

VALUE REPORT

Workforce Innovation

Building our regional healthcare workforce

December 2024



Workforce Innovation at The Health Collaborative

Our Mission

With more than 12,000 healthcare workforce vacancies in the Cincinnati region, we continue to focus on our mission of increasing the size, diversity, and preparedness of our region's healthcare talent pipeline. As a result of our efforts, Workforce Innovation at The Health Collaborative has become the go-to organization for healthcare workforce innovation in Ohio. Our growing efforts involve hundreds of collaborative regional and statewide partners representing employers, workforce, education, training, and healthcare and community organizations in furtherance of our mission.

Our Approach



We **convene** more than 70 regional and statewide entities to learn and share best practices



We **partner and collaborate** with more than 350 individuals to address specific healthcare and workforce issues



We **advocate for systemic change**, creating a cohesive voice and increasing our regional and statewide impact



We provide and support increasing opportunities for participating in **quality healthcare career exploration**



We **build education pathways** to increase access and improve success rates in pursuing healthcare careers and credentials



We **attract funding** to support workforce innovation efforts and provide seed funding to partners



We are a **job seeker resource**, connecting healthcare job seekers to real-time healthcare job postings on our website



We emphasize **job quality** by co-creating and sharing best practices to enhance and improve employee retention and growth



We collect, analyze, and share **actionable healthcare workforce data** through our online data dashboard
















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 professionals.</p> <p>The 2024 Academy included 26 unique events. 60% of the students attended events beyond their selected program. 46% of students were racially and ethnically diverse, including 20% from backgrounds typically underrepresented in medicine and healthcare.</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;"> 80 students</div> <div style="text-align: center;"> 32 local high schools</div> <div style="text-align: center;"> 46% diversity</div> </div> <div style="display: flex; justify-content: space-around; align-items: center; margin-top: 10px;"> <div style="text-align: center;"> 40 careers explored</div> <div style="text-align: center;"> 20 organizations</div> </div> <p style="text-align: center;">Since its beginning, 750 students have participated in TAP Health VIEW THE WRAP-UP REPORT</p>	<p>More than 1,000 people joined us at HealthFORCE, our annual career expo and the region’s only healthcare-focused career exploration event.</p> <p>More than 850 high school students connected with 120 regional healthcare employers and educators to explore a wide range of in-demand healthcare professions. In addition, more than 30 job seekers attended HealthFORCE Boost.</p> <p style="text-align: center;">Our largest turnout to date:</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;"> 45 exhibitors</div> <div style="text-align: center;"> 5 panelists</div> <div style="text-align: center;"> 26 school districts & career campuses</div> </div> <div style="display: flex; justify-content: space-around; align-items: center; margin-top: 10px;"> <div style="text-align: center;"> 8 colleges & universities</div> <div style="text-align: center;"> 7 health systems</div> <div style="text-align: center;"> 21 healthcare employers</div> </div> <p style="text-align: center;">86% of students say they are more excited about working in healthcare VIEW THE WRAP-UP REPORT</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>We continue to add and share more virtual opportunities and their recordings and to promote these options to educators across the region.</p> <p style="text-align: center;">VISIT OUR TAP REMOTE ONLINE VIDEO LIBRARY</p> <p style="text-align: center; margin-top: 20px;">NEW FOR 2025!</p> <div style="text-align: center;"></div> <p style="text-align: center;">YOU BELONG IN HEALTHCARE:</p> <p>A virtual event for future healthcare professionals from underrepresented backgrounds in medicine</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.

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. The group of partners from high schools, colleges, and healthcare employers met quarterly in 2024 to share best practices and what each organization is doing in the career exploration space. RCEC already has made tremendous accomplishments based on developing a new approach to scaling career exploration opportunities. This has 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 served 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 Cincinnati State Technical Community College’s week-long healthcare scrub camp that showcased healthcare careers to 50 students from one area career technical center.

“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 (micro-grant 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, Workforce Innovation launched and promoted 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.

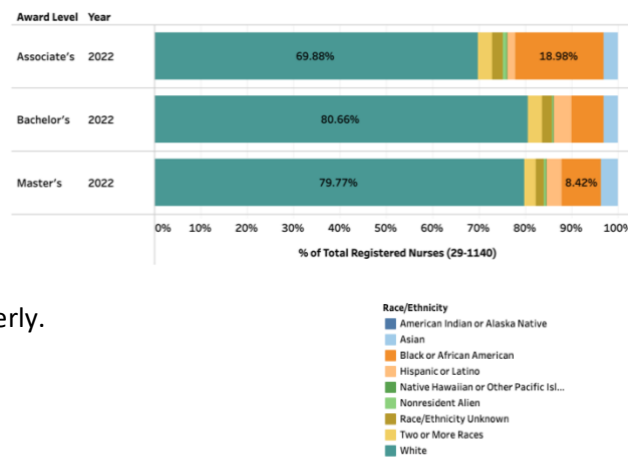


Table at right: Post-Baccalaureate Nurse Practitioners – Annual Percentage of Awards by Race/Ethnicity & Degree Attainment.
Source: Healthcare Workforce Data Dashboard

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 2024 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.
- During 2024, The Health Collaborative brought together nursing pipeline educators from our regional programs and our members' Chief Nursing Officers to identify and implement strategies to grow and retain our region's nursing education workforce and clinical preceptors. One result of this work includes The Health Collaborative launching a Clinical Faculty Academy for newer educators and a Nursing Preceptor Academy to upskill current nursing workforce in 2025.
- Introduced The Nurse Manager Academy, the inaugural year-long program designed to support nurse health and well-being, decrease RN vacancies/increase retention, and help to support & establish a healthy work environment.
- Coordinated requested 2,736 nursing students shifts through the Central Clinical Placement System, totaling 204,109 hours across our member hospitals.

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 49 started in 2024. The program participants' first-year turnover rate is just 13.5%, compared to the system's total first-year Medical Assistant turnover rate, which is nearly 50%.

"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.

Increasing Opportunities to Connect to 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 hosted our second Medical Assistant Apprenticeship Recruitment Event in partnership with Cincinnati State, Cincinnati Children's, Mercy Health, and UC Health. In October, we expanded our HealthFORCE event to include an adult healthcare career exploration and hiring expo, the first of its kind for this region, which served 30 adult job seekers.

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** – Bi-monthly 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.

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:

- Catholic Inner-City Schools Education (CISE) Business Advisory Council
- 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
- Great Oaks’ Healthcare Advisory Council
- Greater Cincinnati Business Advisory Council
- Mental Health and Addiction Advocacy Coalition
- NKY Works (formerly GROW NKY)
- Northern Kentucky College & Career Counselor Network
- Ohio Workforce Council’s Leadership Committee
- River City School District Network
- Scarlet Oaks Healthcare Advisory Council
- Sinclair Community College’s Strategic Planning Group
- 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 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

Funders

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
- HealthPath Foundation of Ohio
- Southwest Ohio College TechPrep
- State of Ohio Industry Sector Partnership grants
- University of Cincinnati - Genentech
- Warren County - ARPA Funding

Leading strategic workforce initiatives across 9 grants

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 Career Campuses
Hamilton County Educational Service Center
Health Care Management Group
Interact for Health
Life Center Donor Network
Sinclair Community College
Southwest Ohio College Tech Prep
University of Cincinnati Area Health Education Center