



# Skills-Based Hiring and Apprenticeships

**Developing Workforce Pipelines and Making Them Stick**

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2024 Yakima County Workforce Conference: Untapped Talent

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Start



**No matter  
how slow  
you go,  
you are still  
lapping  
everybody  
on the couch.**

# Agenda

- Define Your Highest Need Role
- Who Are Your Partners
- Build Your Pipeline



# What are your hot jobs?



County	Occupation (SOC)	Total postings
Yakima County, WA	Registered Nurses	327
Yakima County, WA	Retail Salespersons	76
Yakima County, WA	Health Technologists and Technicians, All Other	75
Yakima County, WA	Medical Assistants	42
Yakima County, WA	Customer Service Representatives	39
Yakima County, WA	Fast Food and Counter Workers	37
Yakima County, WA	First-Line Supervisors of Retail Sales Workers	36
Yakima County, WA	Heavy and Tractor-Trailer Truck Drivers	33
Yakima County, WA	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	32
Yakima County, WA	Licensed Practical and Licensed Vocational Nurses	31

Define your highest need position

- Highest Number of Openings
- Trend for that Position
- Do we have High Turnover
- Does the Market Support



Yakima County Statistics August 2024

# Develop your Data Story (the work)...

- What is the story you are telling?
- What is the data you need to gather to satisfy the stakeholders you've identified?
  - Position Growth
  - Turnover
  - Demand Profile
  - Cost

# Provider & MA Growth

**60+ medical clinics and over 800 providers – in the Spokane, Colville, Chewelah and Lewiston area.**

	2012	2013	2014	2015	2016
APP	58	151	182	195	220
MD	199	266	307	350	382
<b>Total</b>	<b>257</b>	<b>417</b>	<b>489</b>	<b>545</b>	<b>602</b>

## MA Growth

2012 – 103  
2013 – 180  
2014 – 199  
2015 – 239  
2016 – 279





- Define Your Highest Need Role
- *Who Are Your Partners*
- Build Your Pipeline

# Internal and External Stakeholders

## INTERNAL STAKEHOLDERS

- C-Suite
- Directors
- Managers/Operators
- Operators
- Workforce/Trainers

## EXTERNAL STAKEHOLDERS

- Education Partners
  - Think outside the box – technical schools, alternative colleges, programs outside educational institutions
- WorkSource Partners
  - Data, analytics, workforce

### Because you will need:

- Recruiters
- Trainers/Preceptors
- Communications
- Leaders



# Engaging others in the solution

Work with subject matter experts to test your theory. What is their view on the workforce issues you are facing?

# How Are You or Your Teams Building Relationships



# What Are The Advantages?

- Committed to your community
- Bettering education programs
- Willingness to commit personal time
- Hear things first
- Sharing your struggles with industries workforce
- Resources for solutions



- Define Your Highest Need Role
- Who Are Your Partners
- Build Your Pipeline

# Solution

## Solve with Viable Pipelines

- Recruiting Strategy
  - Education Partners
  - Community Partners
- Training Options
  - External
  - Internal
  - Timelines, Requirements

- Build Sustainability
  - Timebound Agreements
  - Career Path Advancement

# Earn-To-Learn programs with Retention Agreements

## Learning:

Remove barriers by paying students to gain an education (student pay) and by paying for cost of the educational program “up front”... which, can be used to build retention and loyalty.



# Earn-To-Learn programs with Retention Agreements

## *Things to Consider...*


- Cost of Program per Student
  - High Cost/Longer Term Agreement
  - Low Cost/Shorter Term Agreement
- Market Considerations
  - Other programs that are similar in market area
  - Success of attracting applicants
- Reasonable for Student
  - Are we asking too much, too little?

Time-bound agreements


# Putting it all together

# Successful Pipelines

- Make the program replicable
  - What other positions in your organization would benefit from this program?
- At Providence:
  - Nurse Tech (Pre RN)
  - Medical Assistant
  - Certified Nursing Assistant
  - ESL – NAC Program
  - Phlebotomist



**Providence**



### Nurse Aide Training Program

The Nurse Aide Training Program highlights the basic healthcare knowledge and skills necessary for individuals who wish to obtain certification as a NAC in Washington State. It provides an excellent foundation for a variety of health care roles and specialties and will prepare students to provide compassionate, empathetic, and person-centered care.

**Course Overview**

- 5-week program includes:
  - 77 hours of classroom and hands-on skills training
  - 80 hours of clinicals at Sacred Heart Medical Center
  - Hospital Education Day including Infection Prevention and Safe Patient Handling
  - BLS certification through the AHA
  - Workplace Violence Prevention Training
  - Additional skills and didactic review days prior to competency exams
- Upon program completion, students will be eligible to take the written and skills competency exams required by Washington State. Skills tests will be completed in our own in-facility test center.

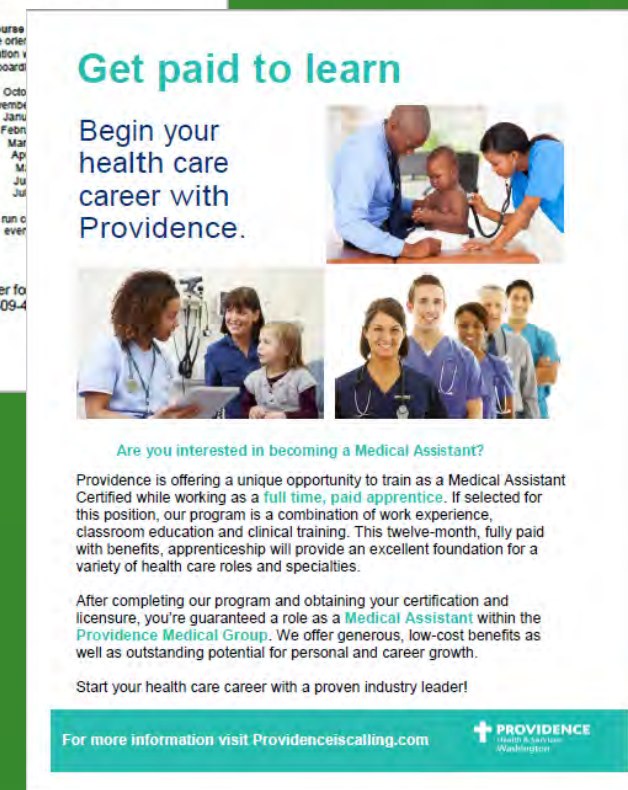
**Upcoming Courses**

New employee orientation  
Didactic education & orientation/onboard

Octo
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\*Two cohorts run c  
ever

To learn more about the program and to register for Providence.org/HealthTraining or call 509-4



## Get paid to learn

Begin your health care career with Providence.




Are you interested in becoming a Medical Assistant?

Providence is offering a unique opportunity to train as a Medical Assistant Certified while working as a **full time, paid apprentice**. If selected for this position, our program is a combination of work experience, classroom education and clinical training. This twelve-month, fully paid with benefits, apprenticeship will provide an excellent foundation for a variety of health care roles and specialties.

After completing our program and obtaining your certification and licensure, you're guaranteed a role as a **Medical Assistant** within the **Providence Medical Group**. We offer generous, low-cost benefits as well as outstanding potential for personal and career growth.

Start your health care career with a proven industry leader!

For more information visit [Providenceiscalling.com](http://Providenceiscalling.com)





# Thank You!

Julie Orchard

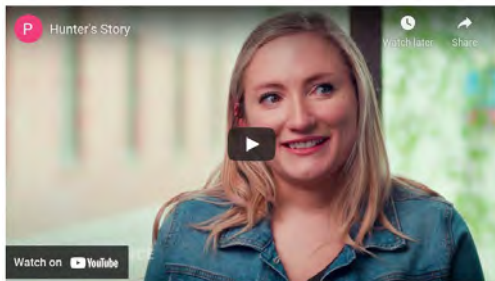
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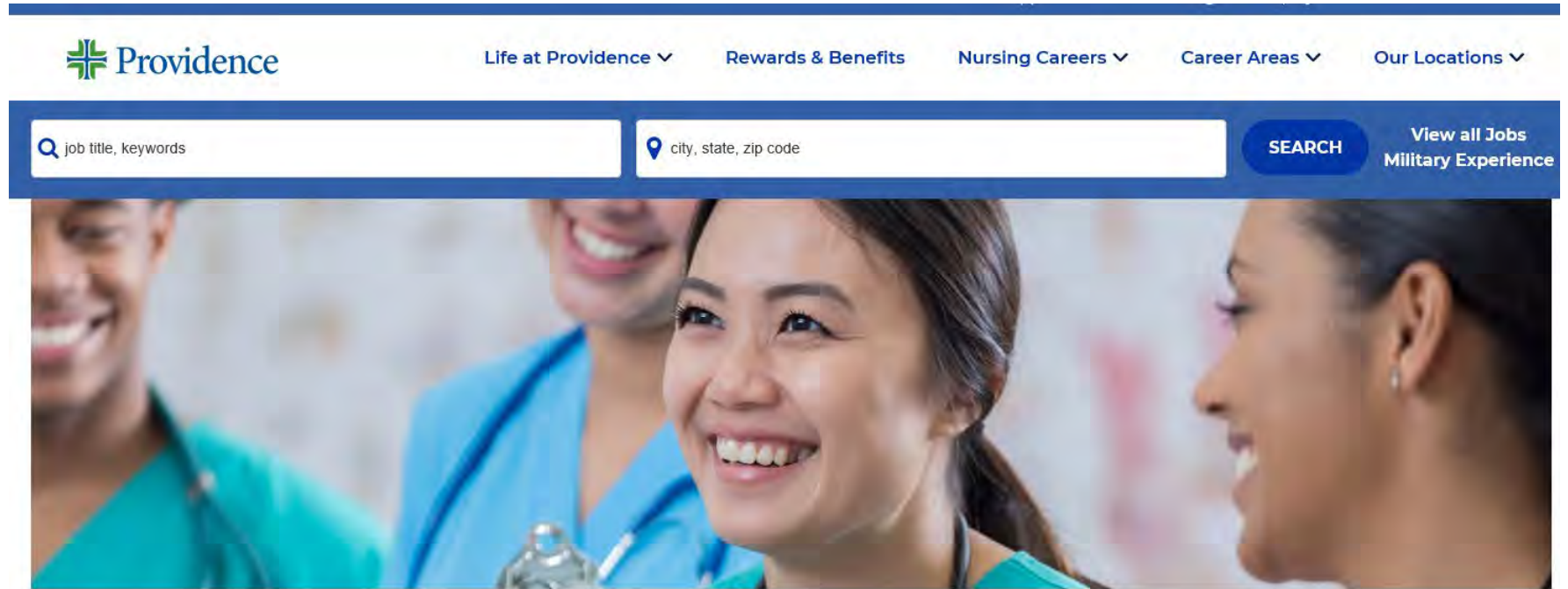
# Appendix

## 1st DOH – approved “Acute” NAC Training Site

- 2 teachers; 1 core leader
- Continuous cohorts of 10 students each
- 13-week paid program
- Approx. 120 students per year for our 3 primary hospitals in Spokane



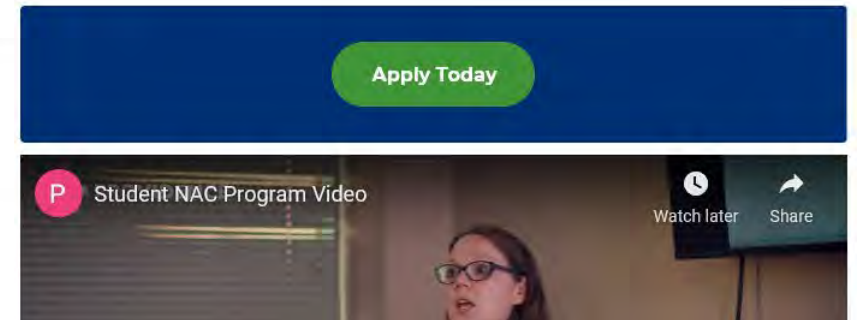
[Providence Jobs - Student Nursing Assistant \(providenceiscalling.jobs\)](#)



## Join our growing Certified Nursing Assistant Training Program and Get Paid to Learn

Our Student NAC Training Program is a unique introduction to a career in health care through Providence Sacred Heart Medical Center in Spokane, WA. Allowing participants to gain on-the-job work experience, classroom education and clinical training, this program accelerates your career and provides an excellent foundation for a variety of health care roles and specialties. Since our launch in early 2019, we've launched hundreds of new healthcare careers. Now, we are expanding the program with continuous cohorts of 10 trainees per group and looking to add more opportunities for you.

**Get hired as a Certified Nursing Assistant at  
Providence – The largest health care**





# MA Turnover...

Current State -Turnover/Attrition (Voluntary) for the month of December 2016				
Monthly Turnover	Monthly Attrition (Voluntary)	Monthly Retirement	Monthly 1st Year	Monthly 90 Day Turnover
2.10%	2.10%	0.53%	4.20%	7.9%
Annualized Projected Turnover	Annualized Projected Attrition (Vol)	Annualized Projected Retirement	Annualized Projected First Year Turnover	Annualized Projected 90 Day Turnover
11.92%	9.70%	0.83%	25.18%	15.54%

PMG MA Population as of 1/30/2017 – 274  
(254.5 FTE)

Annualized Projected Turnover (current  
population) - 33

- MA Position Category has **25% 1<sup>st</sup> year turnover.**
- This is an area we need to work on targeted improvement due to impacts on provider productivity and costs to the business.

# Supply – Spokane Area MA Programs



MA Program (Source)	MA Classes & Volumes	Total potential graduates
<b>Carrington College (\$15k)</b>	Continuous Wheel program with new STARTS every 6 weeks. 20-30 students each new start cycle.	28-30 every 6 weeks (8 per year @ 78% completion rate) = up to 187 per year
<b>SCC – Spokane (\$6k)</b>	Quarterly Cohorts in Spring, Summer and Winter (distance ed program).	16 – March starts 30 – June starts 16 – Dec Starts (90% completion rate) = up to 56 per
<b>Total MA Students Annually – up to 243</b>		

# Can you define your outcomes?

- What are expectations of stakeholders?
- Do you have a problem statement you agree on?
- Do you have specific goals/targets?
- What can be barriers to implementation?
  - Financial
  - Attitudinal
  - Structural

## Learning...

Take the time to complete full research with your community partners and current offerings in the market. It informs everything else.

Example(s): local Community College; WACH; high schools & tech programs; work source.



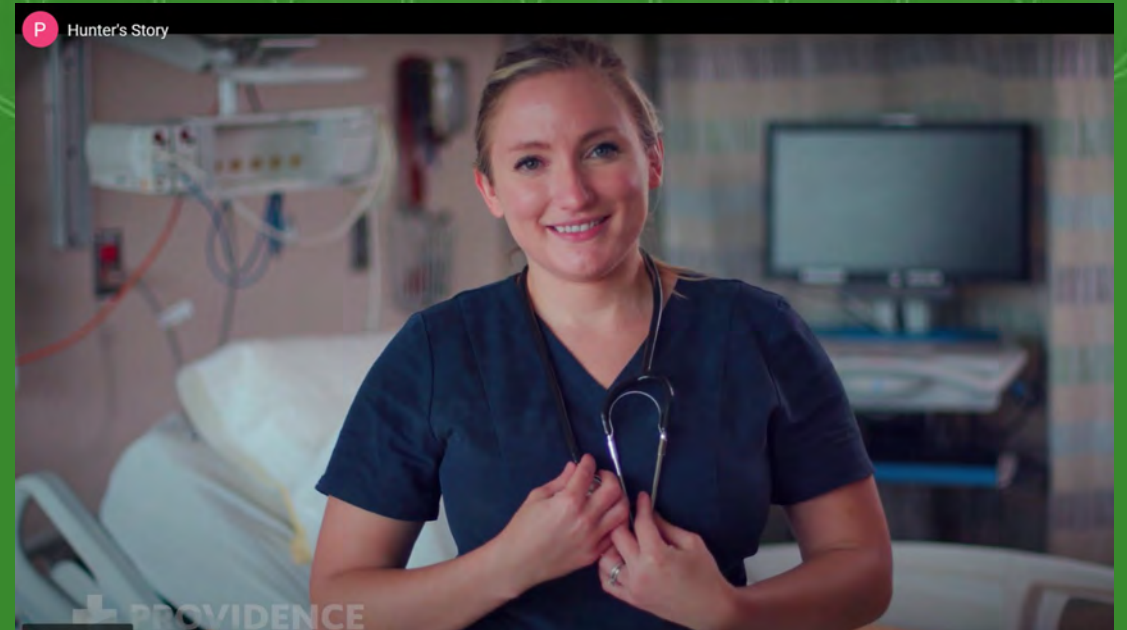
# MA Apprentice (2017 Pilot of 8)

## 1yr cost

MA Apprenticeship Program (cohort of 8; 4 PMG & 4 K-12 NEWTECH)		
<b>Up Front Costs</b>		
Action	Cost	Comments
Recruitment	\$ 1,000.00	Events, marketing materials, brochures
8 Apprenticeships - First 8 weeks	\$ 36,608.00	New Hire & Clinic Orientation, prior to MA-R \$11.00/hr (320 hrs per apprentice) x 1.3 markup for benefits = \$4,576 per apprentice
8 Apprenticeships - Second period (18 weeks)	\$ 82,368.00	1st productive period (apprentice) \$11.00/hr (720 hrs per apprentice) x 1.3 markup for benefits = \$10,296 per apprentice
8 Apprenticeships - Third period (week 27-52)	\$ 139,200.00	2nd productive period (apprentice) \$12.87/hr (1040 hrs per apprentice) x 1.3 markup for benefits = \$17,400
8 MA Coaches Premium pay	\$ 16,000.00	\$1 / hour differential 2,000 hrs per apprentice @ \$1.00 / hr differential
Educational Program Cost (WACMHC)	\$ 30,000.00	3,750 per person
<b>Total Up Front Costs</b>	<b>\$ 305,176.00</b>	
<b>Benefits and Cost Avoidance</b>		
Action	Cost	Comments
8 Apprentice Labor offset	\$ 221,568.00	
<b>Total Benefits and Cost Avoidance</b>	<b>\$ 221,568.00</b>	
<b>Return or (cost)</b>	<b>\$ (83,608.00)</b>	
<b>Offsets (1 yr)</b>		
Labor Cost Reduction (avg vs entry)	\$ 32,280.00	\$4,035 each in 1st yr labor cost avoidance avg vs entry
Days to Hire / Vacancy Rate Offset	\$ 61,141.00	103 days to hire (2017 avg) - compare 60 days to MA-R productivity vs. 103 days to hire (43 days offset @17.09 avg x 1.3 fully loaded)
90-day turnover reduction (improve by one in cohort of 8)	\$ 10,241.00	Cost of turnover reduction @ 25% of annual rate (training + vacancy + acquisition cost)
	<b>\$ 103,662.00</b>	
<b>Cost less offsets</b>	<b>\$ 20,054.00</b>	

Be ready to scale the size and scope of your pipeline up or down.  
Have a pilot with less students as an alternative in your back pocket.

# VIDEO Evidence



# Appendix



## What is YOUR Hot Job? (Identify one: \_\_\_\_\_)

- What position has the highest number of openings?
- How many of these positions do you currently have?
- Has the number of positions needed inside your organization grown over the past 3-5 years?
- What projections in retirement in this role are you seeing?
- What is the position you need to address?

### **Problem Statement:**

There are not enough trained MA-C's available in the market to improve patient access and provider productivity concerns.

A new pipeline is needed to augment current practices and improve retention of MA-C's we are investing in.