

Case Study



Proven Strategies and Solutions for the Health Care Workforce Crisis

Background

Every segment in health care is experiencing extraordinary challenges in workforce disruptions driven by a competitive labor market and rising labor cost diminishing the supply of qualified workers.

As health care leaders recognize the connection between workforce challenges and business viability, many seek proven staffing strategies to build a reliable and sustainable workforce.

COPE Health Solutions (CHS) partners with health care organizations to grow diverse and best-fit talent within their communities through:

- Training over 50,000 scholars with our health care workforce development model, the largest of its kind in the industry, and experiential education programs since 2000
- Providing high school students, college students and career changers the opportunity to learn a patient-centered approach to care and advance their professional school candidacy
- Recruitment of students based on diversity and linguistic competency reflective of the local community
- Delivering comprehensive skills training with observation-based rotations aligned with the organization's mission, values and strategy
- Conducting pre-deployment competency evaluations
- Building replicable, flexible and sustainable recruitment and retention models

Adventist Health (AH) is a faith-based, non-profit, integrated health system serving 80 communities with over 400 sites of care across the United States. In 2020 AH selected CHS to develop and execute a new workforce development program to fill immediate and long term workforce roles across their markets.

Challenge

- AH is facing critical shortages across multiple licensed and unlicensed roles impacting care delivery and financial performance.
- Projections included 12-month forecasted vacancies of over 600 medical assistants (MA), 2,100 registered nurses and over 5,000 non-licensed positions across distinct geographies in tight labor markets.
- Similar shortfalls are projected for additional roles including lab scientists and nursing aids.
- Many regional academic programs are unable to fill ever increasing demand for MAs driven by significant time commitment requirements or the high cost of tuition.
- A shortage of experienced individuals to train new graduates to meet the growing challenges of patient care was also lacking.

“Adventist Health launched this workforce development program with COPE Health Solutions to support our strategic vision of well-being – which means helping our community members live their best lives.”



John Beaman
Chief People and Business Officer
Adventist Health

Approach

Health Scholar Program

CHS created and implemented successful workforce programs across the country since 2000, partnering with the Keck Graduate Institute to ensure academic rigor with each program and providing an academic certificate of completion upon program graduation.

- AH partnered with CHS to conduct an operational and staffing needs assessment identifying and prioritizing vacancies across AH markets in front line clinical areas (e.g. non-licensed roles, nurses, medical assistants).
- AH partnered with CHS to establish Health Scholar Programs in 13 hospital systems and surrounding ambulatory networks, collaborating closely with AH's talent acquisition teams to recruit and pipeline best-fit Health Scholars and alumni directly into high priority, open positions.
- CHS recruited individuals directly from the community stewarding their program application process to ensure interest and commitment to the program.
- Scholars then completed a 30-hour training program curriculum including basic patient skills (e.g. feeding patients, ambulating patients, taking vitals, discharging process) along with other essential health system protocols and policies.
- Following training, CHS tested individuals to ensure competency, then deployed into clinical rotations throughout the health care system.
- CHS team members also provided AH's Health Scholars with resume preparation, mock interviews and application support to apply directly to open positions at AH or continue to professional programs (e.g. medical or nursing school).
- CHS provided professional development courses, test prep courses for professional school entrance exams and general health care knowledge training to develop well rounded health care professionals.

Medical Assistant Program

To effectively address MA shortages, AH partnered with CHS to launch it's own MA Training Program to provide education and access to health care jobs. For many students, this was their first opportunity to obtain a clinical certification role within the health care system by delivering:

- Largely an asynchronous program, allowing students to continue working full time or care for family members while still completing the MA Training Program.
- Providing a far more affordable option when compared to other MA training options.
- Program initially encompassed 7 months, combining virtual courses with clinic-based learning and now includes additional programs including a 4 month program that allows students to be hired, contribute to productivity, while continuing their full training program.
- Students receive a certificate of completion from the Keck Graduate Institute and can sit for the Certified Clinical Medical Assistant exam professionals.

Outcomes

- At AH the Health Scholar Program, implemented at **13 hospital sites**.
- Provides **15 to 30 FTEs** at each implemented site.
- Currently **100+ total FTEs** total and growing as sites expand to support frontline clinical staff and administrative support in AH's hospital, ambulatory clinics and administrative departments
- Each hospital location now fills **15-25%** of their entry level positions with the badged and vetted pipeline of Health Scholars
- **100%** of scholars pass their MA certification exams on the first attempt

“The COPE Health Scholars Program continues to be a tremendous opportunity for students and other community members to expand their education and support career advancements.”



Patricia Vasquez
Patient Care Executive
Adventist Health White Memorial



To learn more about the COPE Health Scholars, MA Programs or comprehensive workforce solutions, please contact info@copehealthsolutions.com or call **213-259-0245**.