

Overview of Apprenticeship Models

- Adopting apprenticeship models for health care can result in increasing the supply of qualified support staff needed in the delivery of nursing care.
- These sets of slides reflect presentations that were provided to the appointees of the Governor's Task Force on Health Care Workforce April 4, 2024.

WISCONSIN



DWD

Wisconsin Apprenticeship: Assisting the Healthcare Industry

David D. Polk | Director
DWD Bureau of Apprenticeship Standards

April 4, 2024

What is Apprenticeship

- Earn-while-you-learn solution for students and job seekers
- Opportunity for employers to build their workforce their way
- Wisconsin - First in the nation in Apprenticeship
 - 1st - Registered Apprenticeship program - 1911
 - 1st - Youth Apprenticeship program - 1991
 - Certified Pre-Apprenticeship - 2017



Youth Apprenticeship (YA) Overview

- Statewide work-based learning program established in 1991
- 1- or 2-year experiences
- High school junior and senior years
- Combines **related instruction** with **mentored employment**
- Students work minimum of 450 hours per calendar year
- Available to youth in participating school districts - **80%** of districts offer YA



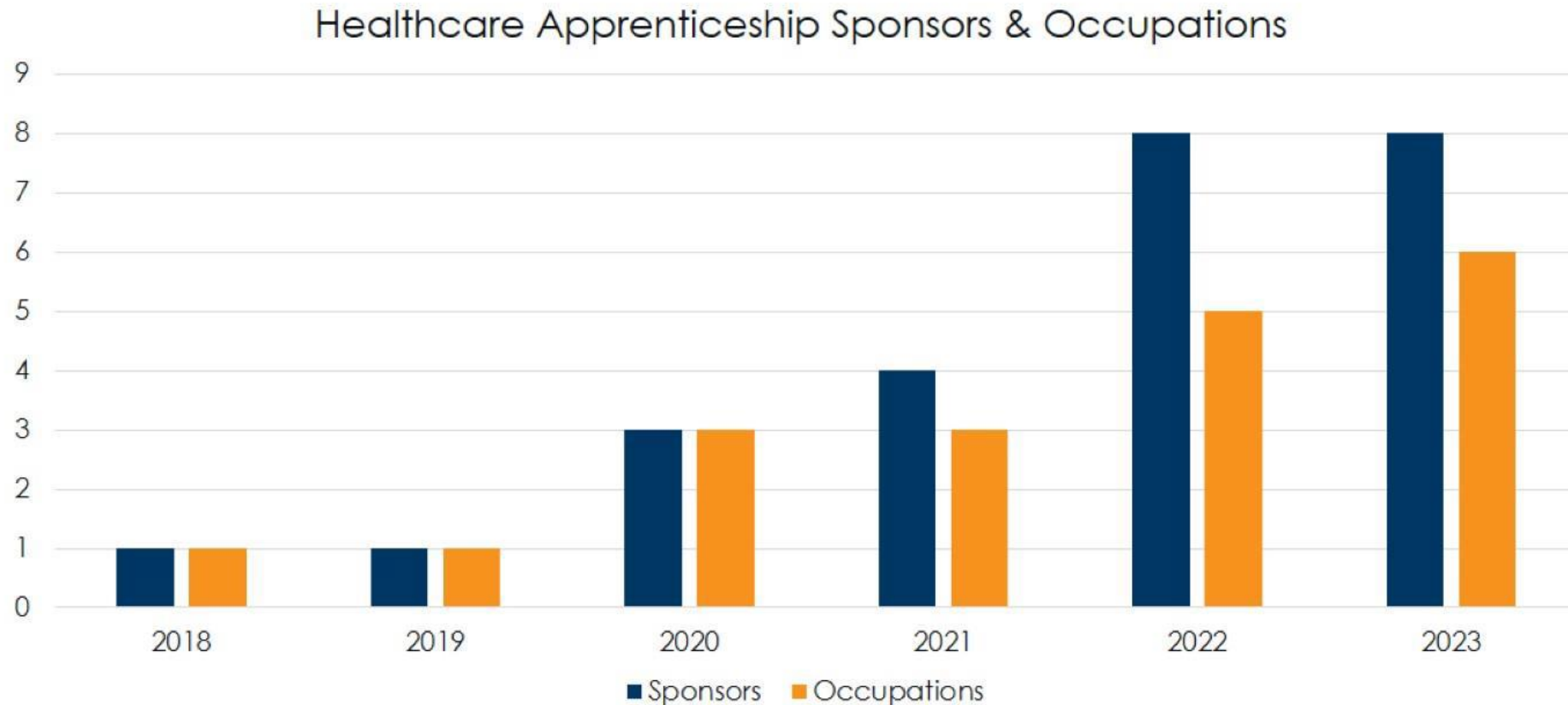
Current Healthcare Apprenticeships



- Interventional Cardiovascular Technologist
- Caregiver
- Direct Support Professional
- Medical and Clinical Laboratory Technologist
- Pharmacy Technician
- Laboratory Animal Caretaker Technician
- Medical Assistant
- Registered Nurse



Healthcare Registered Apprenticeship Growth



Newest Healthcare Apprenticeships

**Respiratory
Therapist**

**Ophthalmic
Technician**

**Sterilization
Technician**



The slide features a decorative background. On the left, there are overlapping geometric shapes in shades of blue and red. On the right, there is a faint, light-colored hexagonal pattern that resembles a honeycomb or molecular structure.

Registered Apprenticeship for Healthcare Occupations and Professions

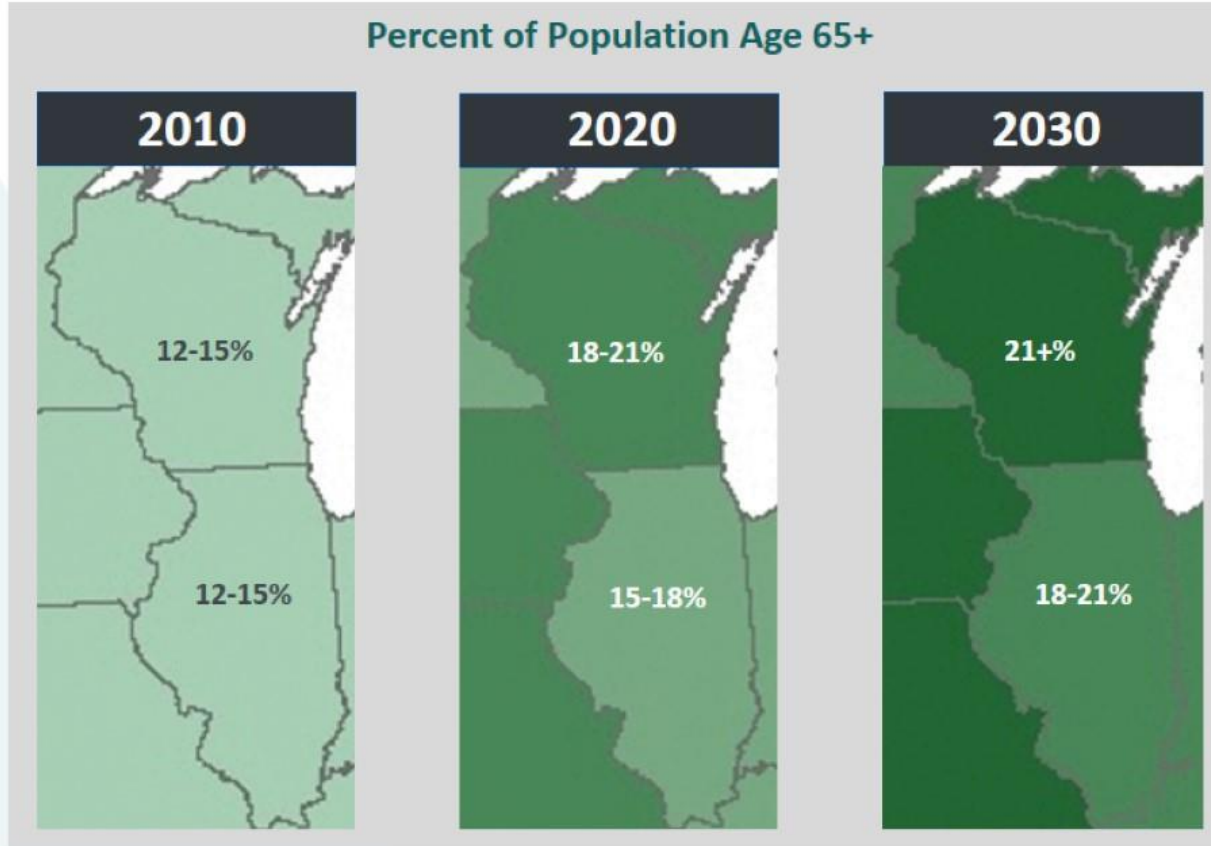
Dr. Bridgett Willey, Director Allied
Health Education and Career
Pathways, UW Health



Objectives

- Share background on challenges in filling workforce needs and increasing employee diversity
- Share current approach and program overview for UW Health
- Share outcomes, wins and lessons learned in building and scaling the model
- Discuss key partnerships and scope of responsibilities necessary to establish and sustain programs

A rapidly aging population is increasing the demand for and complexity of healthcare services



With an aging population comes an increase in chronic and complex conditions requiring care



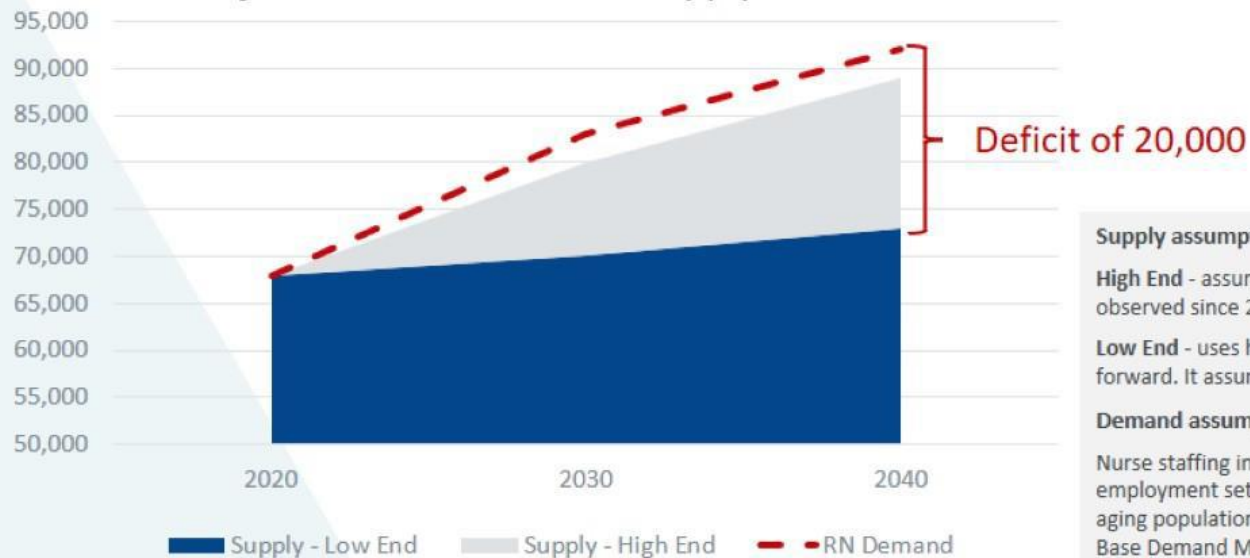


National, State, and Local Employment

- Unemployment rates historic low:
 - National unemployment 3.9% (February 24, seasonally adjusted)
 - Wisconsin unemployment 3.0% (February 24, seasonally adjusted)
 - (95,600 people)
 - Dane County 2.2% (February 24, non-seasonally adjusted)
 - (7,544 people)
- Employment in Education and Healthcare in Dane County
 - Highest number of jobs at 27.9% in 2022
 - 93.4K of 334.8K total jobs in Dane County
 - Sources: WisConomy, Wisconsin Department of Workforce Development.

The state of WI predicts an RN shortage of up to 20,000 by 2040

WI Department of Workforce Development
Projected RN Demand and Supply Scenarios



Supply assumptions:

High End - assumes growth of RNs will follow the same trend that has been observed since 2020 and continue to grow at the same rate

Low End - uses historical data from the RN survey to project supply going forward. It assumes continued growth but at a decreasing rate

Demand assumptions:

Nurse staffing intensity (nurse to patient ratio) & health care usage by employment setting and by patient age group are held constant, which means aging population and overall population growth are the only driving forces for the Base Demand Model



Landscape External 2022-2032 - National

- Medical Assistants growth over next 10 years 16% much faster than average
- Ophthalmic Assistants—16% much faster than average
- Respiratory Therapists—14% much faster than average
- Phlebotomists – 10% faster than average
- Diagnostic Medical Sonographers and Cardiovascular Technologists – 10% faster than average
- Maintenance/Facilities—9% as fast as average
- Web Tech—9% as fast as average
- Dieticians/Nutritionists—7% faster than average
- Nursing Assistants—7% as fast as average
- Clinical Laboratory Technicians / Technologists – 7% as fast as average
- EMTs and Paramedics – 7% as fast as average
- Registered Nurses – 6% as fast as average
- Radiologic Technologists—6% as fast as average
- Surgical Assistants and Technologists – 6% as fast as average
- Pharmacy Techs—5% as fast as average

[Healthcare Occupations : Occupational Outlook Handbook: : U.S. Bureau of Labor Statistics \(bls.gov\)](#)

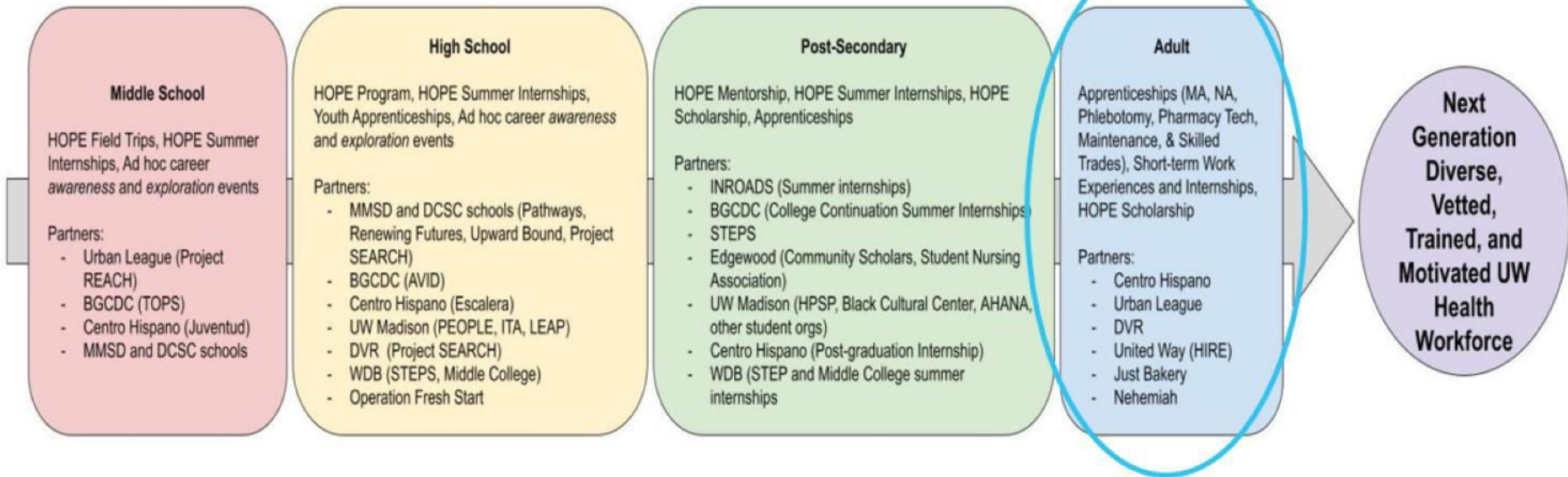


National Higher Education Trends

- Undergraduate college enrollment dropped 9.4% between 2019 – 2023
 - Multi-factorial
 - Cost
 - Decline in population during recession
 - Lucrative work opportunities not requiring a degree



Allied Health Education and Career Pathways (AHECP) – Partnerships and Approach





Registered Apprenticeship at UW Health

- **Hired as full-time employees of UW Health from Day 1**

- Training costs, wages and benefits supported by UWH
- Employee signs retention agreement
- Employees are eligible for any premium pay (sign on bonuses) upon successful completion and credential / licensing

- **Requires contract between Wisconsin Department of Workforce Development (DWD), UW Health and the employee**

- Contract management on employer end.

- **Increases employee diversity within workgroups / departments**

- Medical Assistants grew from 9% ethnic / racial diversity in 2018 to 36% in 2024

- **Increases employee engagement, loyalty, retention**

- **Significantly decreases turnover and vacancy rates**

- UWH Nursing Assistants – 33% turnover
- Nursing Assistants from UWH Apprenticeship Program – 5% turnover (over 2 years)



Youth Apprenticeship Overview

- Partners: MMSD, DCSC, WDB, DPI, DWD, Community Based Organizations
- State endorsed skills checklists (DWD, DPI)
- UWH Outcomes / Goals:
 - Transfer into Registered Apprenticeship Program at UWH
 - Transfer into part or full-time employment
 - Pursue healthcare related degree program at college or university
- UWH YA Areas:
 - Medical imaging
 - Inpatient Nursing
 - Outpatient Clinic Assistant
 - Pharmacy Technician
 - Dietetics and Nutrition
 - Maintenance Tech / Skilled Trades
 - Respiratory Therapy

Holistic Support Network for Registered Apprentices

Madison College – College Partner for Specific Programs

Provide Classroom Instruction and Curriculum alignment to maintain ACEN accreditation and ensure completion of appropriately sequenced didactic coursework.

- Scheduling and sequencing of didactic coursework
- Maintain legal agreements with UW Health
- Provide course performance updates
- Regular connections with AHECP team to ensure alignment with ACEN accreditation

UW Health Operational Managers / Supervisors

- Support On the Job oversight and management for apprentices
- Provide leadership support on the unit
- Regular connections with AHECP leadership to monitor employee performance on the unit

UW Health Allied Health Education and Career Pathways:

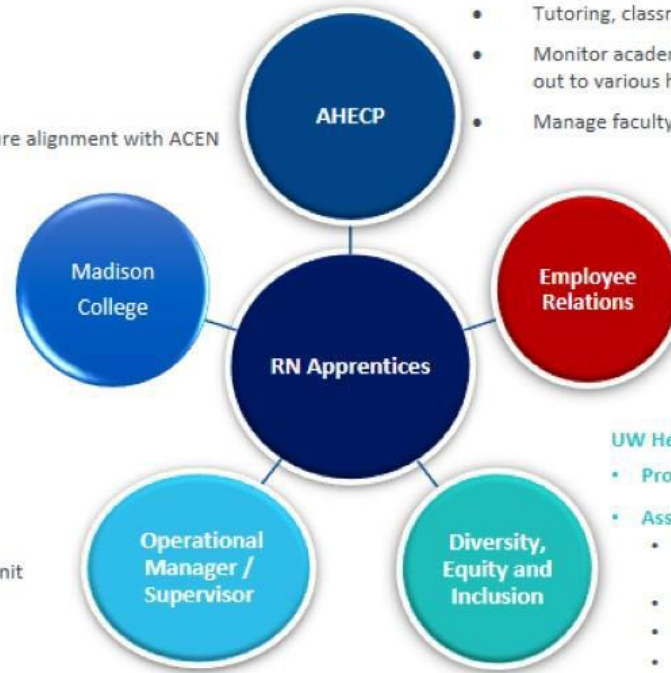
- Support learner employment and education needs to achieve academic and professional success including:
 - UW Health - daily supervision / management of apprentices
 - Scheduling
 - Manage UWH HR processes and supports (ex. FMLA, payroll)
 - Tutoring, classroom support, clinical precepting for RN curriculum
 - Monitor academic performance and employee support – report out to various huddles.
 - Manage faculty and peer mentoring programs

UW Health Employee Relations (ER)

- Provides consultative services for leaders and employees. We encourage a positive work environment.
- Assists with identifying and resolving workplace issues and measuring employee satisfaction and morale.

UW Health DEI Department:

- Proactively engage with the apprentice and the community partner
- Assist in centering belonging and well-being:
 - Field issues related to equity, inclusion, belonging, and/or culture of safety
 - Conflict management with leaders and colleagues
 - Connect with and understand internal resources
 - Support job transfers
 - Support learning of relevant policies and systems processes
- Address issues related to social determinants of health & success and refer to the community partners





Allied Health Education and Career Pathways (AHECP)

- Current state of Registered and Youth Apprenticeship and non-Apprenticeship Programs
- Apprenticeship:
 - Medical Assistant – capacity 100 students / calendar year – 1st in the state, est. 2018
 - Nursing Assistant – capacity 75 students / calendar year – est. 2019
 - Cardiovascular Interventional Technologist (cath lab) – 2 apprentices currently enrolled for 12 month program, est. 2022
 - Facilities / Trades – 5 apprentices in 5-6 year programs, est. 2019
 - Pharmacy Technician – 36 apprentices / calendar year, apprenticeship started 2023
 - Registered Nurse / LPN – 16 apprentices started August 2023, 16 addtl in August 2024
 - Ophthalmic Assistant Apprenticeship – enrolled 8 apprentices started 2023
 - Paramedic – in process for apprenticeship for 2024 – capacity 12 apprentices / year
 - Respiratory Therapy – Start fall 2024 with 5 apprentices per year
- Youth Apprenticeship
 - 30 for 2023-24, 50 for 2024-25, scaling to 100 by 2027
 - Maintain no greater than a 15 YA to 1 UW Health Career Pathways Coordinator ratio.
- Non-Apprenticeship
 - Schools of Medical Imaging – B.S. degree programs, 8 college / university affiliations
 - Radiologic Technology (20 students per year), Diagnostic Medical Sonography (30-40 students per year)

The UW Health MA and NA apprenticeship programs, launched in 2018 and 2019, have been a great success

	Medical Assistant (MA) Apprenticeship	Nursing Assistant (NA) Apprenticeship
Number of Graduates	228 since 2018	196 since 2019
% of students completing the apprenticeship *	97%	93%
First time pass rate on credentialing exams	99.8%	92%
% employed at UW Health after completion with retention agreement	100%	100%
% BIPOC employees	91%	93%
% under-represented employees	100%	100%



Key Partnerships / Approvals / Support

- **DWD**

- Establishes new Registered Apprenticeships – curriculum / work hours
- Fit within RA rules / guidelines

- **Madison College**

- Holds programmatic accreditation for RN / LPN and Respiratory Therapy programs
- Awards Associate Degree – required for eligibility to sit for credentialing exam(s)
- Teaches most didactic courses

- **UW Health**

- Senior leadership / board approval for any new program, operational and capital resources
- Employs and manages day to day schedules for all apprentices
- Hold programmatic accreditation for the apprenticeship and non-apprenticeship programs for which UWH staff teach all associated curriculum (didactic and clinical): Medical Assistant, Pharmacy Technician, Cardiovascular Technologist, Ophthalmology Assistant, Nursing Assistant, Schools of Medical Imaging Sciences
- Hires clinical faculty – responsible for teaching clinical courses
- Manages apprentice schedules and provides wrap around support





Business Case

- Funding Sources
 - UW Health Operations
 - Grant funding: Fast Forward, WAGE\$, WIOA, US Dept of Labor
 - Philanthropic
- OJT hours
 - All OJT hours are subtracted from labor costs. Average apprentice works at between a 0.5 and 0.7 FTE.
- Tuition / Capital costs
 - Requires MOU between higher education org and UW Health
 - Tuition may be paid to either party depending on who is providing the instruction
 - Skills labs
 - Instructional space
 - Staff offices

UW Health Apprentices

