs and Steering Committee members will meet quarterly to discuss progress

Advancing Equitable Career
Pathways Grant

Justice-Impacted Individuals &
Healthcare Careers in Illinois: An
Awareness & Guidance Campaign

Career Pathways Resources

“PCT to ADN” Pathway
Program Exploration



Youth Pathways Committee: 2026 Priorities

In 2026, The Youth Pathways Committee has been contracted to conduct research in:

- Geographical, cultural, and social factors that influence a young person's participation in health pathway programs
 - Topic in focus: anti-racist, equity-centered outreach, recruitment, and program development
- Best practices in mentorship and experiential learning
- Actionable recommendations for HMPRG's youth-serving programs (AHEC) and regional partners

Role of industry partners:
(what I'm looking for **from you**)

- Pathway programs to participate in roundtable discussions regarding outreach and recruitment practices
- Subject matter experts and key informants to share best practices in mentorship and experiential learning
- Partners to interpret findings and develop actionable recommendations for system-wide facilitators
- Partners to co-develop frameworks in mentorship and experiential learning
- Employers and other industry partners to commit to practice change for a more equitable pathways ecosystem

Email Matt McClintock at mmcclintock@hmprg.org to learn more!

2026 Research: Timeline Overview

Q1: January – March

Youth-led survey **for youth** evaluating social and cultural factors

Analyze geographical trends in program outreach and access

March 26 YPC meeting

Roundtable discussion on outreach and recruitment practices

Q2: April – Jun

Informant Interviews: Mentorship and Experiential Learning

Analyze data from youth survey

June 25 YPC meeting

Interpret findings, co-developing strategies for enhanced support in outreach, recruitment, programming

Interpret interview content toward community-wide **mentorship** program

Q3: July – Sep

Finalizing best practice toolkit for equitable outreach

Finalizing best practice toolkit for mentorship and experiential learning

September 24 YPC meeting

Final Review and Feedback for Report

Finalize implementation plan for mentorship program

Year 2

(contingent on funding)

Best practice toolkit for equitable outreach available to programs

Ongoing evaluation of toolkit

Operationalize mentorship program for external partners

Convening the Youth Advisory Council



Youth Pathways Committee

Youth Pathways Committee meeting:

March 26, 1PM-2:30PM

In-Person

Chicago Community Trust (33 S. State St.)

- Roundtable Discussion: Equity-centered outreach, recruitment, and program development for Health Pathway Programs
 - Goal: Analyze how geography, culture, structural, and social elements act as barriers or facilitators to health career preparation and develop best practice toolkit
 - Networking Happy Hour to follow!
- Interviews: Researching mentorship and experiential learning through subject matter expert interviews
 - Goal: create a shared framework of best practices in experiential learning and sustainable mentorship for health professions
 - Sharing interview data and developing actionable recommendations at **June 25 YPC Meeting**

Email Matt McClintock at mmcclintock@hmprg.org to learn more!

Data Insights for Workforce Strategy: A Collaborative Roundtable

January 27, 2026



Introducing: Hire Chicago

A program shaped and led by Chicago's business and workforce leaders:

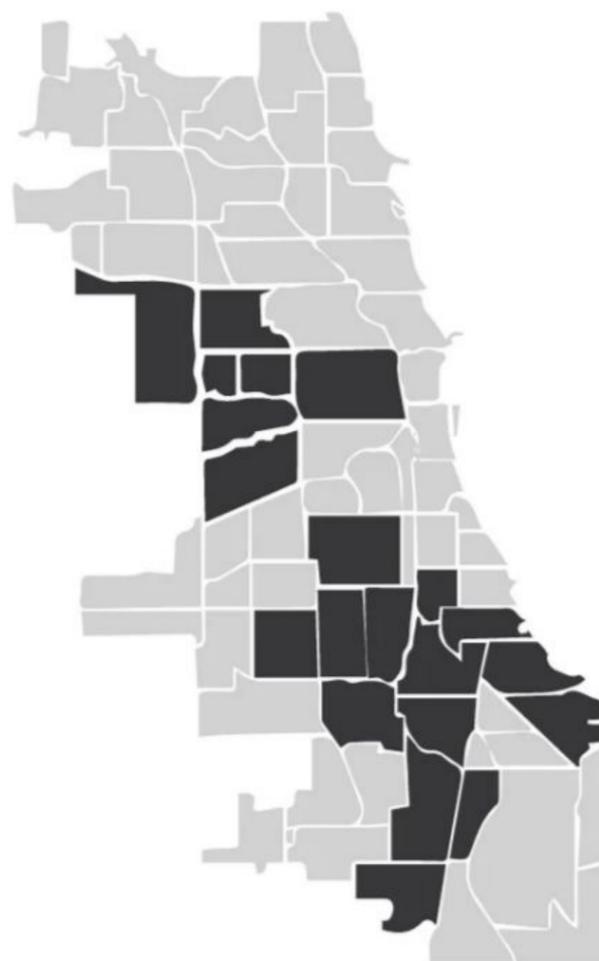


Hire Chicago connects Chicagoland employers with job-ready talent through a powerful network of community partners and institutions.

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.

A focus on 20 Community Areas with the highest rates of unemployment in the city:



- 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

A suite of services to help employers meet their unique talent goals:



Consultative Talent Services

Co-Marketing and Branding



Monthly Talent Workshops

Candidate Sourcing & Vetting



Access to New Talent Pools



The Hire Chicago Partner Ecosystem

Trusted partners that bring the work to life.

Employer Success Partners

Offer employers hands-on support to enable equitable hiring work, including: **advising, practice-change consulting engagements, technical assistance, and tailored programs and workshops.**



Talent Providers

Supply employers with **job-ready, pre-vetted candidates** and the **wraparound supports** that help those candidates succeed.



Chicago Collaboration Partners

Bring employers together across sectors, geographies, and shared talent-supply challenges. Together, they align regional economic development efforts with community-based workforce priorities.



Join us on our journey to 20,000 hires

Hire Chicago employer partners:



Three simple steps to join the program:

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 de-identified, aggregate program hiring data to help us track toward our collective goal.



Chicago Healthcare Landscape Analysis

January 2026



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.



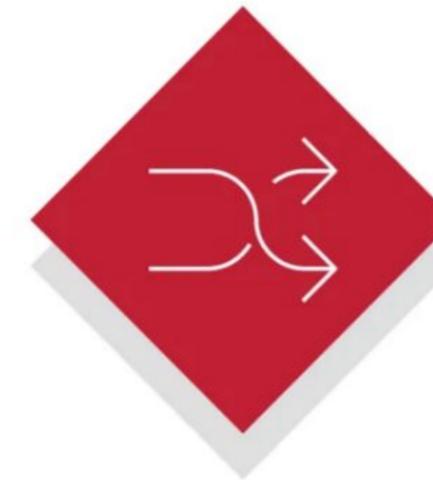
Market Demand & Dynamics

- 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?



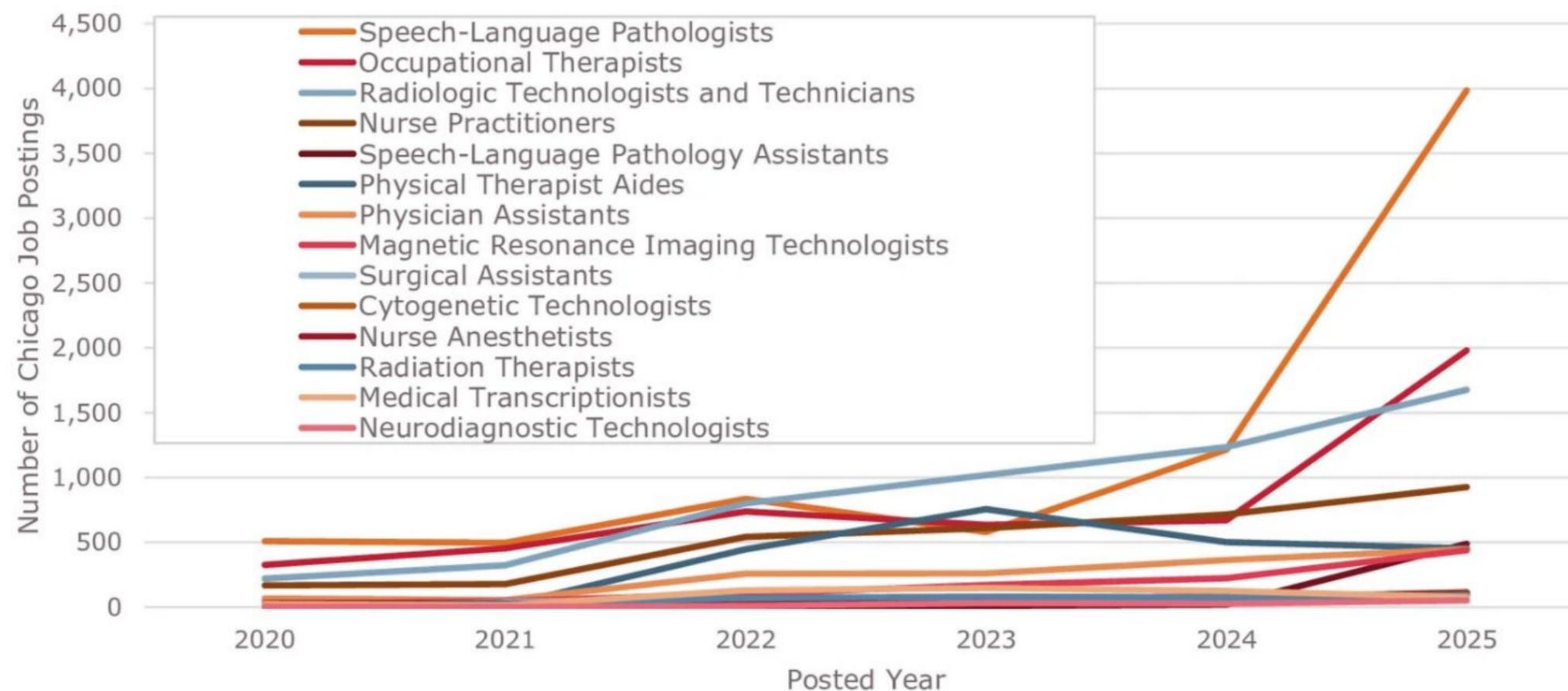
Pathways and Retention

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

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

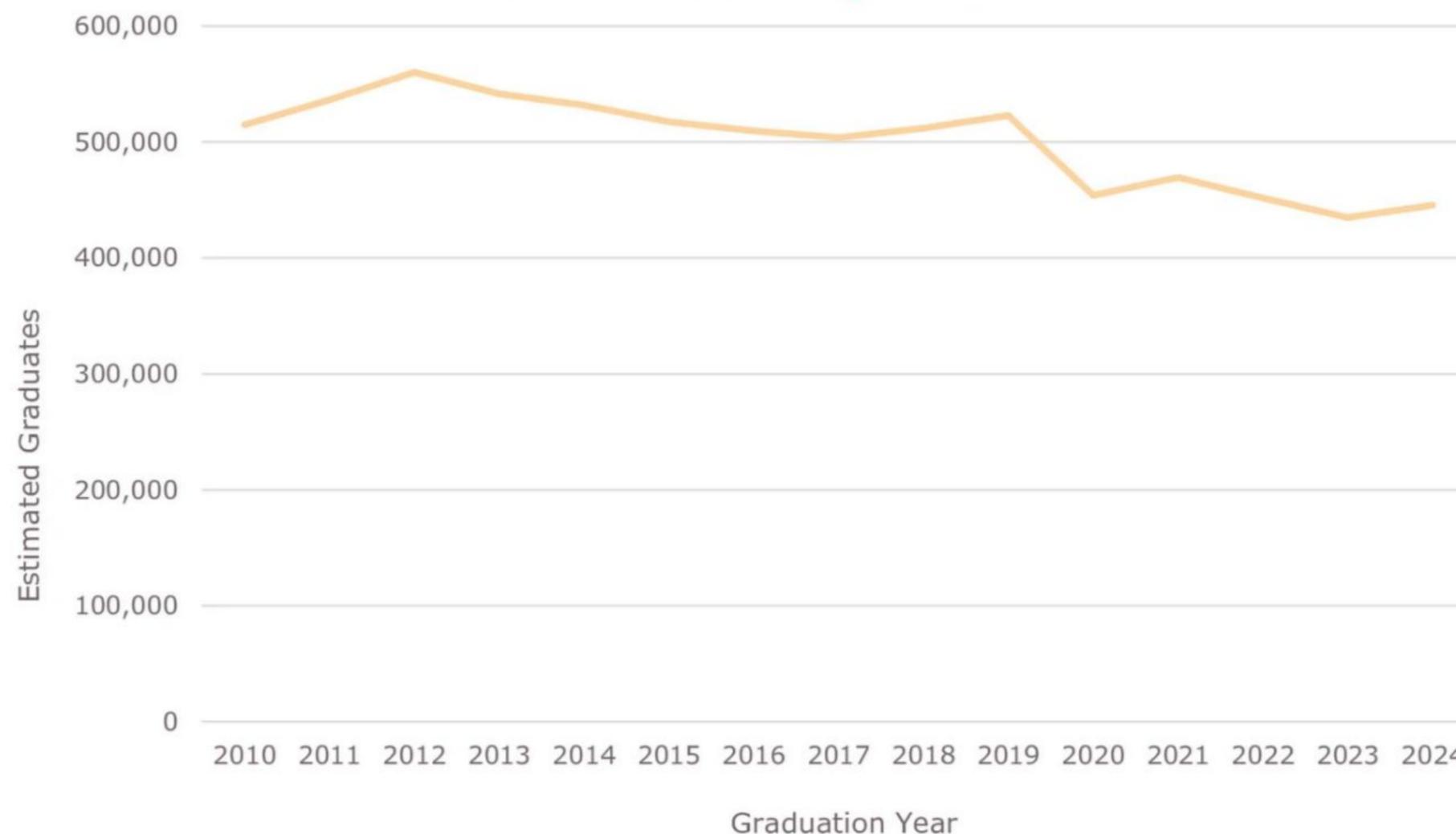
Top Growing Healthcare Jobs in Chicago



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

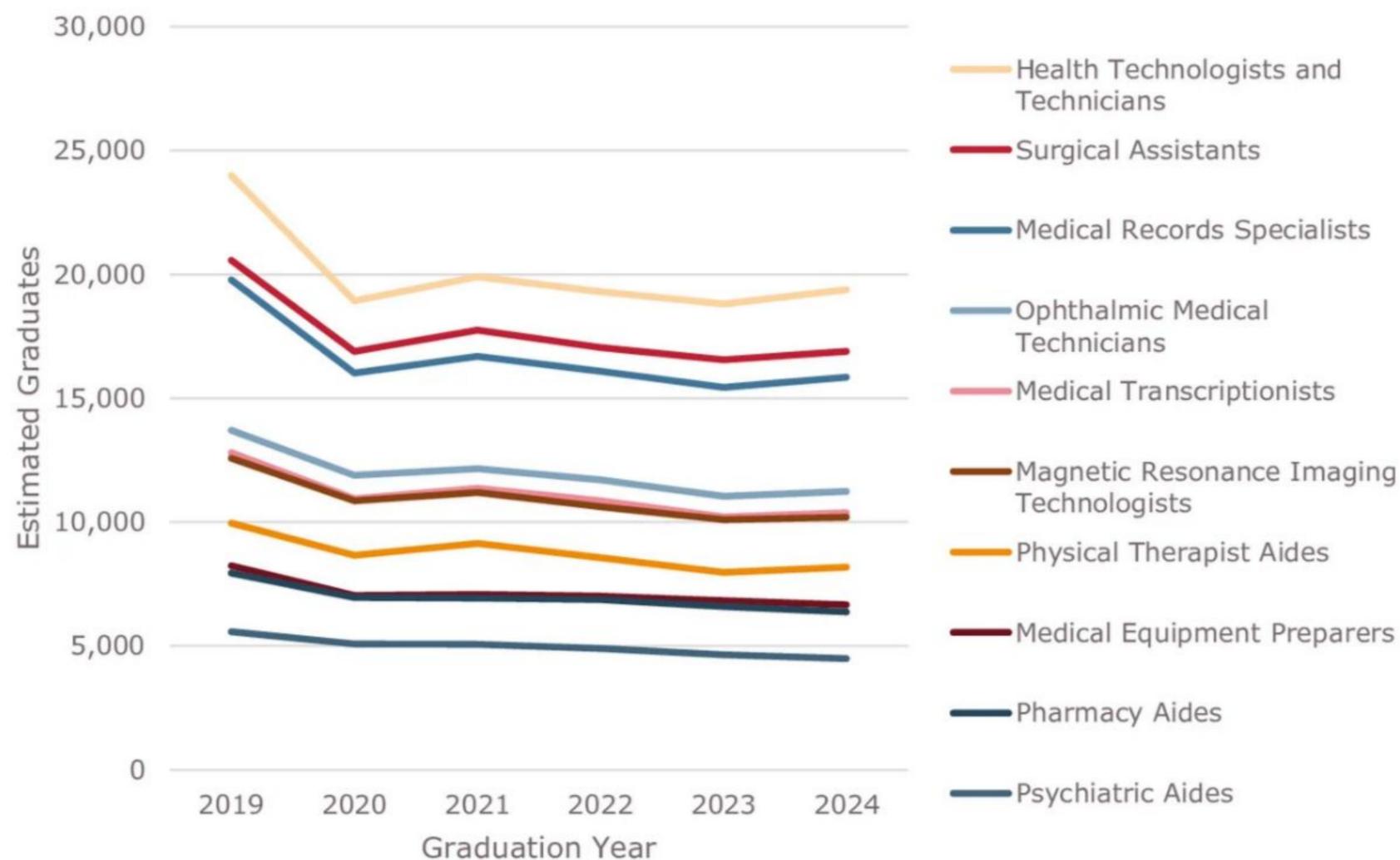
Note: Job openings and job postings are not necessarily related on a one-to-one level. A single job posting may represent multiple vacancies.



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.

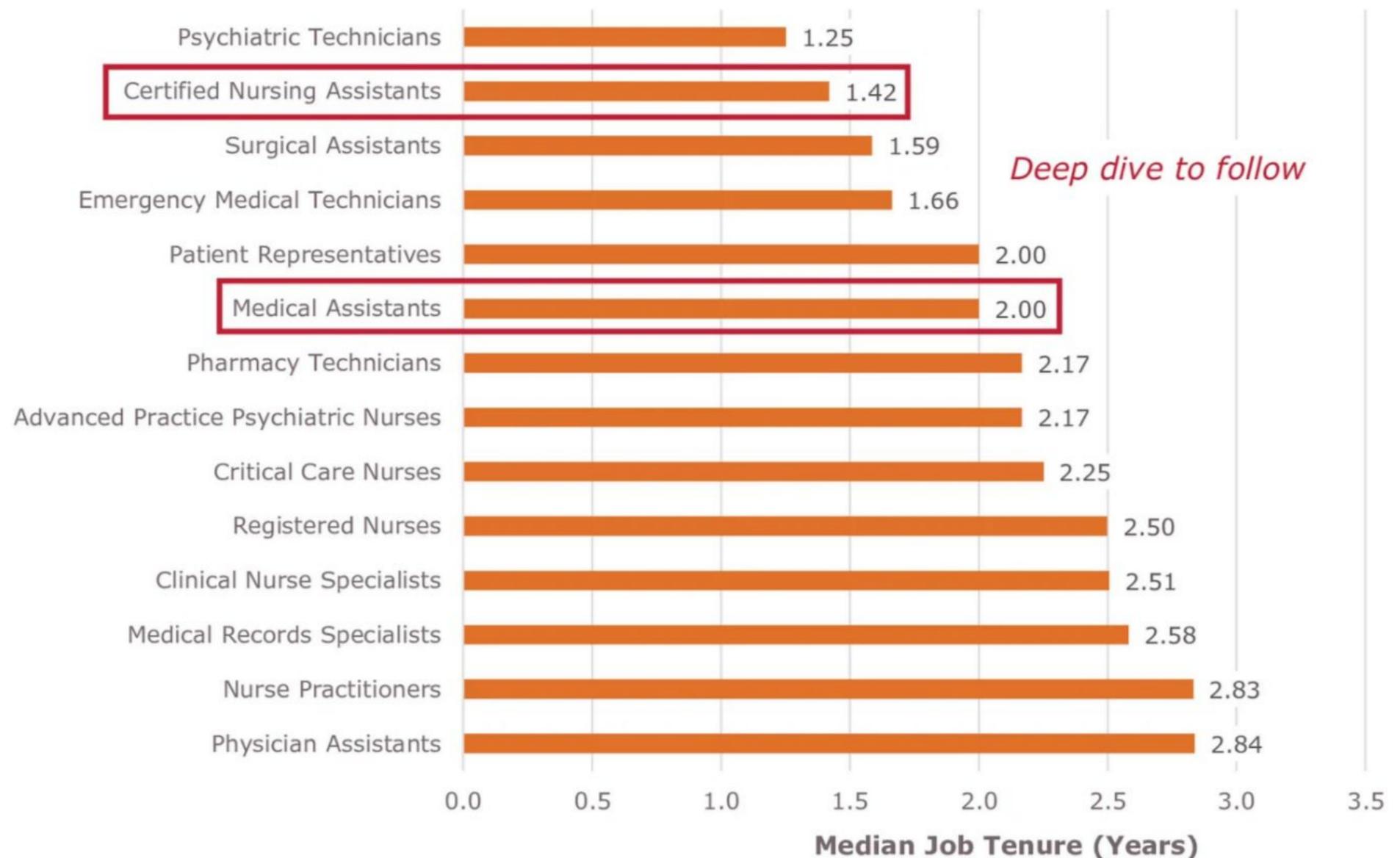
Estimated Community College Graduate Supply for Declining Occupations



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

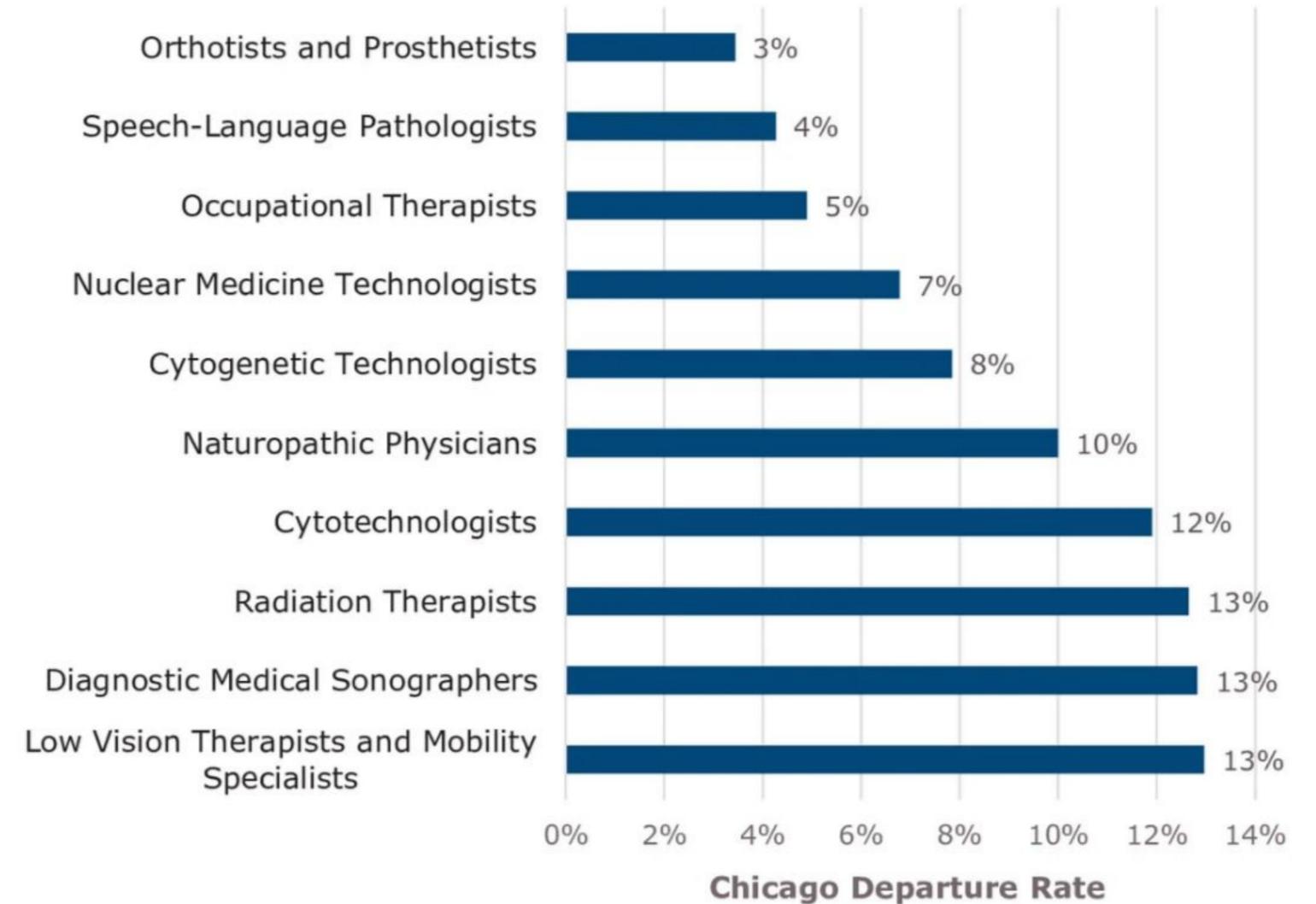


Who Leaves? Higher Departure Rates Concentrated in Aide and Assistant Positions

Jobs with High Departure Rates at 5 Years



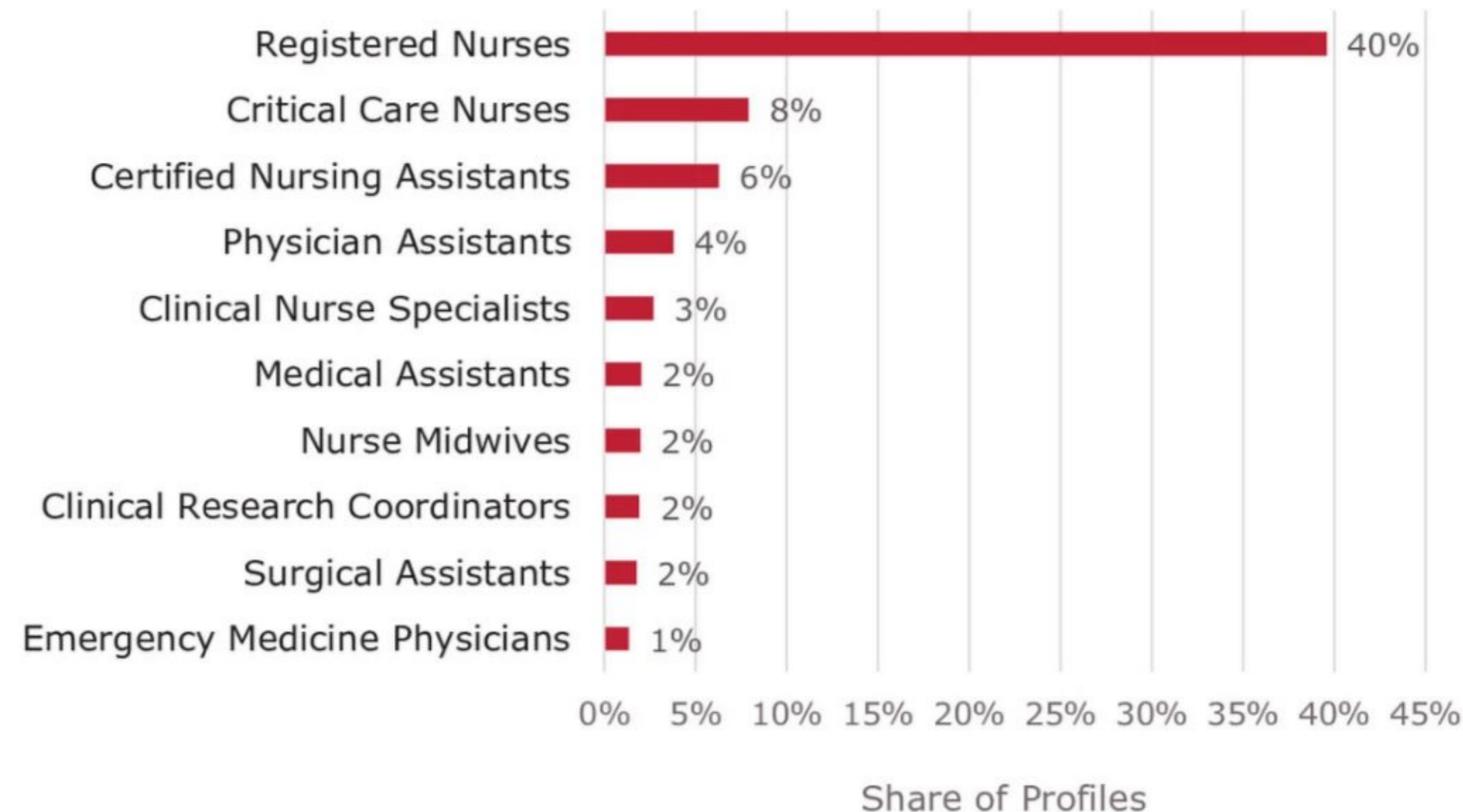
Jobs with Low Departure Rates at 5 Years



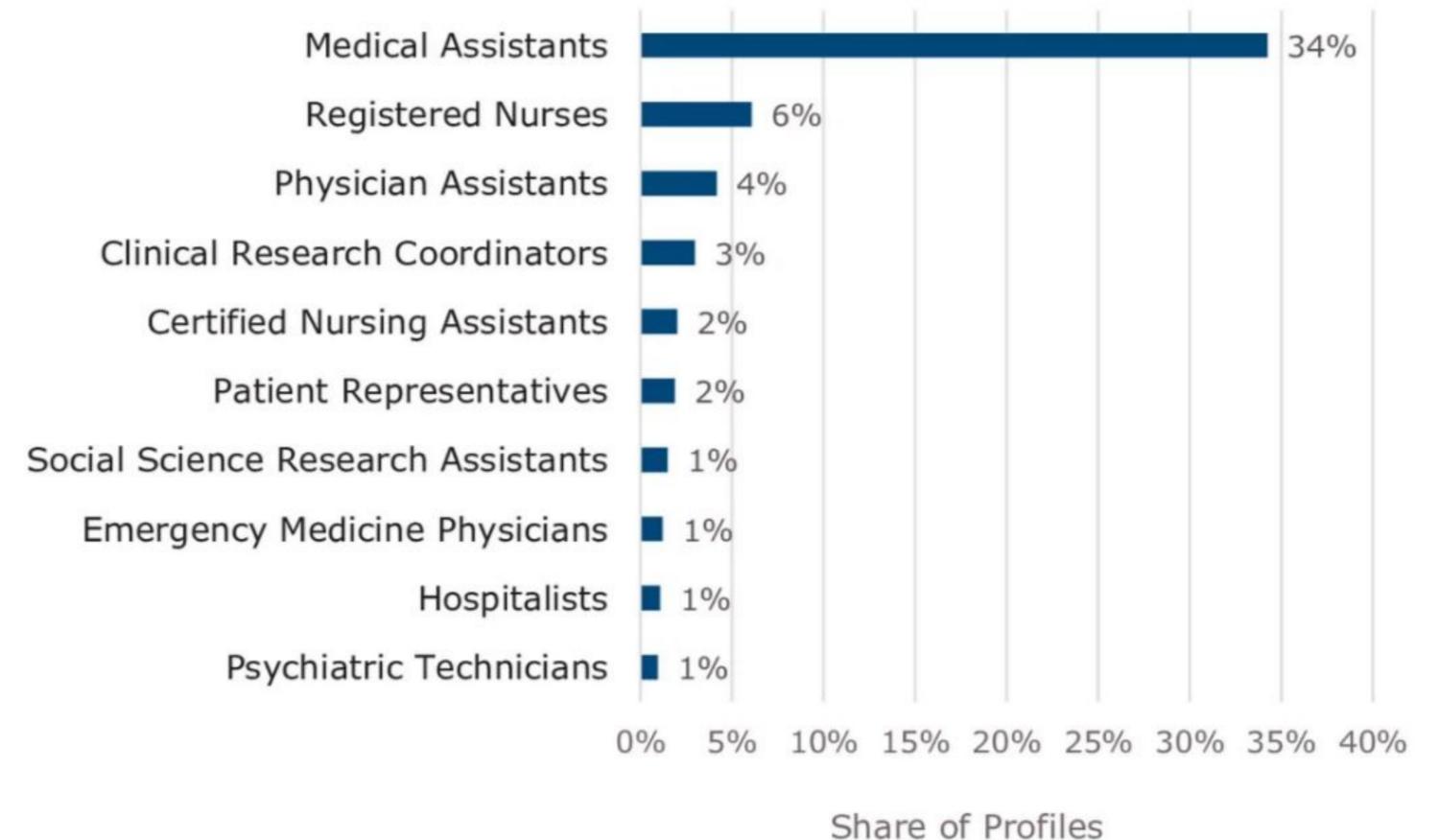
What Comes Next? Nursing Assistants Show Upward Transitions While Medical Assistants Move Laterally

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

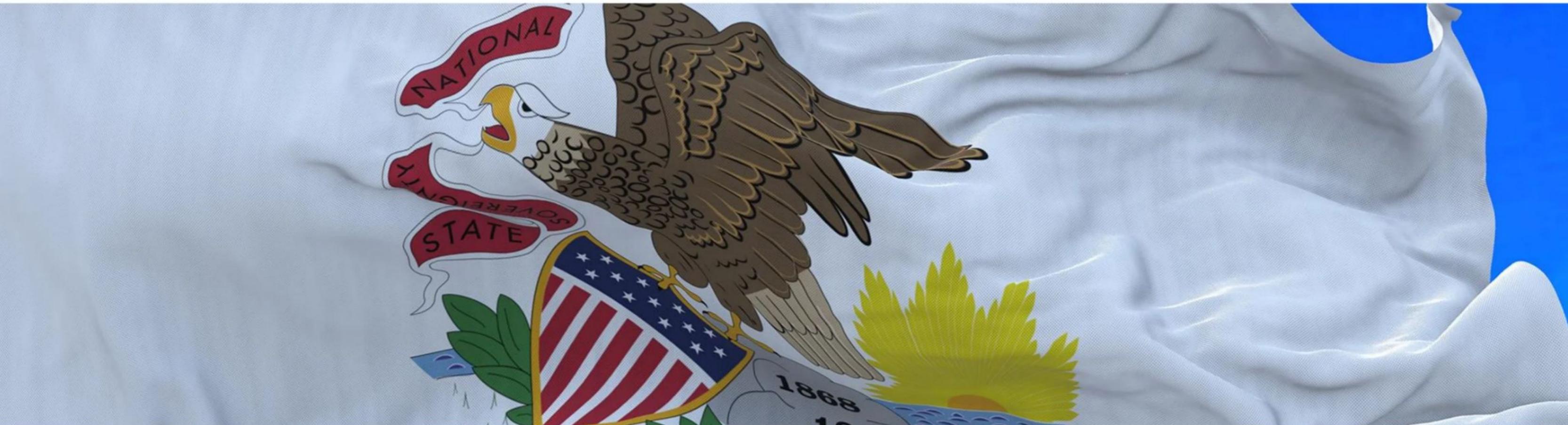


Next-Job for **Medical Assistants** in Chicago
Median tenure 2 yrs



2026

Workforce Policy Update



Jordan Powell | Senior Vice President | Health Policy and Finance



Health Care Workforce Task Force Act

Healthcare Workforce Task Force

- 2025 IHA Advocacy Priority
- Signed by Governor in August
- Effective January 1, 2026

Key Issues Task Force Will Consider

- Strengthening healthcare worker recruitment and retention
- Improving the state licensure process
- Expanding workforce pipeline and training programs
- Reducing workplace violence and enhancing safety
- Promoting access to healthcare careers across Illinois
- Assessing the impact of medical liability environment on workforce

Task Force Will Make Recommendations to General Assembly



Health Care Workforce Task Force Composition

State Agencies and Legislators

- Attorney General, HFS, IDFPR, IDPH
2 Senators and 2 Representatives (2 Democrats and 2 Republicans)
- 2 of the legislators will serve as Co-Chairs

Statewide Association Representatives

- Hospitals
- Physicians
- Nurses
- Allied Health Professionals
- Long-Term Care
- FQHCs
- Emergency Physicians
- Nursing Schools
- Organized Labor



IDFPR Licensure Update

Implementation of Comprehensive Online Regulatory Environment (CORE)

- Two-year modernization effort to transition all licensed professionals to an online application and renewal system
- New platform moves entire application online, including fee payments and document uploads
- System identifies application errors
- Rollout began in October 2024 with three professions
- 129 professions have now been transitioned (new applications only)
- IDFPR aims to have full implementation by summer 2026



International Medical Graduate Medical License

Pathway to full physician licensure for international medical graduates (IMG) through a 3-step process

Step 1: IMG Physician Limited License (2 years)

- Foreign trained individuals who meet certain criteria can apply for a limited license
- Must have a sponsoring entity (Hospitals, FQHCs, Multi-specialty physician office)

Step 2: IMG Physician Restricted License (2 years)

- May practice independently in an underserved area
- Not permitted to have a solo practice or provide telemedicine services

Step 3: Full Licensure

DAI ***Building Careers. Changing Lives.***

Registered Nurses Apprenticeship Program



OAI Who we are

Headquartered in Chicago, Illinois and founded in 1978, OAI's mission is to provide **skills training** that leads to **safe, meaningful employment** while helping companies and communities to thrive.

To accomplish this, OAI develops and implements programs that help individuals access educational and employment opportunities leading to **economic-self sufficiency** and the chance to **reach their career potential and build a good life.**

Interim Executive Director: Sandra Dafiaghor

Presenting Today:

Yvette Bell, Program Manager for Apprenticeship programs at OAI

Xiaofan Liu, Chief Operating Officer at OAI



OAI What we do

OAI funds training and provides supportive and barrier reduction services for underserved populations in Chicagoland.

Funders related to apprenticeship programs:

1. *Illinois Department of Commerce and Economic Opportunity*
2. *Blue Cross Blue Shields*
3. *Bank of America*
4. *Polk Foundation*
5. *Local Initiatives Support Corporation (LISC)*
6. *Chicago Cook Workforce Partnership*



OAI Registered Nurses Apprenticeship Program



OAI Registered Nurse (RN) Registered Apprenticeship

U.S. Department of Labor Approved

Build your future RN workforce through a structured earn-while-you-learn model.

Program Highlights

- ✓ Department of Labor Registered Apprenticeship
- ✓ 2-year competency-based program
- ✓ \$3,000 tuition support provided by OAI
- ✓ \$800 support services for apprentices
- ✓ OAI provides recruitment and participant support
- ✓ Structured pathway to Registered Nurse licensure

Partner with OAI to develop the next generation of nurses



OAI Registered Nurses Apprenticeship Program

Benefits to Employers

- New hires or incumbent workers
- Well-trained, certified RNs or RNs-to-be
- Motivated; supported by OAI
- Potential for OJT funding
- OAI is the apprenticeship creator/sponsor – minimum paperwork for employers



OAI Registered Nurses Apprenticeship Program

Benefits to Employees

- \$3,000 tuition support provided by OAI
- \$800 in support services (transportation, books, supplies, etc.)
- Financial coaching and career coaching
- Structured pathway to RN licensure & career development
- Retention Support



OAI Registered Nurses Apprenticeship Program

OAI as Sponsor

- All the DOL Apprenticeship red tape is already done.
- Employer can choose customized parameters for their apprenticeship to fit their situation.
 - Competency levels – performance benchmarks
 - Pay rates (and approx. hours per week)
- Employer responsibilities:
 - Mentorship and periodic reviews with employees and share the review results with OAI
 - Graduated pay scale if the employees meet the benchmarks



Apprenticeship Program FAQ

- **How long is the apprenticeship program?**
We are competency-based program. You will decide when and whether your apprentices meet the benchmarks you set up at the beginning. OAI will provide case management, supportive services, and career coaching for around 2 year.
- **Is there a probation period?**
There is a 90-day probation period before they are officially hired as your employees.
- **How is apprenticeship different from other types of work-based training models?**
Apprenticeships are jobs. Apprentices earn wages from their employers during training; Apprenticeship programs provide on-the-job learning (at the employer sites) and job-related classroom training (OAI will support RN tuition of \$3,000); Training results in an industry-recognized and portable credential.
- **What's the next steps if I am interested in participating?**
Contact OAI staff to complete a DOL Employer Participation Form, which simply states that you are a partner in this program and lists your potential wage scales for the apprentices.





Building Careers.
Changing Lives.

If you are interested or have any questions,
please contact:

Yvette Bell,

ybell@oaiinc.org,

(708) 283-5020

Or Xiaofan Liu,

xiaofanliu@oaiinc.org.



Career Pathways Resource

Mini-version is complete!

Full version to be released in coming weeks and includes:

Why Work in Health?—This section explains what affects people’s health and how different jobs can help.

Health Career Directory—A list of more than 130 different jobs across the health workforce. This section is helpful if you’re curious about different job options and want to learn more about their requirements, salaries, and outlooks

Career Pathway Guide—Eighteen examples of how you can move between different jobs and grow your career.

Worker Profiles—Stories of how real Chicagoans built their careers in health (website: video interviews)

Career Support Resources—Tools and resources from our partners to help you in your career journey



COMMUNITY ANNOUNCEMENTS

