

VALUE REPORT

Workforce Innovation

Building our regional healthcare workforce

June 2024



Workforce Innovation at The Health Collaborative

Our Work

Workforce Innovation brings together employers, educators, and community partners to build, align, and promote in-demand healthcare career programs and pathways. We do this by identifying and addressing barriers to expand access to and success in earning in-demand credentials; providing and supporting quality healthcare career exploration and work-based learning opportunities; and collecting and analyzing regional workforce data to inform our efforts and priorities. For this reason, The Health Collaborative continues to be a sought-after partner for healthcare workforce development in the Cincinnati region.

Our Mission

To increase the size, diversity, and preparedness of our region's healthcare talent pipeline.

Our Guiding Principles:

- Be employer-led
- Map and promote youth and adult career pathways within the healthcare sector which are important to the region's economic growth and support workforce development
- Increase access to healthcare training and education programs for underutilized labor pools, such as youth, lower and middle-income incumbent workers, and unemployed and under-employed individuals
- Continue commitment to systemic and sustainable change within and across institutions
- Advance regional impact on workforce innovation

Our Motivation

With more than 13,000 healthcare workforce vacancies in the Cincinnati region, increasing the healthcare workforce has never been more important than it is today. To address this massive shortfall, Workforce Innovation at The Health Collaborative brings together the region's health systems and committed collaborative partners representing education, training, and community organizations in furtherance of our mission.







Our Impact

In serving as the region's Healthcare Industry Sector Partnership, we have secured more than \$1.2M in financial support, including 20% pass-through funding for our partners since 2022 to support developing and implementing priority workforce innovation initiatives, which are highlighted in this report.

Highlights

More Students Participated in Valuable Career Exploration Events

The Health Collaborative’s signature career exploration programs allow students to explore a variety of healthcare professions. Nearly 1,000 students participated in TAP Health experiences in the last year, the largest number to date.

		
<p>The TAP Health Summer Academy offers TAP MD, TAP RN, and TAP HC which, respectively, help high school students explore careers as a physician, registered nurse, or allied health professional.</p> <p>In 2024, 26 unique events were held at 20 different sites. Forty-six percent (46%) of students were racially and ethnically diverse, including 18% from backgrounds typically underrepresented in medicine and healthcare.</p> <div data-bbox="146 976 535 1228">  <ul style="list-style-type: none"> 90 students 34 local high schools 46% diversity 40 careers explored 20 organizations </div> <p>Since its beginning, 750 students have participated in TAP Health</p>	<p>The Health Collaborative’s annual career expo is the region’s only healthcare-focused career exploration event.</p> <p>High school students connect directly with regional healthcare organizations and educators to explore a wide range of in-demand healthcare professions.</p> <p>More than 800 students participated in 2023, the largest turnout to date</p> <div data-bbox="625 976 998 1228">  <ul style="list-style-type: none"> 40 exhibitors 6 panelists 28 school districts & career campuses 8 colleges & universities 7 health systems 21 healthcare employers </div> <p>86% of students say they are more excited about working in healthcare after attending this event</p>	<p>TAP Remote is a free and easy way for students to explore healthcare careers online. More than 25 recordings are available on the Health Collaborative’s Vimeo channel.</p> <p>In 2023, the program added ten more educators who shared these programs in their classrooms, bringing the total to 40 educators across the region.</p> <p>40 students have completed TAP Health Remote so far</p> <div data-bbox="1177 997 1396 1207">  </div> <p>Use this code to visit our TAP Remote Online Video Library</p>

2024’s TAP Health Summer Academy included six new events, two bonus surgery events, and two imaging-based events. It also inspired Kettering College to invite a group of students to visit their college in the fall, as well as for the college to participate in HealthFORCE later this year.

Testimonials

“This is such a fantastic opportunity for young people. I wish there had been something like this when I was in high school as I would have known that I wanted to pursue nursing.” - Rodrigo Soriano Sanjuan, UC College of Nursing Class of 2025

“I wanted to express my gratitude and appreciation for organizing such an amazing, diverse, and professional TAP MD program. Every single one of our excursions was phenomenal, allowing us to witness the work of physicians at a level that most people never experience until medical school. I was truly impressed by the quality of the program, and I thank you deeply for inspiring me to continue working towards a career in medicine.” – Alexander Olegnowicz, High School Student, Class of 2025

Regional Career Exploration Collaborative

Launched in March 2023, The Health Collaborative’s new Regional Career Exploration Collaborative (RCEC) is tasked with building and operating more quality healthcare career exploration programs for middle and high school students. RCEC already has made tremendous accomplishments based on developing a new approach to scaling career exploration opportunities. This new strategy has already created tremendous results including the following.



Awarding 6 partner organizations a total of \$22,300 in micro-grants, to create and enhance quality healthcare career exploration programs that will serve nearly 500 students. [See the impact of one of the micro-grants here.](#)



Compiling and distributing a comprehensive [Career Exploration Guide](#) to more than 350 teachers, counselors, and administrators - and 800+ high school students.



Co-creating with Cincinnati State Technical Community College a week-long healthcare scrub camp that showcased healthcare careers to 50 students from area career technical centers.

“This is a fun way to introduce students to the idea of educational career pathways in healthcare. There is a desperate shortage of healthcare workers, and we want the healthcare workforce of the future to better reflect the community that it serves. These camps allow a quick introduction at this age. We wouldn’t be able to do this without The Health Collaborative.” - **Sean Kelley, Director, Greater Cincinnati STEM Collaborative (microgrant recipient)**

New Data Dashboard – A First for the Region Empowering Informed Decision-making around DEI Efforts

As identified in The Health Collaborative’s Community Health Improvement Plan, regional healthcare workforce leaders agreed upon the desire for a more robust, healthcare data dashboard with a clear view to workforce diversity. To meet this need, in November 2023 Workforce Innovation launched a new, publicly available [Healthcare Workforce Data Dashboard](#) with a groundbreaking feature: diversity data within the local healthcare workforce.

Powered by The Health Collaborative’s workforce report and JobsEQ, a national labor market analytic tool, the public can now assess the current state of equity and diversity in our region’s healthcare sector and track the progress of achieving a healthcare workforce that is reflective of our community. The data also provides partners with a vital tool for strategic planning and pursuing funding opportunities for workforce innovation. The Dashboard is being refreshed with updated data quarterly.

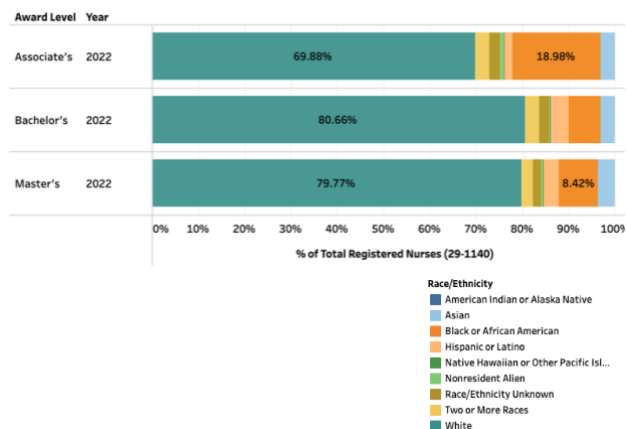


Table at right: Post-Baccalaureate Nurse Practitioners – Annual Percentage of Awards by Race/Ethnicity & Degree Attainment.
Source: Healthcare Workforce Data Dashboard

“In-Demand Jobs Week” Campaign

In May, The Health Collaborative participated in Ohio’s In-Demand Jobs Week by highlighting the most in-demand healthcare careers in the Cincinnati area. [The top 10 career profiles](#) were shared broadly with schools and on social media and healthcollab.com/workforce.

Building a More Robust Nursing Pipeline

Nurses represent more than 20% of the healthcare workforce, however, there simply aren’t enough students graduating with nursing credentials. To fill this gap, The Health Collaborative has been working with regional and state partners to expand access to nursing programs and promote nursing career pathways, especially to racially and ethnically diverse student populations.

- More than 100 education and workforce leaders from across Ohio participated in our statewide Healthcare Education and Workforce efforts in 2023 to advocate for smarter regulations, share innovative practices, and pursue resources.
- Working in partnership with Cincinnati State, we attracted a \$1.5M Hamilton County ARPA to expand their LPN and RN programs to serve up to a total of 100 more students per year. The project is being supported in whole or in part by federal award number 21.027, awarded by Hamilton County, Ohio by the U.S. Department of the Treasury.

Increasing Healthcare Workers’ Resiliency

With funding from the Ohio Industry Sector Partnership grant, The Health Collaborative created the Resiliency Initiative for Skills and Empowerment (RISE), a full-day session offered at no cost, designed to provide healthcare employees with skills that help them manage and overcome the challenges and stress of working in healthcare. More than 200 regional healthcare employees attended 10, day-long sessions. 96% of attendees found the training and materials valuable and applicable to their jobs in healthcare.

Medical Assistant Apprenticeship Programs Help Fill a Critical Gap

Our region has been experiencing a critical shortage of Medical Assistants. To help fill this gap, Workforce Innovation built and launched its registered Medical Assistant Apprenticeship Program in 2021 in partnership with Cincinnati State. To date, Mercy Health, TriHealth, UC Health, and Cincinnati Children’s have used this program to build their workforce. The Health Collaborative continues to work with partners to grow this program, year over year in terms of cohorts offered, apprentices served, and apprentices who complete the program. Thirty-eight new apprentices started the program in 2023 and 21 started in early 2024. The program participants’ first-year turnover rate is just 13.7%, compared to the system’s total first-year Medical Assistant turnover rate, which is nearly 50%.

Increasing Opportunities for Students and Adults to Explore Healthcare Careers

Workforce Innovation partnered with regional employers and state entities to grow the workforce pipeline by hosting and promoting job and recruitment fairs. In July 2024 we are hosting our second Medical Assistant Apprenticeship Recruitment Event in partnership with Cincinnati State, Cincinnati Children’s, Mercy Health, and UC Health. In October, we are expanding our HealthFORCE event to include an adult healthcare career exploration and hiring expo, the first of its kind for this region.

Workforce Innovation Partnership Meetings Foster Collaboration and Align Efforts

The Health Collaborative regularly convenes regional and state partners to move healthcare workforce innovation forward. This approach has led to the implementation of many new initiatives, creating systemic change, and positively impacting the healthcare talent pipeline. Our affinity groups include:

- **Workforce Advisory Council** – Bimonthly meeting with member health systems, community-based organizations, and workforce and education partners.
- **Ohio Healthcare Education & Workforce Leaders** – Quarterly meetings with healthcare education and workforce leaders from across the state to share best practices, identify and address barriers, and promote public policy and investment recommendations, all to strengthen Ohio’s healthcare workforce systems.
- **Ohio Healthcare Workforce Collaborative** - Convenes healthcare associations and workforce peers from across the state monthly to champion innovative strategies, policies, and scalable solutions to Ohio’s most pressing healthcare workforce needs, recognizing that we can accomplish more together.
- **Healthcare SuccessBound** - Annual event delivered in partnership with TechPrep to provide healthcare resources and updates to the region’s high school students, teachers, counselors, and administrators.
- **Chief Human Resource Officers** – Health system CHROs discuss priorities and align opportunities for collaboration.
- **Chief Nursing Officers** - monthly meetings connecting CNOs to current workforce efforts such as increasing the number of qualified nursing instructors and preceptors in the region.
- **Chief Diversity Officers** – Two to three meetings per year to collaborate and share ideas on building a workforce more representative of the communities it serves and to ensure all employees and future talent have equitable opportunities.

Staying Connected with the Community

Workforce Innovation is dedicated to being a good partner and representing our members’ interests throughout Greater Cincinnati. To achieve this, we actively participate in many healthcare and workforce advisory councils, boards, committees, and planning groups, including the following:

- Cincinnati Public School’s Healthcare Advisory Groups and Business Advisory Council
- Cincinnati State’s Nursing Advisory Council
- Cincinnati & Hamilton County Public Library’s Community Advisory Council
- Clermont, Butler, Hamilton Counties’ LinkedUp Business Advisory Council
- Great Oaks’ Healthcare Advisory Council
- NKY Works (formerly GROW NKY)
- Northern Kentucky College & Career Counselor Network
- Ohio Workforce Council’s Leadership Committee
- Scarlet Oaks Healthcare Advisory Council
- Sinclair Community College’s Strategic Planning
- SW Ohio Tech Prep’s Strategic Planning Group
- The Talent Collaborative’s Steering Committee and Founding Member
- UC’s Allied Health Colleges Diversity Liaison Committee
- Warren County’s Workforce Strategic Planning
- Workforce Council of SW Ohio Board of Directors

Awards and Recognition

The Health Collaborative's Workforce Innovation team was named a **Workforce Champion Award Winner** by the Workforce Council of Southwest Ohio. This award was given for exemplary collaboration and contributions to our region's workforce and employer community.

In June, Hope Arthur, Executive Director, and Jason Bubenhofer, Senior Manager at The Health Collaborative were interviewed by the Cincinnati Business Courier to discuss trends in healthcare workforce. [Read more here.](#)

2023-2024 Funding Partners

Workforce Innovation at The Health Collaborative is honored to be leading strategic initiatives made possible through nine grants totaling \$1.2M from the following funders.

- Apprentice Ohio Reimbursement Grant
- Butler County - ARPA Funding
- Cincinnati State - Hamilton County ARPA Medical Assistant Apprenticeship Grant
- Cincinnati State - Hamilton County ARPA Nursing Expansion Grant
- Health Path
- Southwest Ohio College TechPrep
- State of Ohio Industry Sector Partnership grants
- University of Cincinnati - Genentech
- Warren County - ARPA Funding

Event Sponsorships

The success of our TAP Health Summer Academy and HealthFORCE is possible due to our generous sponsors.

- Butler Tech
- Cincinnati Children's Hospital and Medical Center
- Cincinnati State Technical Community College
- Great Oaks
- Hamilton County Educational Service Center
- Health Care Management Group
- Life Center Donor Network
- Sinclair Community College
- Southwest Ohio Tech Prep
- University of Cincinnati Area Health Education Center