



University of California
San Francisco

advancing health worldwide™

Adding Rungs to the Health Care Career Lattice

*Joanne Spetz, PhD, FAAN
Center for the Health Professions
& Philip R. Lee Institute for Health Policy
Studies
University of California, San Francisco*

January 2015

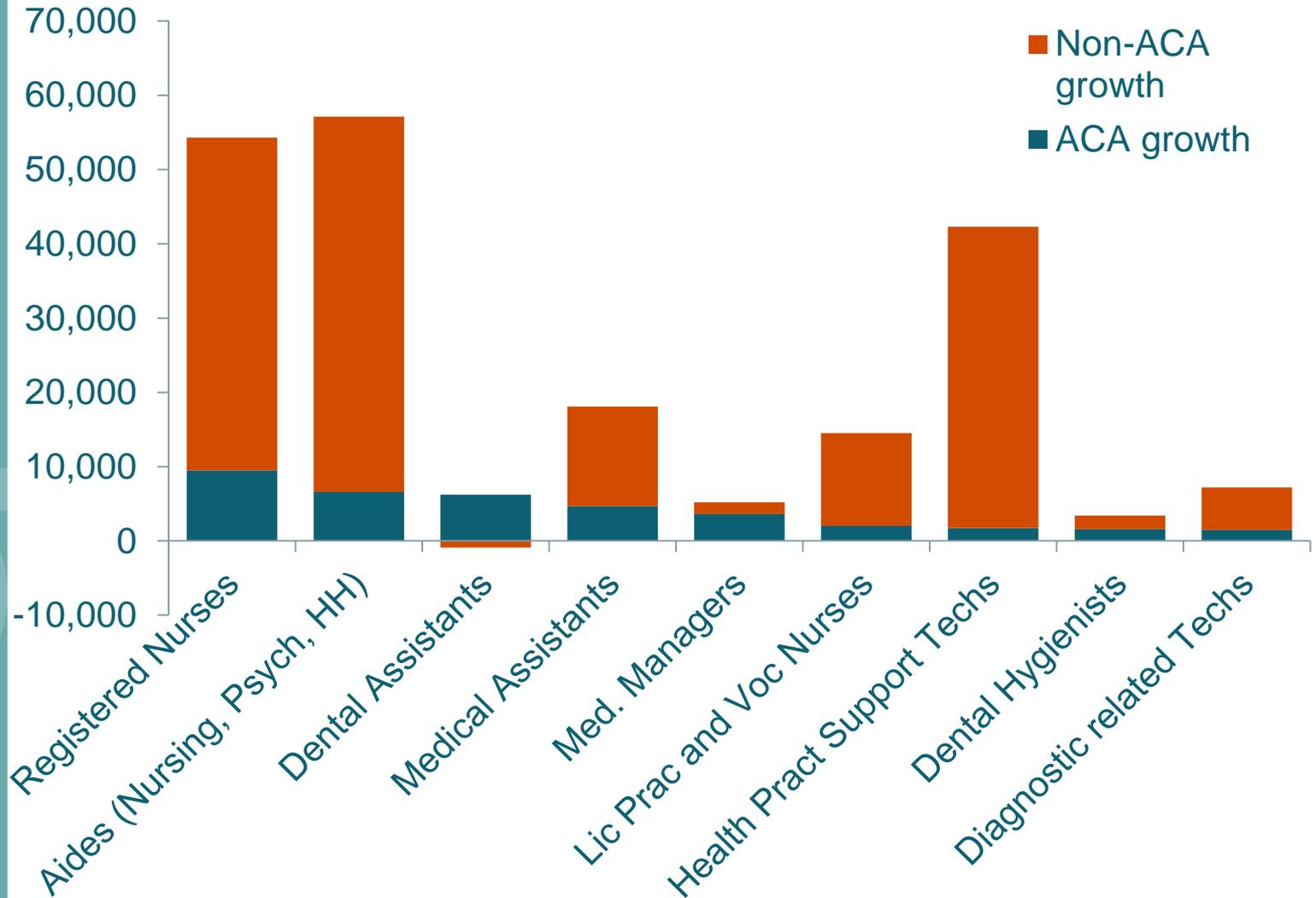
The workforce challenges we face

- **Increased demand**
 - Rising poverty rate
 - Rising numbers of uninsured (until now)
 - Affordable Care Act
- **High turnover rates**
- **Difficulty recruiting**
- **How to find and train the workforce we need**

The workforce challenges we face

- **Increased demand**
 - Rising poverty rate
 - Rising numbers of uninsured (until now)
 - Affordable Care Act
- High turnover rates
- Difficulty recruiting
- How to find and train the workforce we need

Forecasted new jobs in California by 2021



Source: Frogner, Spetz, & Parente, 2014

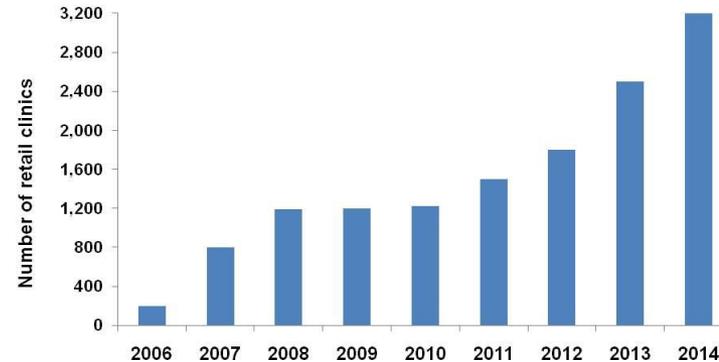
New ACA-caused California jobs by region

	2011 baseline	2021 forecast	Growth rate
Central Valley	82,902	88,106	6.3%
Sacramento	51,484	54,609	6.1%
Other So. Cal.	240,378	254,425	5.8%
Central Coast	35,858	37,928	5.8%
L.A. County	221,927	234,063	5.5%
SF Bay Area	180,824	190,286	5.2%
Northern Region	14,373	15,088	5.0%

Added complexity: Emerging sites of care

- **Retail clinics**

Retail Clinic Growth Stalls in 2008-2010,
Then Enters Growth Mode to 2014



Source: Retail Clinics: Update and Implications, Deloitte Center for Health Solutions, November 2009

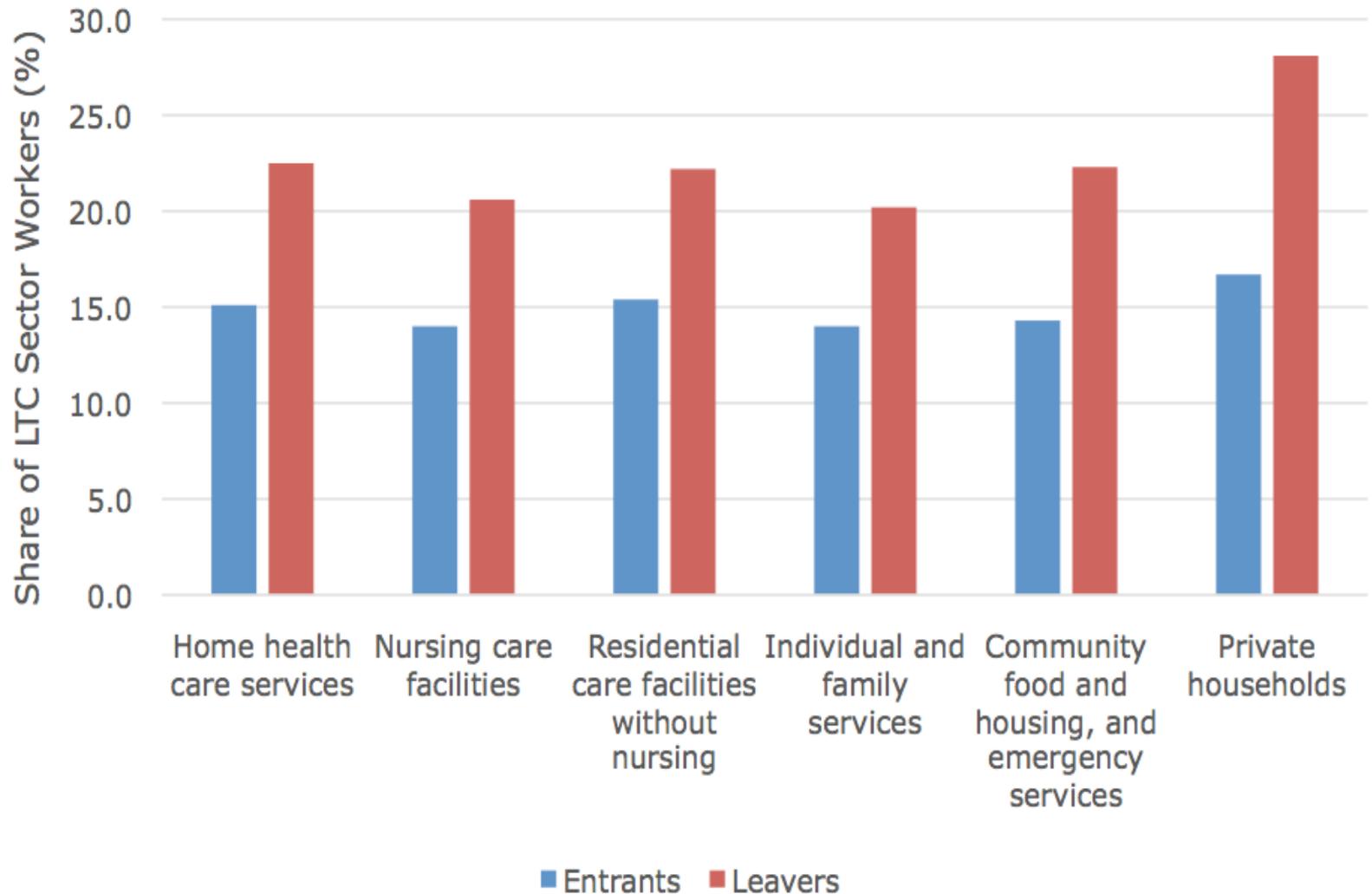
- **Community Paramedicine**



The workforce challenges we face

- **Increased demand**
 - Rising poverty rate
 - Rising numbers of uninsured (until now)
 - Affordable Care Act
- **High turnover rates**
- **Difficulty recruiting**
- **How to find and train the workforce we need**

Average entry and exit rate by LTC sector, 2003-2013



LTC industry transitions, 2003-2013

Industry	Entry from what industry?	Exit to what industry?
Home Health Care Services	19% Not in labor force 14% Nursing care facilities	33% Not in labor force 18% Unemployed
Nursing Care Facilities	18% Hospitals 15% Not in labor force/ unemployed	27% Not in labor force 19% Unemployed
Residential Care Services	15% Not in labor force/ unemployed 14% Leisure & hospitality	25% Not in labor force 16% Unemployed
Individual & Family Services	18% Not in labor force/ unemployed 9% Education	30% Not in labor force 16% Unemployed

LTC occupation transitions, 2003-2013

Occupation	LTC Entrants: Rate of Occupation Change	Entered from what Occupation?
Registered Nurse	25%	40% Not in labor force 17% LPN/LVN
LPN/LVN	55%	27% Support tech 20% Not in labor force
NPHH Aides	67%	39% Not in labor force 11% MA
MA / other aide	70%	24% Not in labor force 18% food prep/service
PCA/HHA	94%	50% Not in labor force 28% Personal care occ.
Physical Therapist	55%	74% RN 13% Not in labor force

LTC occupation transitions, 2003-2013

Occupation	LTC Leavers: Rate of Occupation Change	Left to what Occupation?
Registered Nurse	47%	45% Not in labor force 28% Unemployed
LPN/LVN	68%	40% Not in labor force 24% Unemployed
NPHH Aides	82%	45% Not in labor force 29% Unemployed
MA / other aide	86%	37% Not in labor force 25% Unemployed
PCA/HHA	96%	45% Not in labor force 22% Unemployed
Physical Therapist	53%	31% Not in labor force 13% Occ therapist

Rates of occupation change for those who stay in the industry:

RNs 7%

LPNs 1%

NPHH 1%

MA 7%

PCA 2%

PT 2%

The workforce challenges we face

- **Increased demand**
 - Rising poverty rate
 - Rising numbers of uninsured (until now)
 - Affordable Care Act
- **High turnover rates**
- **Difficulty recruiting**
- **How to find and train the workforce we need**

Current state of hiring by health care employers

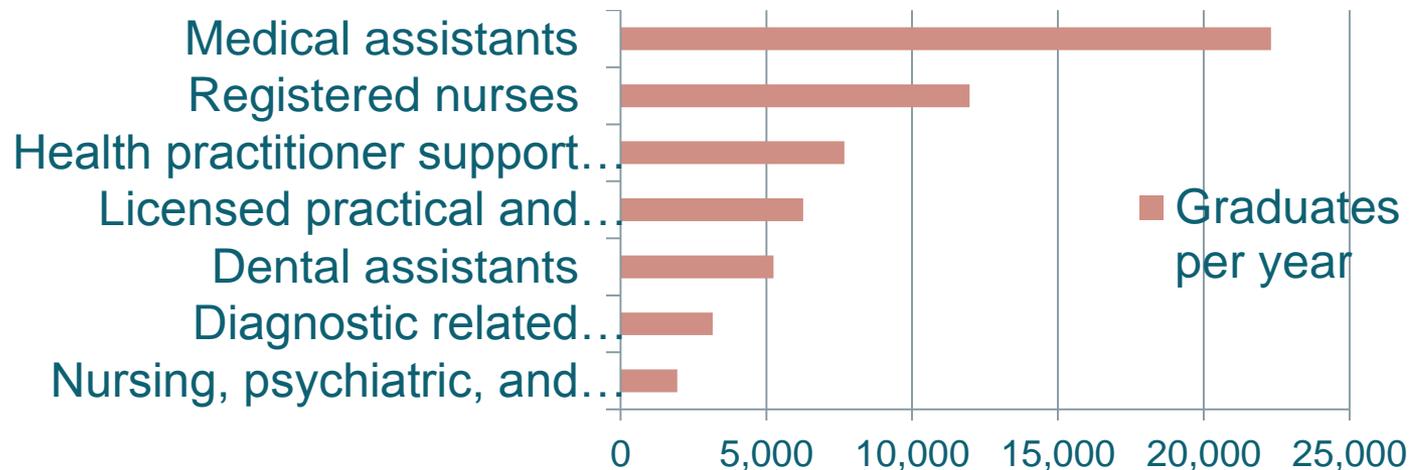
- **Large applicant pool**
- **Excessive turnover at front line**
- **Employer dissatisfaction with employability skills of workforce**
- **No standardization of competencies**
- **Little opportunity for pathway development**

Current state of health education

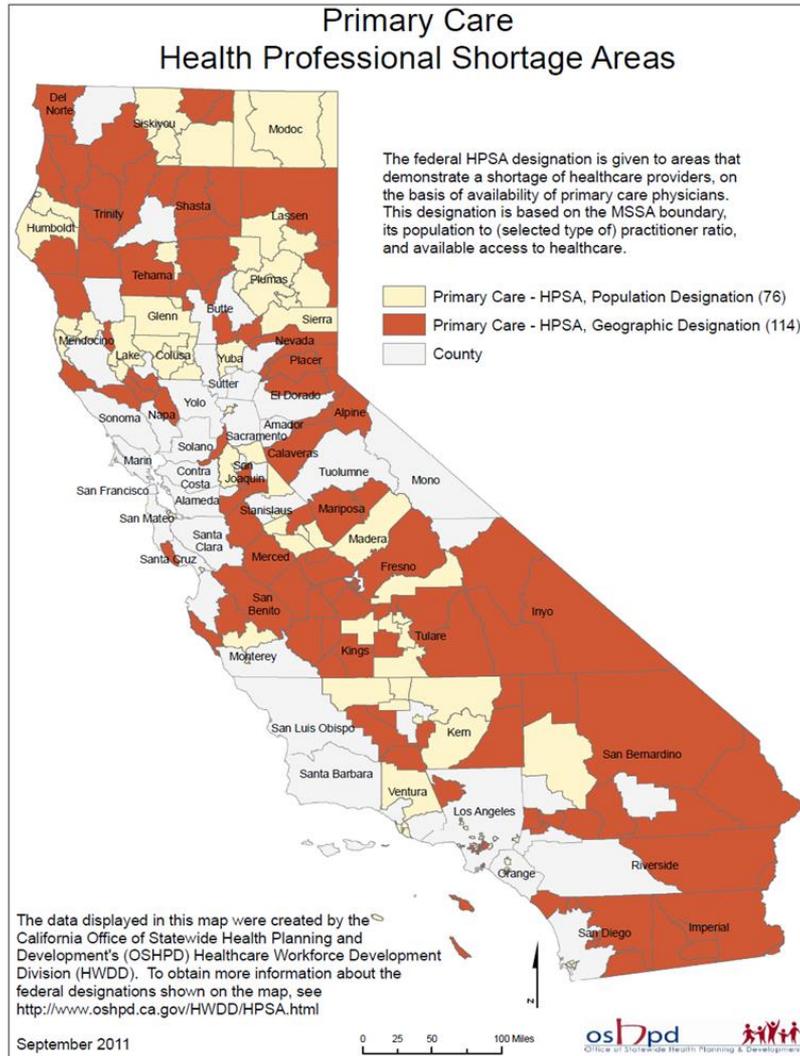
- **Large applicant pool**
- **Excessive time to completion**
- **Low completion rates**
- **Employer dissatisfaction with employability skills**
- **No standardization of core competencies**
- **Minimal alternatives for non-completers**

Comparing new jobs to current training in California

- Education capacity varies by occupation
- Variation in quality of programs and quality control
- Mismatch between employers' skill needs and programs' skill provision
- Regional differences in supply and capacity
- Occupational turnover

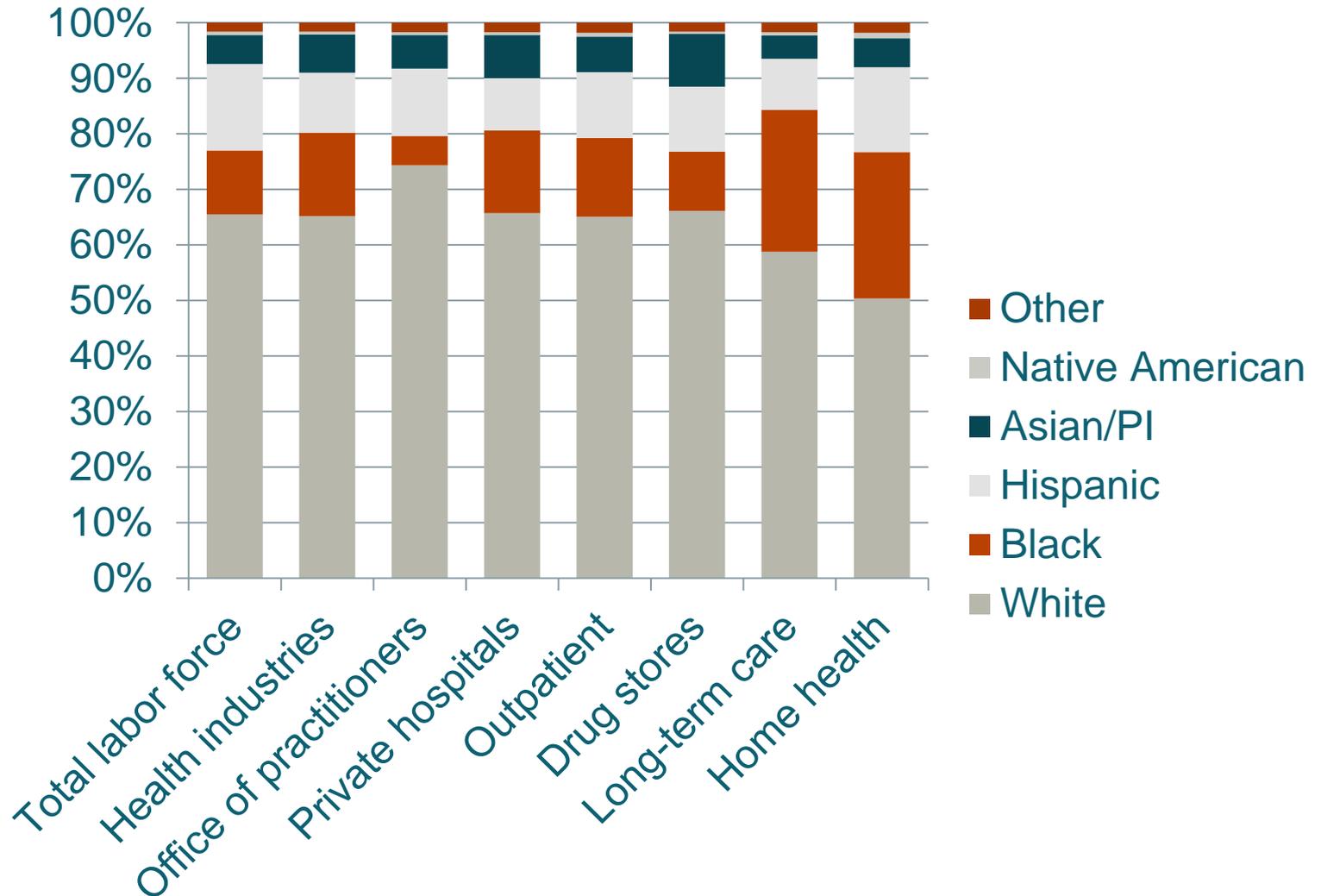


Health Professional Shortage Areas



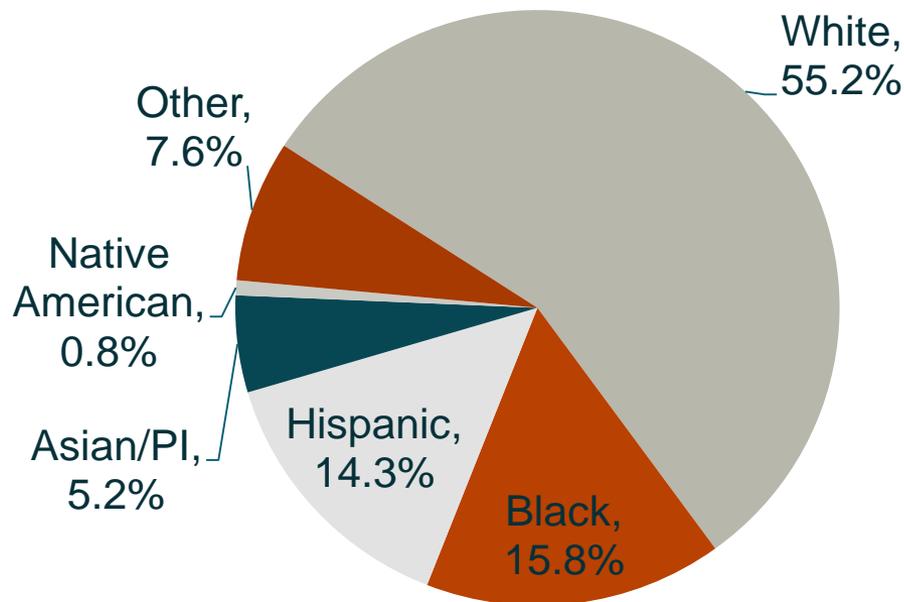
20% of Californians are in a HPSA

An opportunity to increase diversity of workforce



Diversity of new entrants in the U.S.

- **978,213 awards granted in health occupations**
- **Most are below a baccalaureate level**
- **Most common occupations:**



- 18.9% Registered Nursing
- 14.4% Medical/Clinical Assistants
- 6.3% Nursing Assistant/Aides

The workforce challenges we face

- **Increased demand**
 - Rising poverty rate
 - Rising numbers of uninsured (until now)
 - Affordable Care Act
- **High turnover rates**
- **Difficulty recruiting**
- **How to find and train the workforce we need**

The workforce challenges we face

- **Increased demand**
 - Rising poverty rate
 - Rising numbers of uninsured (until now)
 - Affordable Care Act
- **High turnover rates**
- **Difficulty recruiting**
- **How to find and train the workforce we need**
 - Grow your own
 - Emerging occupations and roles
 - Team-based training
 - Competency-focused training

Grow your own workforce

- **Career Ladder Training Program for medical assistants**
- **San Diego/Imperial Health Workforce Initiative**
 - Workforce Funders Collaborative
 - University of California San Diego (UCSD) Extension
- **Adapting the statewide curriculum to meet the needs of local clinics**
 - Curriculum will be implemented at Family Health Centers of San Diego and North County Health Services

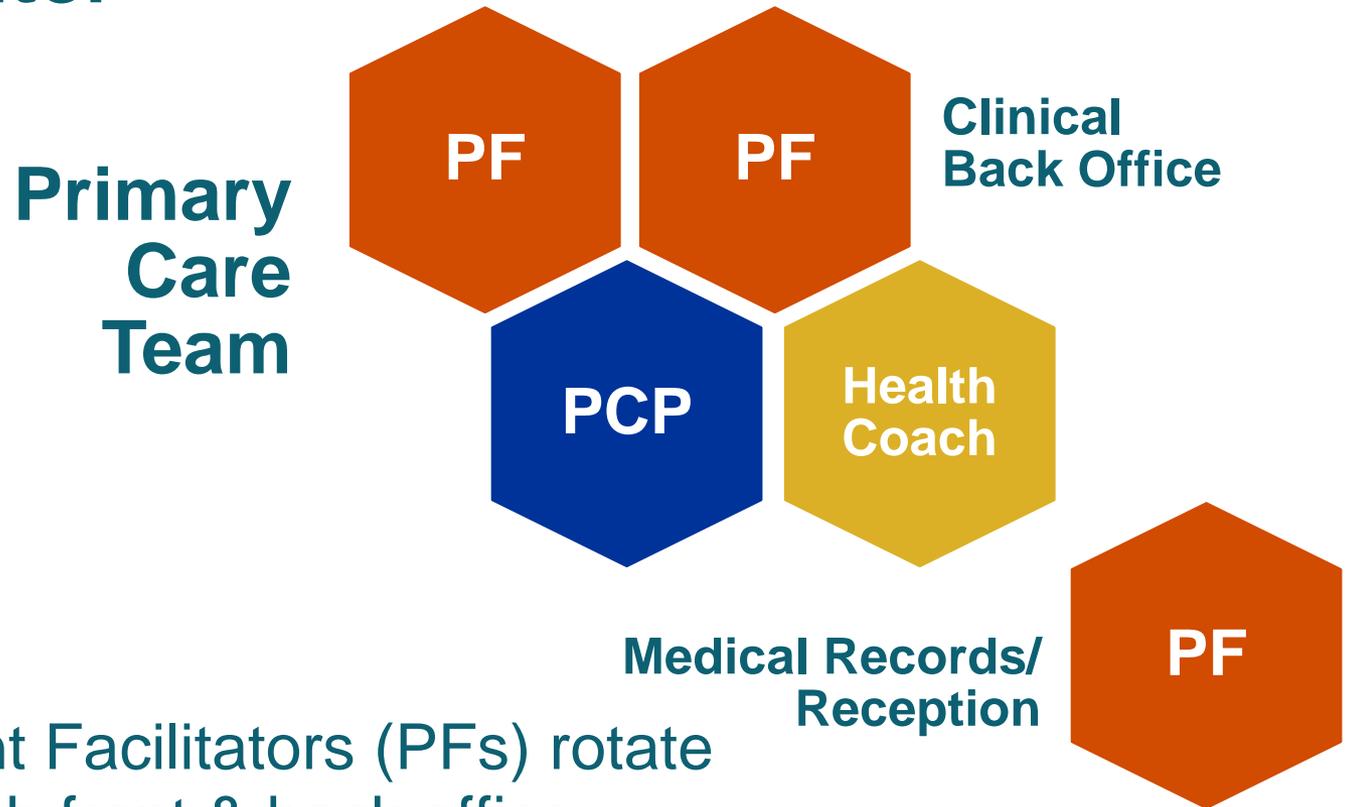
Emerging occupations & roles: High Plains Community Health Center



8,680 patients
Level 3 PCMH
Lamar, Colorado

- Rural FQHC
- 94 staff & providers:
 - 10 providers: MDs/NPs/PAs
 - 29 Patient Facilitators (MAs)
 - 7 Health Coaches
 - 14 Dental & 2 Mental Health
 - Onsite pharmacy
 - 9 admin/billing/fiscal
 - Patient Navigators & CHWs
 - What do you notice about staffing?

High Plains Community Health Center



> Patient Facilitators (PFs) rotate through front & back office

> 1 week in medical records

> 2 weeks clinical

> Occasional reception / greeting

Team-based training

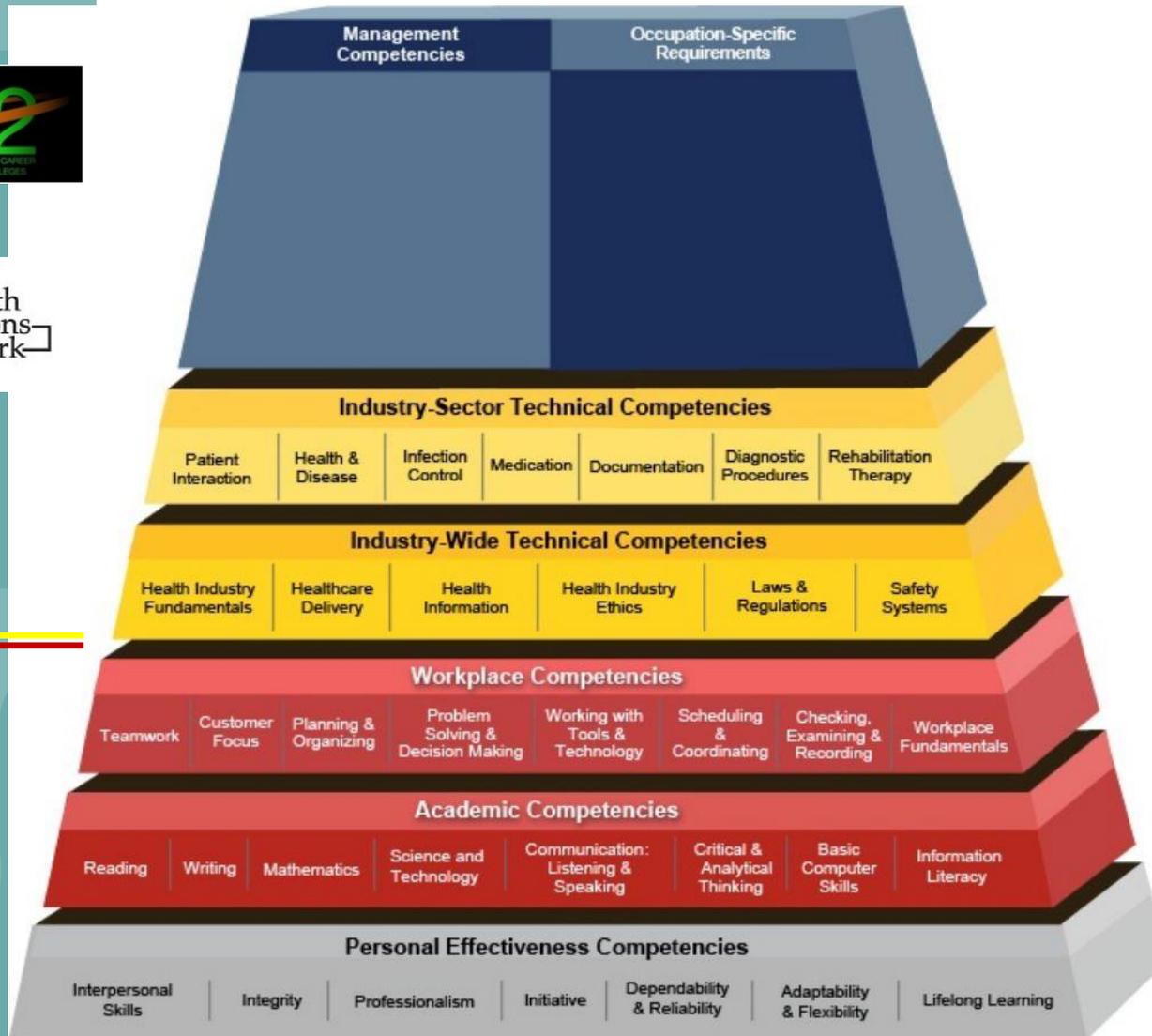
- **ACA recognizes importance of other workers in primary care**
- **Funds for health promotion and public health**
 - ACA grants to promote positive health behaviors through the use of community health workers
- **Funds for home & community based services: RNs, certified nursing assistants, personal care assistants**

Competency-focused training



Knowledge

Skills &
Abilities



Job Specific Competencies

Industry Competencies

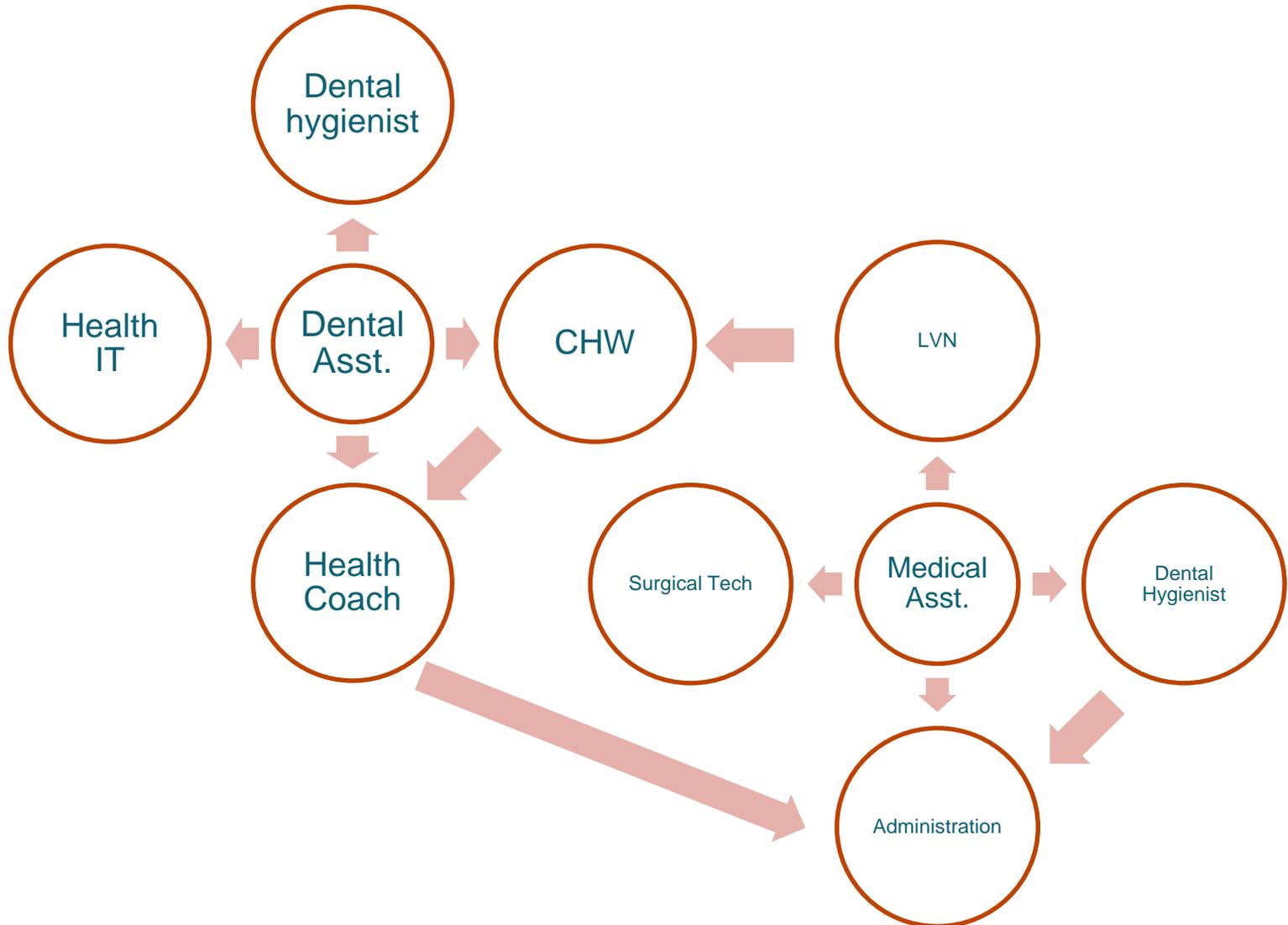
Foundational Competencies

Competency-based training

H2P Health Professions Pathways Strategies:

1. Prior Learning Assessment and Career Guidance→
2. Contextualized Education→
3. Competency-based Core Curriculum→
4. Industry Recognized Stackable Credentials→
5. Enhanced Retention Support→
6. Training programs for Incumbent Health Professions Workers→
7. Enhanced Data and Accountability Systems→
8. Galvanizing a National Movement to Improve Health Professions Training

Think of health careers as a lattice



Some starting recommendations

- **Educate youth about health care jobs**
 - Focus on translatable skills & general pathways, starting in grade school
 - STEM skills
 - Personal and client skills
- **Develop on-the-job training programs**
- **Offer mid-career guidance and mentorship**
 - Don't box people in by the silo of their occupation
 - Identify the common competencies
- **Address barriers to pursuing higher education**
 - Logistics
 - Confidence