

## Memorandum



Date: December 5, 2016

From: Heather McGannon, Director of Projects and Planning Unit

To: Mark Schoenbaum, Minnesota Department of Health Director

Subject: Health Care Industry Status Update for PIPELINE Project and MAI Grant

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The Department of Labor and Industry is leading two employment-based training initiatives, the Minnesota PIPELINE Project and the Minnesota Apprenticeship Initiative (MAI), to promote the expansion dual-training and registered apprenticeship in four key industries including health care services.

### **Minnesota PIPELINE Project Overview:**

The PIPELINE Project was established by the Minnesota Legislature in 2014 to enhance the state's skilled workforce by expanding dual training and apprenticeship programs in Minnesota. Additional legislation passed in 2015 created a grant award program to help employers develop dual-training programs. The project has three strategies to serve the health care services industry: 1) convening a health care services industry council; 2) utilizing occupation specific competency councils; and 3) developing dual-training programs and tools.

The Minnesota PIPELINE Project is an innovative approach to address current and future workforce needs. It serves as a catalyst for developing industry-based, employer-driven, dual-training programs throughout the state. Health care services is one of the four high-growth industry sectors targeted for expansion of dual-training programs. The other industries are advanced manufacturing, agriculture and information technology. By leveraging Minnesota's success in registered apprenticeship and focusing on the targeted industries, the PIPELINE Project is assisting employers change the question from "How do we get workers with the skills we need?" to "How do we give workers the skills we need?"

Dual-training, like registered apprenticeship, is an earn as you learn approach where the employer invests in its employee by building a training infrastructure, developing career pathways and investing in the employee's education.

The project works toward expansion by using three strategies:

**Industry-based:** Leaders from the targeted industries inform and direct the work of the PIPELINE Project.

**Employer-driven:** Groups of subject matter experts identify, define, and validate specific occupational competencies for industry-identified PIPELINE occupations.

**Dual-training experience:** The PIPELINE Project supports employers to develop and expand dual-training through tools and technical support. Dual-training grants, administered by OHE, provide funding for employers to create new dual-training programs and provide dual-training opportunities. Currently the approved and validated occupations in health care services are Health Support Specialist, Medical Assistant, Psychiatric/Mental Health Technician-in-patient and out-patient, and Senior Living Culinary Manager.

Work is also being done to map out existing training programs with the occupational competencies. These maps would assist an employer and the dual-trainee to easily identify coursework needed to receive training in corresponding competencies. This work is being done in cooperation with HealthForce MN: MnSCU Center of Excellence, Care Providers, Leading Age MN, Fairview Health System, and HCMC.

Industry Based - Industry Councils:

The Health Care Services Industry Council is made up of leaders representing employers/associations, education providers, non-profits organizations, labor organizations, State of Minnesota Agencies, Legislative Senators and Representations and the public. This council informs and directs the work of the PIPELINE Project in the health care services industry.

The Council has met more than seven times including most recently on Tuesday, November 15, 2016. This meeting was hosted at Minnesota Department of Labor and Industry and was a joint industry council meeting with all PIPELINE Industries represented: advanced manufacturing, agriculture, health care services, and information technology. The focus of this meeting was for dual training employers and partners to give members a PIPELINE Project update, discuss how to create, sustain, and recruiting for employment based training programs, as well as review and receive feedback on key PIPELINE strategies. The next joint industry council meeting is planned for Wednesday, April 12th. Below is the current list of health care services industry council partners.

Employers/Professional Associations

- Allina
- Care Providers
- Catholic Elder Care
- Fairview Health Services
- Health Partners
- Lakeview Methodist
- Leading Age Minnesota
- Mayo Clinic
- MN Hospital Association
- Prairie Care
- Presbyterian Homes & Services
- Three Links
- Touchstone Mental Health

Education Providers

- Augsburg College
- Bethel University

- Century College
- HealthForce MN
- Hennepin Technical College
- Minnesota Private Colleges Association
- Minnesota State Colleges and Universities – System Office
- Robbinsdale Public Schools
- Rochester Community & Technical College
- St. Catherine University
- Saint Paul College
- Southwest Minnesota State University
- University of Minnesota – Twin Cities
- Winona State University

#### Non-Profits and Public

- Bern Harpke – public resident participant
- Mentoring Partnership of Minnesota

#### Labor Organizations

- MN Nurses Association
- MN AFL-CIO
- SEIU HC MN
- USW

#### Government Organizations

- Minnesota Department of Health
- Minnesota Department of Education
- Minnesota Department of Employment and Economic Development
- Minnesota Office of Higher Education
- Minnesota Department of Labor and Industry

#### Employer-Driven Competency Councils:

Competency councils are groups of subject matter experts that identify, define and validate specific occupational competencies for industry identified occupations. Care Providers, Touch Stone Mental Health and Prairie Care have engaged with the PIPELINE Project in the last six months to develop occupational competencies. Real Time Talent partners with the PIPELINE Project to validate employer identified occupational competencies.

To date, the following occupational competencies are complete:

- **Health Support Specialist**
- **Medical Assistant**
- **Psychiatric/Mental Health Technician (in-patient)**
- **Psychiatric/Mental health Technician (out-patient)**
- **Senior Living Culinary Manager**

### Dual-Training Experience and Development:

Dual-training development supports employers to develop and expand dual-training through tools and technical support. Dual-training grants, administered by OHE, provide funding for employers to create new dual-training programs and provide dual-training opportunities. Technical dual-training assistance includes: working with employers to create new dual training programs, resolving employer barriers to exploring dual-training or registered apprenticeship programs, and developing a streamlined system for employers and educational providers to align employment competencies and academic competencies.

The following health care organizations have been awarded dual training grants:

- Care Providers
- Fairview Health Services
- North Memorial

### **Minnesota Apprenticeship Initiative (MAI) Grant Overview:**

In October 2015, Minnesota was awarded as a recipient of a US Department of Labor American Apprenticeship Initiative Grant. Minnesota received \$5 million to use toward expanding and building new registered apprenticeship programs in five industries: advanced manufacturing, agriculture, healthcare, information technology and transportation.

More than 100 employers statewide will participate over the next five years in the Minnesota Apprenticeship Initiative (MAI). This initiative will bring more than 1,000 individuals into newly registered apprenticeship programs in 30 high-growth occupations providing them a registered apprenticeship program with occupation specific competencies delivered through related classroom instruction and structured on-the-job training.

Minnesota Apprenticeship Initiative supportive activities include outreach and recruitment, co-enrolled program intake, assessment, adult basic education where necessary, wrap-around services, career guidance, life skills coaching and counseling, structured on-the-job training; competency based technical instruction and state-issued industry-recognized credentials. Employers will receive \$5,000 per MAI registered apprentice to assist in apprenticeship support activities such as apprentice supplies and materials, off-set related instruction costs, and/or establish employer registered apprenticeship infrastructure.

There are three steps to developing each new MAI apprenticeship program:

1. **Competency Work.** Industry recognized competencies that identify both
  - Related Instruction competencies
  - Structured On-The-Job Training competencies
2. **Developing and Registering the Apprenticeship Program.** A document called Apprenticeship Standards is developed and registered with the Minnesota Department of Labor and Industry. The standards are program/employer specific, are recognized nationally, and include three components:

- **Administration.** Identify the administrative oversight of the program including how apprentices will be chosen and how they will be compensated.
  - **Related Instruction.** Describes how the program trains in the related instruction competencies.
  - **Work Processes.** Describes how the program will provide and evaluate the on-the-job training.
3. **Registration and Training of Apprentices.** Once a program is registered and the training competencies are identified, apprentices can be registered with the Department of Labor and Industry.
- Each apprentice receives their own apprenticeship agreement.
  - Each apprentice is evaluated by the program to determine whether any program credit should be awarded.
  - After an apprentice has been registered for 90 days in an MAI registered apprenticeship program, the employer can be reimbursed from the Department of Employment and Economic Development up to \$5,000 in MAI grant funds for grant approved activities.

### **MAI Status Update:**

During the first four quarters of the MAI grant (October 2015 to September 2016) the Department of Labor and Industry (DLI) and Department of Employment and Economic Development (DEED) held over 200 meetings for MAI grant stakeholders to educate them on registered apprenticeship, review MAI grant goals and processes, and verify employer commitments for the MAI grant. In February 2016, DLI hired LaRohn Latimer as Senior Field Representative responsible for Registered Apprenticeship Program Development. In March 2016, DEED hired Carrie Fink as MAI Project Manager responsible for the reporting and fiscal components of the grant.

The MAI grant team has completed 26 of the 30 occupational competency standards; these competencies include both related instruction and on-the-job training competencies.

MAI staff began meeting with MAI employers to create their customized registered apprenticeship standards. Each MAI employer works directly with DLI and DEED staff to establish the administrative and oversight components of their program; in addition to the related instruction and structured on-the-job training components. Once the standards are finalized, each program is registered and recognized nationally as a registered apprenticeship program.

Three MAI grant employers have signed their new registered apprenticeship standards with DLI: Owens Corning, Viracon, and Roseau County Ford. The first MAI apprentices began in July 2016.

Some of the MAI employers approved with the original grant application decided to not move forward with the opportunity, so there was an open MAI grant round this fall (September 14th-

October 26th) to fill vacant slots. Fifty-one employers applied to be part of the MAI grant and will begin developing their registered apprenticeship standards in early 2017, with 11 of these employers coming from the healthcare industry.

### **Health Care Services MAI Status Update:**

Six of the 30 existing MAI occupations are in the health care services industry. Competencies have been identified and validated for three of these occupations: AD RN to BAN/BSN, Medical Assistant, and Health Support Specialist. Another health care services industry occupation competency standards completed by December 2016 is Certified Nursing Assistant.

The MAI grant is set to serve 410 registered apprentices in the health care services industry from 2016 – 2020. The first MAI grant health care registered apprentices are expected to be registered in January 2017 as part of Fairview Health System’s AD RN to BAN/BSN program and Hennepin County Medical Center’s CAN program.

MAI registered apprenticeships in the health care industry are anticipated to be completed in 1 to 3 years. The first MAI grant health care apprentices are expected to complete their program starting in August 2017.

### **Current healthcare employers in the MAI grant:**

- Fairview Health Services-multiple locations throughout the state
- Hennepin County Medical Center-Minneapolis
- Caledonia Care and Rehab-Caledonia
- CentraCare-St. Cloud
- Good Shepherd Lutheran Services-Rushford
- Three Links-Northfield

### **New healthcare employers engaged in MAI grant during fall grant round:**

- Matrix Home-Edina
- Allina Health-New Ulm Medical Center
- Progressive Care-Grand Rapids
- Divine Healthcare Corporation-St. Paul
- Progressive Individual Resources-West St. Paul
- Health Partners-multiple locations throughout the state
- Rural Living Environments-Babbitt
- Mount Olivet Rolling Acres-Chanhassen
- Lifecare Medical Center-Roseau
- KC Companies-Pequot Lakes
- J and J Holmes-Baxter

MAI Timeline Overview:

*April 30, 2015:* Grant Proposal Submitted to USDOL

*September 9, 2015:* Minnesota Awarded USDOL grant

*October 2015:* Information Dissemination and Begin Building New Apprenticeship Programs

- Related instruction and On-the Job Training Competencies identified by MAI employers
- Occupational Competencies validated by Industries
- Employer specific apprenticeship standards developed for the administration of the apprenticeship program

*July 2016:* Programs Registered with the Minnesota Department of Labor and Industry;  
Apprentices begin to be registered in the MAI supported Registered Apprenticeship Programs

*October 2016:* Employers begin receiving reimbursement from DEED under the MAI grant. Fall grant round closes.

*November 2016:* Fall grant round employers are notified of request occupations that are apprenticeable.

*January 2017:* New grantees begin developing registered apprenticeship programs.