



**RHODE
ISLAND**

RI HEALTH AND HUMAN SERVICES WORKFORCE 3rd ANNUAL SUMMIT

Wednesday, May 29, 2024

Rhode Island Workforce Summit

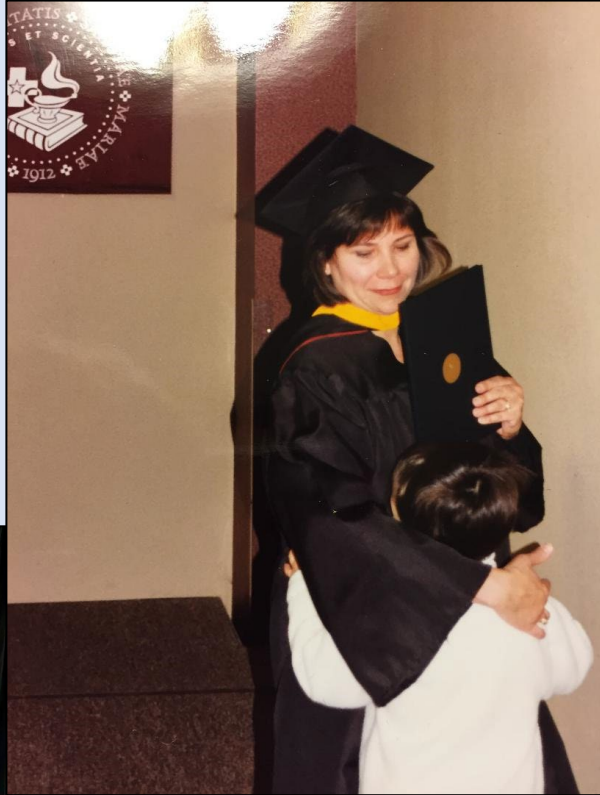
Many Roads to Health Careers: Pathways for working adults, out of school youth, and students

Laura Beeth

May 29, 2024



My Education Journey



"I learned early that life, education, and vocation are like roadmaps. We may have a destination in mind and even a plan, but on our journeys, there will be many detours, with on-ramps, off-ramps, accidents, and no-traffic zones. The journey won't be easy for most of us, but I believe we are put on this earth with a greater purpose. We preserve, overcome obstacles, and see the best in people and the situation, and share our gifts and talents. We make the world, and our community, a greater place for all!" Laura Beeth

Work History

- 1980-92: Worked in Clinic and Hospital Operations – Primary and Specialty Care including occupational medicine. Opened first Urgent Care Center.
- 1993-95: Worked as a Healthcare Consultant, hospital/clinic acquisitions and practice management.
- 1995-2023: Opened/Developed Career Center/Workforce Development/Job Transition/Disability Placement/Free Healthcare Clinic.
- Executive VP over Talent Management, Acquisition, Workforce Partnerships, Staffing/Academic/WD..)
- Numerous boards/legislative committees.
- Earn and Learn Programs/White House Project



Healthcare labor shortages: Nothing short of drastic

In Minnesota alone, healthcare employers are predicted to have a shortfall of more than 5,000 registered nurses each year—the most extreme shortage across all career fields and industries. Among the broader range of healthcare workers—such as medical and nursing assistants, mental health providers, information technology professionals, lab and imaging technicians, respiratory therapists, and employees in housekeeping, nutrition services, security, and patient transport, just to name a few—the United States is expected to experience a shortage of 34 million by 2026.

About 30% of healthcare workers in the U.S. are considering leaving the profession and **60%** say the pandemic harmed their mental health, according to a recent Kabeer survey.

There are **23,000** open positions in long-term care settings in the U.S. and **78%** of nursing homes are limiting admissions due to insufficient staffing.

Rural health workforce shortages in Minnesota and around the country are at crisis levels.

Throughout the state, nursing vacancies **doubled** from 2,450 in 2009 to 5,587 in 2021, leaving **8%** of jobs unfilled, according to the Minnesota Department of Employment and Economic Development.

Throughout M Health Fairview hospitals and clinics, there has been a **60%** increase in job openings in the last year, while applications have decreased by **40%**. For every two open positions, only one person applies.

What's behind this trend? The answer is complex, but pressures include employee burnout, early retirement, personal health concerns, aging workforce demographics, and people increasingly desiring remote work opportunities rather than in-person clinic or hospital-based jobs. As people consider their job options, they may also be attracted to employers that initially offer higher wages than a nonprofit health system with a community service mission such as M Health Fairview can extend—but which may not offer long-term potential for growth.

Many of these issues have been exacerbated in recent years by the COVID-19 pandemic, and will be with us for years to come.

What does it mean to Minnesotans?

In order to provide the health care that Minnesotans need—especially considering the rising “age wave” that means more older people with more health concerns—it’s clear that local and regional healthcare employers must create critical talent pathways, both internally by developing and promoting staff members, and externally through new hires from the diverse communities we serve.

Anchor institutions such as universities, hospitals, and other nonprofit organizations play a vital role in their local communities and economies. A partnership between the University of Minnesota, University of Minnesota Physicians, and Fairview Health Services, the M Health Fairview healthcare system is deeply rooted in our community—and deeply committed to the health and wellbeing of all Minnesotans.

As the only health system in Minnesota that is part of the Healthcare Anchor Network (HAN), we commit to anchor institution philosophies, goals, and outcomes that better our communities. We are also part of the HAN Workforce Impact Commitment related to local hiring, career pathways, diversity, equity, and inclusion commitments; and family-sustaining wages. As a leader in this effort, our organization has been widely recognized by the Minnesota Hospital Association, the U.S. Department of Labor, and the White House for best practices in workforce development.

But as the need for healthcare workers grows, how can we must—and can—do more.



“When we invest in people, they see our commitment, and they advance their dreams and goals.”

Laura Beeth
Vice President of Human Resources-
Workforce Partnerships
Fairview Health Services

Beeth serves as the chair of the Governor's State Workforce Development Board, the Minneapolis Workforce Development Board, and the Healthcare Minnesota Partnership Council. She is invited to speak regularly around the country and internationally on health care pathways and best practices.



Youth Pipelines - Scrubs Camp

Scrubs Camp is a summer youth camp that forges a pipeline connecting middle school and high school students from underserved populations to careers in healthcare.

- 50% of Scrubs Camp students receive scholarships.
- Sponsor students for Scrubs Camp and provide guest speakers.

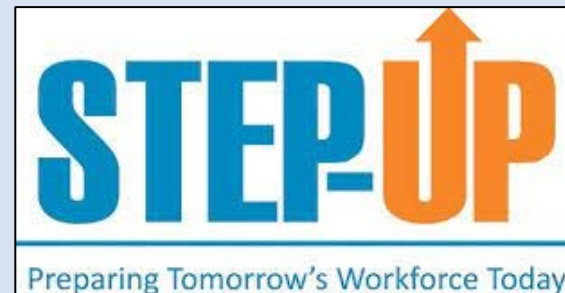


Youth Paid Pipeline Example- STEP-UP/Achieve TC

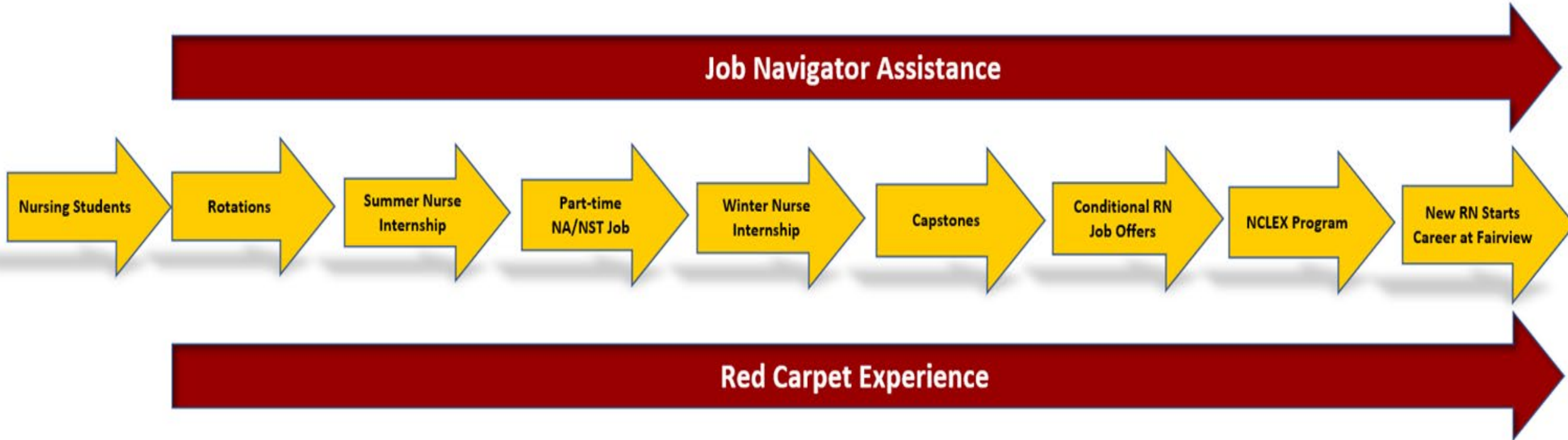
STEP-UP Achieve connects Minneapolis and St. Paul youth ages 16-21 with paid internships.

Contributions through:

- Mock interviews
- Employer panels
- Connect and mentorship
- Best practice sharing
- Annual internship commitments
- Sponsorships



Clinical Rotation Example - Nursing Student Progression



Inclusive, Local Hiring

- Dedicated Resources to work on longterm workforce initiatives.
- Increased Earn & Learns (Apprenticeships, Dual Training, and Sponsorships).
- Launched internal programs such as a Nursing Assistant program.
- Increased numbers interns (Secondary and postsecondary...).
- Continued intentional partnering to advance funding strategies to support and fund education and job pathways (philanthropy, gov. grants, community-based grants).
- Enhanced partnerships with local and state government (Healthcare month hires with State, local workforce events, State agencies and state grants).
- New community partnerships.
- Increased employee referrals of international family/friends in U.S. seeking training and jobs.

HIGHLIGHT

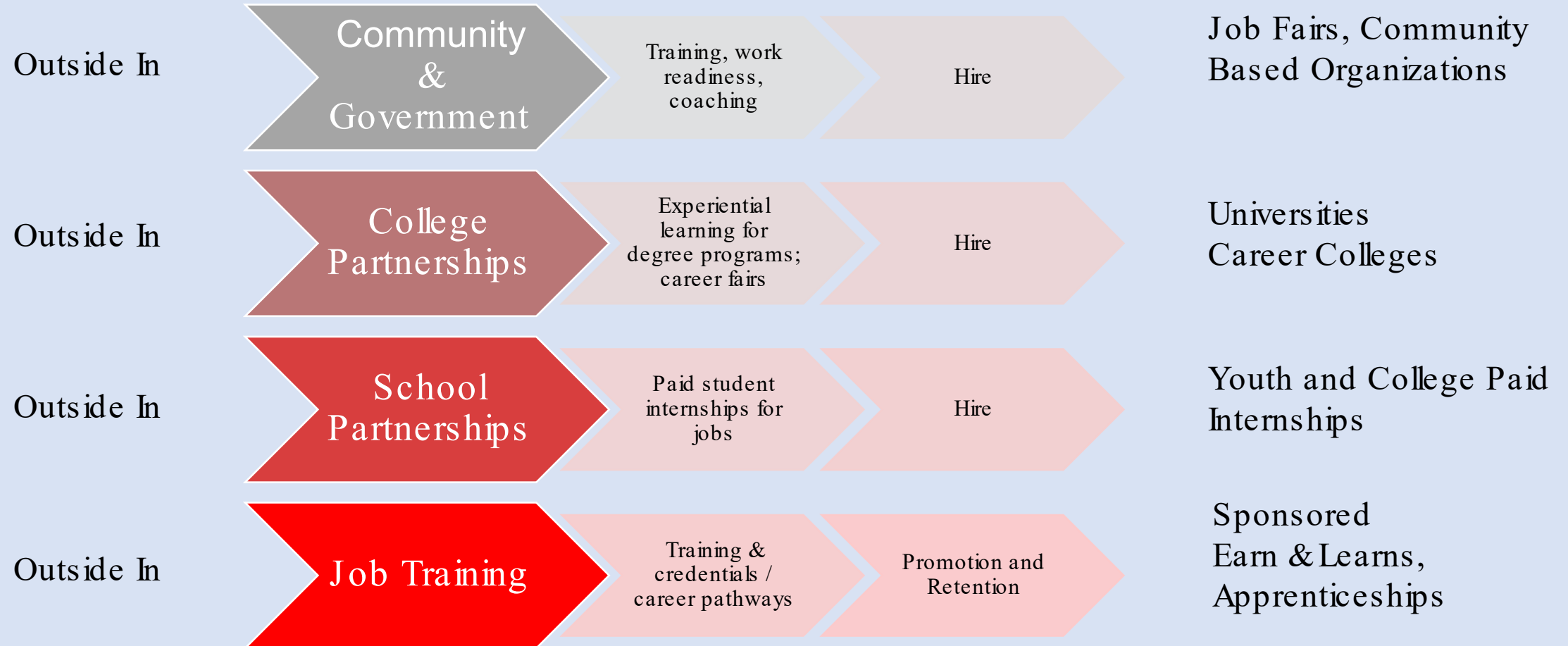
HAN Co-Author
Healthcare Anchor
Network “Principles for
Workforce Development
& Inclusive, Local Hiring
Commitment”

Supports access to
family-supporting
employment to foster
economic security,
improved health and
well-being, and stable
thriving communities.

Outside In and Inside Up

Strategies

Examples





hired

Community Partner Example

Job Navigators supporting talent sourced from community partners. Services include wrap around support, infrastructure, and onboarding for frontline employee success

<https://www.hired.org/about-us>



hired

Internationally Trained Healthcare Professionals Services

Are you an Internationally Trained Healthcare Professional needing assistance to translate your credentials to similar career? Hired can help internationally trained health care workers on their way to employment.

Key Services:

- ❖ Career Coaching and Counseling
- ❖ Career Readiness Workshops with Prosperity Ready
- ❖ Degree Translation Services
- ❖ Assistance to transfer international transcripts
- ❖ Funding to assist with additional required training or coursework
- ❖ Support Services Funds available to unexpected expenses or emergencies, or connect them with other agencies
- ❖ Job Search Assistance

Eligibility Requirements:

- ❖ Must be at least 18 years of age, and:
- ❖ Resident of Minnesota
- ❖ Have been licensed for same or similar work in their country of origin,
- ❖ Seek to re-enter the healthcare workforce requiring a post-secondary degree, diploma, or certificate for licensure and obtain professional licensure to do similar work in Minnesota



Frontline Earn and Learn Program Examples

OR RN Training
Program

RN to BSN
Apprenticeship
Program

Medical Assistant
Apprenticeship
Program

Surgical
Technologist
Apprenticeship
Program

The Winter and
Summer II
Internship Programs

Nursing Assistant
Training Programs

Nursing Station
Technician Training
Programs

OnTrack Nursing
Assistant Training
Program

Other Paid
Internships (Finance,
Medical Records,
etc.)

The Winter and
Summer Nurse
Internship Programs

Masters of Health
Care Administration
Fellows and
Residents

EMT to Paramedic



Apprenticeship Benefits

Earn and Learn - Recruit, Train and Retain a Highly Skilled and Diverse Workforce

EMPLOYER

- Build and shape their workforce
- Increase diversity
- Recruitment tool
- Workers produce as they train
- Retain/transfer organizational knowledge
- Impact retention

APPRENTICE/WORKER

- Employment
- Job training
- Wages increase with progress
- Master in-demand skills
- Nationally recognized credential
- Registered Apprentices are G.I. benefit eligible

COMMUNITIES/STATE

- Uplifting communities
- Pathway to middle class
- Safe and quality training for workers
- Vibrant economy

Contingent Workforce

Are you strategically working with your contingent workforce to pipeline talent.



Publication Examples

ROUNDTABLE: WORKFORCE DEVELOPMENT



STRATEGIC DEVELOPMENT OF THE NURSING WORKFORCE

Nurses make up the largest segment of the healthcare workforce and have the potential to drive the healthcare industry's evolution. To meet the demands of an increasingly value-based care environment, today's nurses must possess a similarly evolved mix of knowledge, skills, education, and competencies.

Elizabeth Angeli, MSN, RN-BC, CHRP
 Vice President, Quality & Experience
 Care Foundation Hospital & Physician Group
 Minneapolis, MN

Laura Beeth
 Vice President, Talent Acquisition
 Fairview Health Services
 St. Paul, Minnesota

STATE OF MINNESOTA
Proclamation

WHEREAS: Apprenticeships offer a gateway to the middle class, delivering opportunities for apprentices to "earn and learn" through structured, on-the-job training and to receive state or national credentials for achieving an occupational competency; and

WHEREAS: Apprenticeships in Minnesota are helping alleviate racial and gender disparities in Minnesota's workforce by providing more opportunities to women and communities of color; and

WHEREAS: Registered apprenticeship programs have seen an increase in the participation rates of women and persons of color from 13 percent in 2003 to 27 percent in 2015; and

WHEREAS: Apprenticeships are partnerships between industry, labor, education and government with a shared commitment of enhancing career opportunities for thousands of Minnesotans to compete in the 21st Century economy; and

WHEREAS: Minnesota recognizes organized labor's longstanding efforts and commitment to developing high-quality apprenticeship programs and highly-skilled workers, especially in the construction trades; and

WHEREAS: Participation in state-registered apprenticeships has increased more than 30 percent since 2000 with a record high 10,000 active apprentices in 2015; and

WHEREAS: Minnesota appreciates the commitment of industries to invest in their future workforce and the contributions apprentices make to our state's prosperity;

NOW, THEREFORE, I, MARK DAYTON, Governor of Minnesota, do hereby proclaim the week of November 2-8, 2015, as:

APPRENTICESHIP WEEK

in the State of Minnesota.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the Great Seal of the State of Minnesota to be affixed at the State Capitol this 23rd day of October.

Mark Dayton
 GOVERNOR

Steve Simon
 SECRETARY OF STATE



Laura Beeth, Fairview Health Services' director of talent acquisition, says Fairview is preparing registered apprenticeship programs to train medical assistants and surgical technicians. She was photographed in the lobby of the University of Minnesota's Children's Hospital at 2450 Riverside Ave. in Minneapolis. (Staff photo: Bill Klotz)

Apprenticeships could fill next-generation jobs
 By Todd Nelson @ June 9, 2017 7:02 am #0

With employers struggling to find qualified workers and job openings projected to grow into the next decade, apprenticeships — long associated with construction trades — may help companies recruit and train their own next-generation employees in a greater variety of industries.

Job openings — both new positions and vacancies created as workers retire or leave the workforce — are projected



CHAMPION | FAIRVIEW HEALTH SERVICES

CareerSTAT
 FAIRVIEW HEALTH SERVICES
 Minneapolis-St. Paul, Minnesota

BUILDING PIPELINES TO MEET FUTURE WORKFORCE NEEDS

Fairview Health Services is a nonprofit, integrated health system based in Minneapolis, MN. In partnership with the University of Minnesota, its 22,000-plus employees and 2,500 physicians embrace continuous learning to drive a healthier future. Fairview has operated its comprehensive Career Pathway Program since 1995 to encourage employees, residents, and local residents to develop their skills and careers in health care.

MAKING LEARNING AND CAREER ADVANCEMENT ACCESSIBLE
 Fairview makes learning and career advancement accessible by offering on-site learning opportunities, "earn and learn" programs like apprenticeships, academic and career counseling, mentoring and academic readiness programming. Fairview also participates in the Central Corridor College Fellows (C3 Fellows) Partnership that assists residents living along Minneapolis's Green Line Light Rail to start a health care career. The program provides low-income students with mentors, career coaching, and work experience, and many fellowships have often led to full-time jobs at Fairview.

LEVERAGING PARTNERSHIPS TO INCREASE IMPACT
 Fairview works with state agencies, workforce centers, education providers, and community organizations to develop the region and state's overall health care workforce. These organizations work together to develop health care career pathways and make health care training more accessible. These efforts have been particularly helpful in diversifying the region's health care workforce. As a result of its local hire initiative, Fairview has increased its workforce diversity by 5 percent at its largest hospital, University of Minnesota Medical Center.

MAKING EDUCATION MORE AFFORDABLE
 By growing scholarships, tuition reimbursement, and discounted tuition with partner institutions, Fairview is committed to making higher education more affordable for employees and area students. Fairview also supports frontline workers by offering sponsorship programs, help with educational expenses, and often provides tuition reimbursement.

2015 PROGRAM DATA
 • 130 entry-level frontline employees advanced their careers via promotion, hire, or raise.

250 frontline workers participated in skill and career development programs

- 79 direct health care trainees
- 28 C3 Fellows
- 54 City Lease, administrative or support health careers
- 25 dual training if employees
- 10 nursing careers or other licenses
- 100 made or began completing education

Inclusive, Local Hiring

Building the Pipeline to a Healthy Community

The Hospitals Aligned for Healthy Communities toolkit series

The Advisory Board Company

Paving Health Career Pathways to the Middle Class

How America's Health Care Employers and Educators Can Build Tomorrow's Entry-Level Workforce Together

Health Career Pathways Task Force Report, December 2016



Central Corridor Anchor Partnership
 Journal on Anchor Institutions and Communities

Central Corridor Anchor Partnership: Securing Regional Prosperity

Paul Pribbenow and Laura Beeth
 August 2017

Pribbenow, P.¹ and Beeth, L.² (in press). Central Corridor Anchor Partnership: Securing Regional Prosperity. *Journal on Anchor Institutions and Communities*, 33(4), 283-317.

¹ Paul Pribbenow is President of Augsburg College and Chair of the Central Corridor Anchor Partnership. ² Laura Beeth is System Director of Talent Acquisition at Fairview Health Services.

Apprenticeship and the Future of Nursing
 An Equity-Based Strategy to Address the Bachelor's Degree Gap

Dr. Paul Lewis, Mary Helen McCarty
 Last updated on September 09, 2017

Thank You - Discussion





Conversations 1

Room 306

Career Ladders to Somewhere

Room 305

Respect and Appreciation of Direct Care Workers: Walking the Talk

Room 304

Implementing Impactful DEI Initiatives in the Workplace

Room 303

Recruiting Untapped Talent

Conversations 2

Room 304

Supporting working adults to obtain higher education degrees and health professional licenses

Room 303

Hiring and supporting workers with “lived experience”

Room 305

Nursing workforce trends and innovations

Room 306

Leading Organizational Change in Health and Human Services



**Conclusion:
EOHHS Assistant Secretary Ana Novais**

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