

# Annual Health Care Occupations Report

DC Health Care Workforce Partnership

2023



DC Health Care  
Workforce  
Partnership

# Preface

As envisioned, the *Annual Health Care Occupations Report* continues to play a significant role in influencing and advising the work of the DC Health Care Workforce Partnership (Partnership) as well as that of the DC Workforce Investment Council (WIC). The first report analyzed the District's health care industry; identified and named workforce issues of the District; introduced the Shared Vision, Shared Priorities and Shared Outcomes; prioritized five high-demand, high-growth, entry-intermediate and middle-skill career occupations; and offered strategic recommendations that steer the work of the Partnership and the strategic investments made by the WIC. The second report presented the structure of the health care career pathways system as a sector strategy within the District's workforce system and delved deeper into the strategic recommendations. The report demonstrated accountability with a year in review of the industry outcomes. The report afforded us the opportunity to celebrate the achievements of the Partnership and served as a reminder of the work to be done.

The third *Annual Health Care Occupations Report* continues to build on the work of the previous reports. The cumulative year-in-review demonstrates the immediate impact of the work accomplished by the District and the Partnership including the investments made toward building educational training capacity in the District. Furthermore, the report presented the Partnership's health care career pathways system, introduced five additional priority occupations, and explored the drivers of job quality, good jobs principles, and a universally accepted job design framework.

The Partnership's work continues to be designed through a collective approach. Partners engaged in Action Teams to design the career pathways system grounded in diverse, equitable, inclusive and accessible principles; ambassadors delivered strategic thought leadership on key health care workforce issues; and the three professional associations representing each of the industry's subsectors—DC Primary Care Association (DCPCA), DC Health Care Association (DCHCA) and the DC Hospital Association (DCHA)—worked collaboratively, leveraging and respecting each subsector's expertise to build an education and engagement plan for the industry.

We invite you to read this report to understand the Partnership's present and future work and the value proposition of our combined voice. To that end, the report contains active links to referenced documents where you can learn more about our work.

# Acknowledgments

The DC Health Care Workforce Partnership exists because of the committed program staff and consultants, health care employers, core partners, and network supporters. Their meaningful engagement produced the work of the Partnership and paved the way for the work to be done. The Partnership is especially grateful for the support of the DC Workforce Investment Council.

# Welcome

We are pleased to present the 2023 Annual Health Care Occupations Report. After two years of convening, the DC Health Care Workforce Partnership continues to work with our health care employers, core partners and network supporters to achieve the Shared Priorities in pursuit of realizing the Shared Vision.

This report reflects the outcomes of designing the Career Pathways System. Recognizing the significant work of the Action Teams, who collaborated with three industry associations, to create an education and engagement plan and presented a best practice framework in job quality and design.

Together, we made progress. And the strategic recommendations scorecard highlights the work of our alliance of public and private sector entities committed to an all-of-us approach. Our public funding partner, the DC Workforce Investment Council, acted on our recommendations and issued funding opportunities such as the FY2022 IT and Health Care Sector Training Grants that paved the way for a new talent pipeline pilot program—Pathways to Progress.

Thanks to our partners' engagement and productivity, we are on the right track. If you are interested in learning more about being a partner, you can sign-up [for our bi-weekly newsletter, \*News & Happenings\*](#).



Jacqueline D. Bowens  
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# Executive Summary

As the nation continues to navigate through the post-COVID-19 pandemic environment, there remains significant workforce issues in health care. Health care employers and their partners are innovating and recognizing the importance of aligning training and education programs to adapt to current and future challenges in health care. Innovation is critical as we seek to meet the needs of health care sector employers and retooling the workplace experience to support career pathways and higher employee satisfaction through improved job quality. In the District of Columbia, the Partnership is leading the effort to tackle this challenge and address the needs of the health care workforce through shared priorities in **Education and Training**, re-aligning the industry to become **A Career Destination**, and ensuring diverse, equitable and inclusive access through **Career Pathways**.

"Employability is a key indicator of success in the local economy. As the local economy experiences more economic progression and residents experience more upward mobility, employability naturally increases. Employability is a summation of multiple attributes that make a resident successful — skills, understandings and personal attributes — and more likely to gain employment and be successful in their chosen occupations, which benefits themselves, the workforce, the community and the economy" DC Workforce Innovation and Opportunity Act (DC WIOA, 2022). This work has been central to our Action Teams as we seek to align our training programs to the needs of employers and create pathways and training opportunities for current employees as well as attract new talent.

The work of several of the Action Teams led to the development and refinement of the Education and Engagement Plan. The Partnership and our stakeholders understand the ways in which education and engagement can help achieve the work to be done in the District. The work was informed by the three subsector associations: DC Hospital Association (DCHA), DC Healthcare Association (DCHCA) and DC Primary Care Association (DCPCA); recommendations from Mayor Muriel Bowser's Commission on Healthcare Systems Transformation and Mayor Bowser's Healthcare Workforce Task Force; and guidance from research results and insights from the previous annual health care occupations report. The plan ensures that the Partnership leads on industry-wide issues while the associations continue leadership on subsector issues. In this way, there is coordination and collaboration, not competition, to achieve the respective goals and realize the **Shared Vision**.

The Partnership understands that our work in **Career Pathways System** and **Education and Engagement** is essential to designing good jobs and attracting **District residents** to the industry. Career pathways and programs are the engine of the career pathways system. The **Annual Health Care Occupations Report 2023** seeks to celebrate our successes while also keeping our eye on the **Shared Vision**.

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# About the Partnership

The DC Health Care Workforce Partnership is an industry-driven, community supported sector-based alliance, consisting of businesses from the health sector. **Health care employers** lead the work by defining the agenda and driving it forward. **Core partners** align to implement strategic solutions to get residents career positions and keep the industry strong. **Network supporters** are engaged in supportive services to plug in resources, create connections and coordinate activities.

## The Partners

### CONVENER & INTERMEDIARY

DCHA Program Services Company, Inc.\*

### PUBLIC FUNDING PARTNER

DC Workforce Investment Council

### HEALTH CARE EMPLOYERS/BUSINESSES - HOSPITALS

The George Washington University Hospital

BridgePoint Hospitals - Capitol Hill and National Harborside

Children's National Hospital\*

Howard University Hospital

MedStar Washington Hospital Center\*

MedStar Georgetown University Hospital

Psychiatric Institute of Washington

Sibley Memorial Hospital

United Medical Center

### HEALTH CARE EMPLOYERS/BUSINESSES - AMBULATORY & BEHAVIORAL HEALTH SERVICES

Kaiser Permanente

Mary's Center\*

McClendon Center

Providence Health

Unity Health Care

Whitman-Walker Health\*

### NURSING, RESIDENTIAL & LONG-TERM CARE SERVICES

Ascension Living Carroll Manor Nursing & Rehabilitation Center

Forest Hills DC

Premier Health Services

Stoddard Baptist Nursing Home

Volunteers of American Chesapeake & Carolinas

### CORE PARTNERS

1199 SEIU

Academy of Hope DC\*

AmeriHealth Caritas DC

Briya Public Charter School

Coalition for Nonprofit Housing & Economic Development

Community College Preparatory Academy

DC Coalition of Disabilities Service Providers

DC Coalition on Long Term Care

DC Health Care Association

DC Primary Care Association

DCPS Academy of Health Sciences - Coolidge

Department of Aging and Community Living

Georgetown University

Greater Washington Community Foundation

LAYC Career Academy\*

SOME Center for Employment Training\*

UDC Community College Division of Workforce Development & Lifelong Learning\*

Office of the State Superintendent of Education

Jane Bancroft Robinson Foundation

Stoddard Baptist Home Foundation

St. Michael College of Allied Health

### NETWORK SUPPORTERS

DC Department of Employment Services

DC Department of Forensic Sciences

Dress for Success, Washington, DC

Rodham Institute Pathways for All to Health Careers

Campaign for Fair Sentencing of Youth

DC Health Care Finance

DC Appleseed Center for Law and Justice

DC Department of Employment Services

DHS, Family Rehousing & Stabilization Program

\*Also Pathways to Progress Partners

# About the Partnership

## Shared Vision

The Shared Vision of the Partnership reflects the future state of the industry as a sector partner in the District of Columbia's workforce system. In that spirit, the vision is aligned with the District's strategic vision for its workforce development system. We are actualizing an industry-driven Career Pathways System where:

- DC residents are ready, able and empowered through lifelong learning, sustained employment and economic security;
- Health care businesses in DC are connected to market-responsive skilled DC residents to successfully compete; and
- Education, training, and supportive services are coordinated, cohesive, and integrated through public and private partners working together.

## Shared Priorities

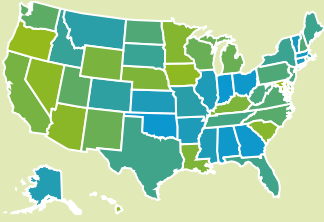
These Shared Priorities are the key focus areas of the industry and are needed to realize the Shared Vision.

- Health Care as a Career Destination
- Education and Training
- Career Pathways System



# State of the Health Care Industry

## Highlights of a Nation – United States



A market study suggested that the COVID-19 pandemic propelled significant growth with major federal funds pouring into the industry and technology-enabled health care models being implemented. The study further noted that this growth paved the way for “abundant job opportunities with high wages.” (*US Healthcare Industry Sectors: Facts, Trends, & Statistics*). This prediction may hold promise and accountability as we address the industry’s workforce issues.

As the nation continues to navigate through the post-COVID-19 pandemic environment, there remains significant workforce issues in health care. Health care employers and their partners in education and training and supportive services must align to prepare for the present changes and future implications to the industry. According to the Bureau of Labor Statistics (BLS), the health care industry employs more than 16 million workers and half of those employees work in ambulatory health services, another 5.2 million are employed in acute care hospitals and just over 3 million in nursing and residential care facilities (*Bureau of Labor Statistics. Economic News Release: Table B-1. Employees on nonfarm payrolls by industry sector and selected industry detail. Retrieved March 10, 2023*). Among the workers, health care support workers are largely employed as nursing assistants, medical assistants, home health aides, dental assistants, and other high demand occupations (*Census Bureau’s 2019 American Community Survey*).

Prior to the pandemic years, health care organizations faced employment issues in these high-demand, entry-intermediate and middle skill occupations. From employee burnout, registration and licensing requirements and processes to talent acquisition and staff retention, the pandemic exacerbated these *standard* employment issues for the employer and worsened the mental and emotional health challenges that health care workers face daily in the duty of care. In the Washington, DC metropolitan area, health care associations continue to identify large workforce shortages that persist beyond the height of the pandemic. With predications of market growth and BLS projections that health care occupations will increase faster than the average of all other occupations, the demand for health care workers to meet the 21st century needs is a top priority of the workforce system.



# State of the Health Care Industry

## Where We Live – District of Columbia

In the District of Columbia, public and private stakeholders of the workforce system are working together to address the needs of the health care workforce through shared priorities in **education and training**, re-aligning the industry to become **a career destination**, and ensuring diverse, equitable and inclusive access through **Career Pathways**. This continues to be an “all of us” strategy. Public alliances and investments, such as the Mayor’s Healthcare Workforce Task Force, the DC WIC Workforce Innovation and Opportunity Act (WIOA) State Plan, and the DC Comeback Plan (January 2023) are addressing strategic investments and policy changes to support thriving residents, creating opportunity-rich neighborhoods, and growing and retaining successful businesses. Health care employers align through the DC Hospital Association (DCHA), the DC Primary Care Association (DCPCA), and the DC Health Care Association (DCHCA) on the matters of improving job quality and partnering with education and training providers to better prepare residents for 21st century careers.

DCHA is working to cultivate a thriving and diverse workforce by expanding the Pathways to Progress Program to include diverse middle and high school students from the District in collaboration with public and private partners by addressing culture, wellness, advancement and equity-based opportunities through a retention best practice program; and adopting policies and practices for licensure and certification that ensure the District’s health care workforce is prepared to deliver quality, equitable and accessible health care.

DCHCA is partnering with the American Health Care Association and the National Center for Assisted Living to promote Careers in Caring - an initiative that provides resources to help with hiring efforts.

DCPCA is working to support community health centers in addressing workforce shortages, burnout and retention. Specifically, supporting health centers on providing a pipeline for staffing, facilitation with local universities and training programs, and workforce activities, including internships for Health Information Technology (health IT) and the resident placement initiative PHIT4DC.



# State of the Health Care Industry

## Educational Attainment & Labor Force



"Employability is a key indicator of success in the local economy. As the local economy experiences more economic progression and residents experience more upward mobility, employability naturally increases. Employability is a summation of multiple attributes that make a resident successful — skills, understandings and personal attributes — and more likely to gain employment and be successful in their chosen occupations, which benefits themselves, the workforce, the community and the economy" (DC WIOA, 2022).

DC residents age 25 and up boast a 25.44% and 21.34% bachelor's degree and master's degree attainment, respectively. Combining all higher education, 62% of residents have an associate degree or higher. As defined by the BLS, the Health Care and Social Assistance sector—a part of the education and health services supersector—comprises establishments providing health care and social assistance for individuals delivered by trained professionals. Residents of Ward 7, Ward 8, and Ward 4 make up most employees in this sector (BLS and DC Health Matters).

In the District of Columbia, the labor force is 370,433, a reduction since a peak in July, 2022 (DC Health Matters, Size of Labor Force). The unemployment rate in the civilian labor force is at 4.5%, placing the city in relatively worse position when compared to the U.S. Value of 3.4 percent (DC Health Matters, Unemployed Workers in Civilian Labor Force). Notably, District residents without a college degree have a 25% lower labor force participation rate and five times higher rate of unemployment than those with a bachelor's or advanced degree. Additionally, households headed by a person lacking any college education have poverty rates 12-16 times higher than families headed by a person with a bachelor's or advanced degree. The median earnings for residents without a bachelor's degree were one-half to one-quarter the level of those with a bachelor's or advanced degrees (DC WIOA, 2022). As a determinant of employability, there is gap in skills level and educational attainment of many District residents, particularly residents living in Wards 4, 7, and 8, to the skills and education requirements for District jobs.

## Wages & Cost of Living

The District of Columbia has a median household income value of \$102,806, which is in "the best 50% of cities" compared to the U.S. Value (U.S. Counties and States) (DC Health Matters). In viewing race/ethnicity, Black/African American, American Indian/Alaska Native, Other, and Hispanic/Latino's median incomes are significantly worse than the overall. Asian, Native Hawaiian/Pacific Islander, and White, non-Hispanic have a significantly better median income. It is evident that income inequality exists in the District of Columbia along race, ethnicity, and gender identities. The city lands at a value of 0.521 for income inequality, where a zero value denotes "complete equality" in a population to a value of one denoting that there is complete inequality (DC Health Matters). Previous demographic analyses revealed that in the Health Care/Social Assistance industry, the lower wage occupations are held mostly by women and persons of color (JBRF, BWTEotR 2022).

As the District grows more diverse in workforce demographics, inequities in race, ethnicity and gender will carry a huge economic cost to the city. Though the District will have a minimum wage of \$17/hour starting in July 2023, it has the second-highest cost of living index at 154.7, meaning that, living costs such as housing, transportation, food and clothing are 54.7% more expensive compared to the national average. Bold initiatives identified in the [DC's Comeback Plan](#) (January 2023) will be critical to economic development as a determinant to readiness to work and employability in careers with livable and sustainable wages.

# Analysis of Prioritized Occupations

In March 2021, the health care employers of the Partnership prioritized five high-demand, high-growth health care occupations using qualitative and quantitative data reports (Hanover Research, 2021 and Social Lens Research, 2021) and viewpoints of the industry, subsectors and partners. Over the past two years, health care employers voiced the need to add other high-demand, high-growth health care occupations to further address the industry’s critical workforce needs. In December 2022, the health care employers used a validated process to rank and prioritize five additional health care occupations. This list to the right represents the combined 10 prioritized health care occupations, in alpha order.

Among all industries, the Washington, DC’s Hot Jobs for High School Graduates (Job Outlook Through 2028) names three of the prioritized health care occupations: medical assistants; licensed practical and vocational nurses; and nursing assistants.

When expanding to the top 50 jobs, the registered nurse is the only prioritized occupation on the list (DOES, Washington, DC’s Hot 50 Jobs). In a snapshot view of the top job postings of entry-intermediate and middle skilled occupations not requiring a degree, six of the 10 prioritized occupations appeared on the list, with medical assistants, dental assistants, pharmacy technicians, and licensed practical nurses at the top (DC WIC: Top 15 Job Posting within DC, May-November 2022). The U.S. Chamber of Commerce named health care and social assistance as one of the industries with the highest number of job openings. The report further states that in the District of Columbia, the worker shortage index is 0.49. This means that the District of Columbia has 49 available workers for every 100 open jobs (U.S. Chamber of Commerce, Understanding America’s Labor Shortage: The Most Impacted Industries).

The District of Columbia is considered a career opportunity “hotspot” in the region. Overall, the educational attainment level and jobs listings paint a favorable picture of the city. At the same time, the inequitable distribution of the educational assets and jobs contribute to a greater hardship for frontline workers, notably those seeking entry points into the sector with career pathways. Nine percent of the District’s 16 years of age and up residents are employed in health care/social assistance services, and most of those workers are in entry-immediate and middle skills occupations (DC Health Matters and DC WIOA, 2022). Though the health care industry may be a strong contributor to the District being a career opportunity “hotspot”, the District’s worker shortage suggests that the industry will have to be more competitive, offering occupations with easily identifiable and accessible career pathways that lead to upward mobility to attract District residents.

The District has a goal of creating 35,000 new jobs in high-growth target sectors including the life sciences and health technology sector. The **Shared Priorities of educating and training** District residents in the prioritized health care occupations with career pathways have the potential to contribute to this goal.

A Career Pathways Action Team of professional education and training providers looked internally to analyze their offerings and capacity to support preparedness of the 21st century workforce needs. The results further documented the need to invest in and implement well-connected and transparent education and training. Of note is the strategic recommendation to catalyze and validate learning through innovative models, such as Credential As You Go, an organization leading the way “to recognize all learners for what they know and can do through the redesign and integration of credentialing systems across states, higher education, and third-party providers, including employers” (Credential As You Go, Rethinking the Credentialing Model). In view of the credentialing goal in the Education and Engagement Plan, this may be an initiative to further explore.

## 10 Prioritized Health Care Occupations alpha order

- 1 Certified Medical Assistant
- 2 Certified Nursing Assistant
- 3 Community Health Worker
- 4 Dental Assistant
- 5 Emergency Medical Technician
- 6 Home Health Aide
- 7 Licensed Practical Nurse
- 8 Pharmacy Technician
- 9 Psychiatric Technician
- 10 Registered Nurse

# Health Care as a Career Destination: The Lever of Job Quality

## What is a "Good Job"?

Data shows that during the 'Great Resignation,' workers were leaving their jobs not because they didn't want to work but rather to find better ones. But the question is what makes a job a good job?

Attempting to answer that question, the Aspen Institute Economic Opportunities Program and the Families and Workers Fund launched the Good Jobs Champions Group. Bringing together leaders from across sectors including business, labor, finance, and academia; through opinion polling, workshops with dozens of frontline workers and executives of both small and large companies, the Institute produced more than 20 definitions of job quality.

Through their work a three-part definition of good jobs emerged. They found that good jobs provide 1. economic stability, 2. economic mobility, and 3. equity, respect, and voice. These jobs ensure "stability by providing a standard of living that allows workers to meet basic needs for themselves and their families. They also provide mobility through equitable hiring, opportunities to learn and advance, and the ability to save and build wealth over time." Finally, good jobs encompass engaging workers to improve the workplace while addressing their concerns ([The Hill, A new definition of what makes a job good, R. Korberg and M. Conway](#)).

Ultimately, the definition of a good job may vary based on individual priorities and value. Some may prioritize remote work schedule, while others may appreciate onsite fitness facilities. "The Good Jobs Champions' definition is not meant to drown out differences among individual preferences and firm practices, but rather to establish a baseline and ensure that no worker is forced to make tradeoffs in the essentials — like family sustaining pay, health insurance, training and advancement opportunities, and practices that uproot racial and gender discrimination" ([The Hill, A new definition of what makes a job good, R. Korberg and M. Conway](#)).

## How is Job Quality Defined?

Job quality is about one's work being valued and respected. That entails having a voice and the opportunities to learn and grow. Quality work helps individuals build security and confidence to excel. According to the Aspen Institute, quality job offers competitive wages, and stable income to build wealth, safer working conditions free of discrimination and harassment; stable working schedules and benefits that support healthy life including insurance, paid sick and vacation time, family/medical leave and sufficient retirement plan ([The Aspen Institute, Job Quality: A Statement of Purpose, December 2017](#)).

The [U.S. Department of Commerce Job Quality Toolkit](#) presents key drivers that are important to one's overall employment experience.

## Work That Has Been Done in Job Quality

The National Institute of Standards and Technology (NIST), in conjunction with the U.S. Department of Commerce, identified key drivers of job quality and provided various strategies and actions that can be taken by employers to improve the quality of the jobs. This toolkit digs into eight key drivers that turn a routine occupation into a high-quality job where employees feel respected, valued, and important to the company's success. Most recently, the U.S. Departments of Commerce and Labor partnered to turn these drivers into the **Good Jobs Principles**—eight principles that provide a guide for businesses, workers, labor unions, advocates, researchers, state and local governments, and federal agencies for a shared vision of job quality.



**Table 1: Drivers of Job Quality & Good Jobs Principles**

Drivers of Job Quality & Good Jobs Principles aligns the eight key drivers that were identified by NIST with related strategies and actions and the Good Jobs Principles recently adopted through collaboration between the U.S. Departments of Labor and Commerce ([U.S. Department of Commerce, Job Quality Toolkit](#) and [U.S. Department of Labor, Good Jobs Principles](#)).

Drivers	Strategies and Actions	Good Jobs Principles
1. <b>Recruitment &amp; Hiring</b>	<ul style="list-style-type: none"> <li>Recruit from diverse sources of talent.</li> <li>Implement skills-based hiring and promotion practices.</li> <li>Prioritize onboarding.</li> <li>Create a formal retention plan for your organization.</li> </ul>	<ul style="list-style-type: none"> <li>Qualified applicants are actively recruited – especially those from underserved communities. Applicants are free from discrimination, including unequal treatment or application of selection criteria that are unrelated to job performance. Applicants are evaluated with relevant skills-based requirements. Unnecessary educational, credentials and experience requirements are minimized.</li> </ul>
2. <b>Benefits</b>	<ul style="list-style-type: none"> <li>Tailor services, benefits, and policies to the diverse needs of your workforce groups and segments.</li> <li>Offer health benefit options.</li> <li>Offer mental health benefits.</li> <li>Offer paid time off in support of work-life balance and wellness.</li> <li>Offer retirement savings programs.</li> <li>Offer liquid savings programs.</li> <li>Eliminate worker misclassification.</li> <li>Financially support learning and skill building.</li> <li>Reduce the cost and burden of commuting.</li> <li>Offer childcare and eldercare benefits.</li> <li>Offer tax benefits.</li> <li>Promote worker financial wellness.</li> <li>Encourage benefit uptake and use.</li> </ul>	<ul style="list-style-type: none"> <li>Full-time and part-time workers are provided family-sustaining benefits that promote economic security and mobility. These include health insurance, a retirement plan, workers’ compensation benefits, work-family benefits such as paid leave and caregiving supports, and others that may arise from engagement with workers. Workers are empowered and encouraged to use these benefits.</li> </ul>
3. <b>Diversity, Equity &amp; Inclusion and Accessibility (DEI&amp;A)</b>	<ul style="list-style-type: none"> <li>Make equal opportunity a core value and practiced norm. Foster systems where all workers feel respected and empowered in the workplace. Identify and remove systemic barriers to DEI&amp;A.</li> </ul>	<ul style="list-style-type: none"> <li>All workers have equal opportunity. Workers are respected, empowered, and treated fairly. DEIA is a core value and practiced norm in the workplace. Individuals from underserved communities do not face systemic barriers in the workplace. Underserved communities are persons adversely affected by persistent poverty, discrimination, or inequality, including Black, Indigenous, people of color; LGBTQ+ individuals; women; immigrants; veterans; individuals with disabilities; individuals in rural communities; individuals without a college degree; individuals with or recovering from substance use disorder; and justice-involved individuals.</li> </ul>
4. <b>Empowerment &amp; Representation</b>	<ul style="list-style-type: none"> <li>Ensure that workers have a meaningful voice, without fear of retaliation. Enable workers to contribute to decisions about their work, how it is performed, and organizational direction.</li> </ul>	<ul style="list-style-type: none"> <li>Workers can form and join unions. Workers can engage in protected, concerted activity without fear of retaliation. Workers contribute to decisions about their work, how it is performed, and organizational direction.</li> </ul>
5. <b>Job Security &amp; Working Conditions</b>	<ul style="list-style-type: none"> <li>Ensure a safe, healthy, and accessible workplace and offer job security. Minimize temporary or contractor labor solutions, using such workers mainly to adjust for short-term needs. Assess and schedule hours that are adequate and predictable.</li> </ul>	<ul style="list-style-type: none"> <li>Workers have a safe, healthy, and accessible workplace, built on input from workers and their representatives. Workers have job security without arbitrary or discriminatory discipline or dismissal. They have adequate hours and predictable schedules. The use of electronic monitoring, data, and algorithms is transparent, equitable, and carefully deployed with input from workers. Workers are free from harassment, discrimination, and retaliation at work. Workers are properly classified under applicable laws. Temporary or contractor labor solutions are minimized.</li> </ul>
6. <b>Organizational Culture</b>	<ul style="list-style-type: none"> <li>Demonstrate through explicit behaviors and norms of leadership that all workers belong, are valued, and contribute meaningfully to the organization. Assess workers’ engagement and feelings of respect.</li> </ul>	<ul style="list-style-type: none"> <li>All workers belong, are valued, contribute meaningfully to the organization, and are engaged and respected especially by leadership.</li> </ul>
7. <b>Pay</b>	<ul style="list-style-type: none"> <li>Provide an equitable living wage to all workers and ensure fair compensation practices.</li> </ul>	<ul style="list-style-type: none"> <li>All workers are paid a stable and predictable living wage before overtime, tips, and commissions. Workers’ pay is fair, transparent, and equitable. Workers’ wages increase with increased skills and experience.</li> </ul>
8. <b>Skills &amp; Career Advancement</b>	<ul style="list-style-type: none"> <li>Provide opportunities and tools for workers’ self-realization and advancement in their current jobs, within the organization, and outside it.</li> </ul>	<ul style="list-style-type: none"> <li>Workers have equitable opportunities and tools to progress to future good jobs within their organizations or outside them. Workers have transparent promotion or advancement opportunities. Workers have access to quality employer- or labor-management-provided training and education.</li> </ul>

# Work to be Done in Job Quality



From the voice of the consumer to research done on job quality, all data points to the need for employers to design jobs based on the needs of their business and employees to attract and retain the best workers.

We offer the Job Design Framework as a foundation guide for our work to be done. It is developed to put the employer in the driver's seat, taking the lead with accountability. It is framed in racial equity and inclusion principles that are aligned with recommendations from our partners. It offers flexibility in designing good jobs regardless of the employer's resources. It aligns with our **Shared Priority—Health Care as a Career Destination**—to be an industry of choice among District residents ([NFWS, Job Design Framework](#)).

In the upcoming year, partners and stakeholders will be mobilized through action teams to advance the design of job quality. This work will be supported by the program staff as the action teams dive deeper into the work to be done.

## JOB DESIGN FRAMEWORK

### A FRAME OF RACIAL EQUITY AND INCLUSION

Racial equity is essential for good jobs and good workplaces. You can start wherever you want in this framework, but the job elements listed below will have the most impact if you apply them with an equity mindset.

### The Pillars

CORE	SUPPORT	OPPORTUNITY	VOICE
<p>The basic elements of a good job</p> <p><b>Compensation</b> Sustainable pay and benefits</p> <p><b>Work Environment</b> Stable hours and scheduling Safety Job security</p> <p><b>Supervision Quality</b> Fairness and respect Open communication Anti-discrimination and anti-profiling policies Transparent grievance process</p>	<p>Help workers perform well and achieve stability</p> <p><b>Training</b> Entry-level training Cross-training</p> <p><b>Internal Assistance</b> Supervisory training Financial counseling Cash assistance Formal HR practices</p> <p><b>External Supports</b> Tax credits Childcare, transportation, housing (etc.) support</p>	<p>Help employees advance in their careers and develop their skills</p> <p><b>Career Development</b> Specialized training Educational benefits Formal career pathways</p> <p><b>Mentoring and Coaching</b> Peer mentorship Job coaching</p> <p><b>Acknowledgment</b> Internal and external recognition Leveling of perks Individual and team bonuses Other financial incentives</p>	<p>Employees are empowered, engaged, and have agency</p> <p><b>Engagement</b> Measurement of engagement Meaningfulness Mattering</p> <p><b>Improvement</b> Inclusive, continuous improvement processes</p> <p><b>Participation</b> Participatory management Autonomous teams Formal representation Employee stock ownership</p>

### The Result

Becoming an employer of choice is a strategy, not an accident. Designing your jobs for equity and inclusion will help you build a great company where your employees thrive.



\*This framework was originally developed by Steven Dawson, a senior advisor to the National Fund for Workforce Solutions. An earlier version appears in [Now or Never: Heeding the Call of Labor Market Demand](#) by the Pinkerton Foundation.

# Education & Engagement Plan

The Education and Engagement plan was developed by working with our partners, the workers and the community. Through these sources and stakeholders, we understand the ways in which education and engagement can help achieve the work to be done in the District. The work was informed by the three subsector associations: DC Hospital Association (DCHA), DC Healthcare Association (DCHCA) and DC Primary Care Association (DCPCA); recommendations from [Mayor Muriel Bowser's Commission on Healthcare Systems Transformation](#) and the [Mayor Bowser's Healthcare Workforce Task Force](#); and guidance from research results and insights from the previous [annual health care occupations report](#).

We approached the plan to ensure that the Partnership leads on industry-wide issues while the associations continue leadership on subsector issues. In this way, there is coordination and collaboration, not competition, to achieve the respective goals and realize the **Shared Vision**.

Embedding insight from these sources and stakeholder engagement, the following goals were developed to continue the Partnership's engagement activities in the priority areas of licensure, apprenticeship/internship, certifications, competitive wages, health care training, credentialing, and the approval process for workplace education programs. The work to be done may be viewed in the [detailed action plan](#).

## Education & Engagement Goals

### Licensure

Conduct a quality improvement review of the licensure process to address delays in all aspects of clinical licensing, develop and implement process improvement plans to reduce turnaround times.

### Apprenticeship/ Internship

Encourage health care employers to create and/or expand certified apprenticeship or internship programs.

### Certifications

Expand health professional programs and certifications available upon high school graduation.

### Competitive Wages

Ensure competitive wages with focus on the direct care workers through sustainable reimbursement policies that include accountability for the provider to ensure proper rates are being paid to the workers as well as accountability to payors.

### Health Care Training

Provide DC residents in health care training and for up to 12-months during initial employment with comprehensive case management and wraparound services, including ongoing training, mentorship, and work support to ensure the work environment is respectful, safe, and culturally appropriate.

### Credentialing

Employers and educational and training providers engage to develop enhanced training programs that lead not only to credentials but address additional job requirement needs.

### Approval Process for Workplace Education Programs

Streamline the approval process for workplace education programs and eliminate entry barriers for providers in order to increase the capacity of the health care workforce system.

# DC Health Care Career Pathways System

The DC Health Care Career Pathways System is a cohesive alliance of partnerships, resources and funding, policies, data, and shared accountability measures that support the development, quality, scaling and dynamic sustainability of Career Pathways and Career Pathways Programs in the health care sector for residents of the District of Columbia. The pathways system is an activated strategy within the local public workforce system and connects and aligns public and private partners and resources for system building, outcomes and impact.

Our target audiences are health care businesses offering career pathways to DC residents, DC residents employed or seeking careers in the health care industry, and those that support this work.

While no one organization “owns” the DC Health Care Career Pathways System, the **DC Health Care Workforce Partnership** is the umbrella alliance. As the health care sector convener and intermediary of the Partnership, DCHA Program Services Company, Inc., manages the DC Health Care Career Pathways System.

A well-integrated, coordinated and managed career pathways system requires many types of partners. As the industry partners, health care **businesses** offer career pathways to DC residents including experiential learning. Highly qualified **secondary, postsecondary and higher education institutions** provide accessible, affordable, and industry-validated education, training and credentials for careers in the prioritized health care occupations. **Supportive services organizations** assist with the learning journey and career navigation to co-create personal and professional success of DC residents. **DC government agencies** implement supportive policies, prioritize and leverage resources, use data and shared measures, and strategize to ensure continuous improvement of career pathways as a workforce strategy. **Public, private and philanthropic funders** invest in and provide technical assistance to build, scale and sustain the system.

**Career pathways** and programs are the engine of the career pathways system. Through our partners, we design and continuously improve a set of interrelated career pathways for prioritized occupations within the health care sector. **Quality career pathways** must have well-connected and transparent education; multiple entry points that are accessible to all students; and multiple exit points at progressively higher levels that lead to good jobs with livable, sustainable wages. These quality career pathways are implemented through **career pathways programs** that offer participant-centered and industry-validated education and training; consistent and non-duplicative assessment of participants’ competencies and industry’s needs; supportive services and career navigation; and employment placement services and work experiences.

## Key Definitions

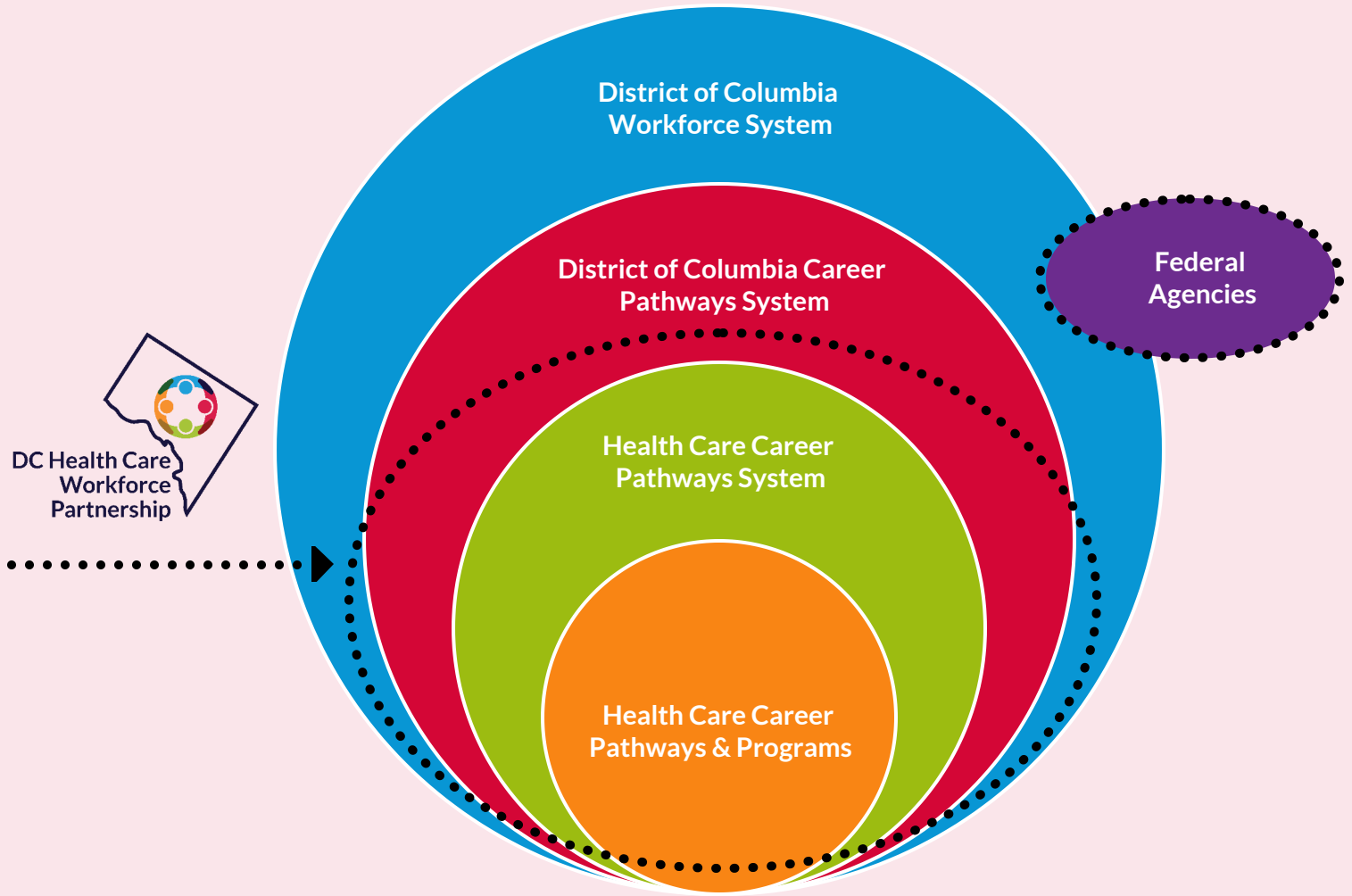
**Career Pathways** is a workforce development approach to build a knowledge workforce. Career pathways are comprehensive—articulating education and training steps between occupations in an industry sector, combined with support services, to enable individuals to enter and exit at various levels and to advance over time to higher skills, recognized credentials, and better jobs with higher pay. Each step on a career pathway is designed explicitly to prepare individuals to progress to the next level of employment and/or education. Individuals are aware of the pathway, connections are transparent, and next steps are clear to reach their career goals. Career pathways strategies target jobs in industries of importance to local and regional economies and build strong relationships with employers. Career pathways operate at two levels—systems and individual program level.

A **Career Pathways Program** as a clear sequence of connected education coursework, training credentials, short- and long-term, work-based learning and sustainable support services aligned with employer-validated work readiness standards and competencies that enable individuals to secure employment with livable wages within a specific industry or occupational sector and advance over time to successively higher levels in that sector; and promote equitable and inclusive access and increase the supply chain of diverse qualified workers in the target industry.

**Career Pathways System** is a broad approach to serve populations seeking employment by reducing systemic barriers and creating opportunities for individuals to advance within specific fields through career pathways programs. A Career Pathways System substantively alters the way the workforce system delivers services and enhances the relationship with partner organizations and stakeholders to the development of a skilled knowledge-economy workforce by expanding access in an equitable and inclusive way that produces diverse workers who gain industry-recognized and academic credentials necessary to work in careers that are in-demand. Career Pathways Systems transform the role of employers from a customer to a partner and a co-leader and co-investor in the development of the workforce. This is evidenced by the core elements: 1. Advancing racial justice, meaningful DEI and accessibility practices; 2. Built and sustainable cross-agency partnerships with clarified roles; 3. Engaged industry sectors and employers; 4. Designed industry-validated education and training programs; 5. Identified funding needs and sources; 6. Aligned policies and programs; and 7. Measured system change and performance.

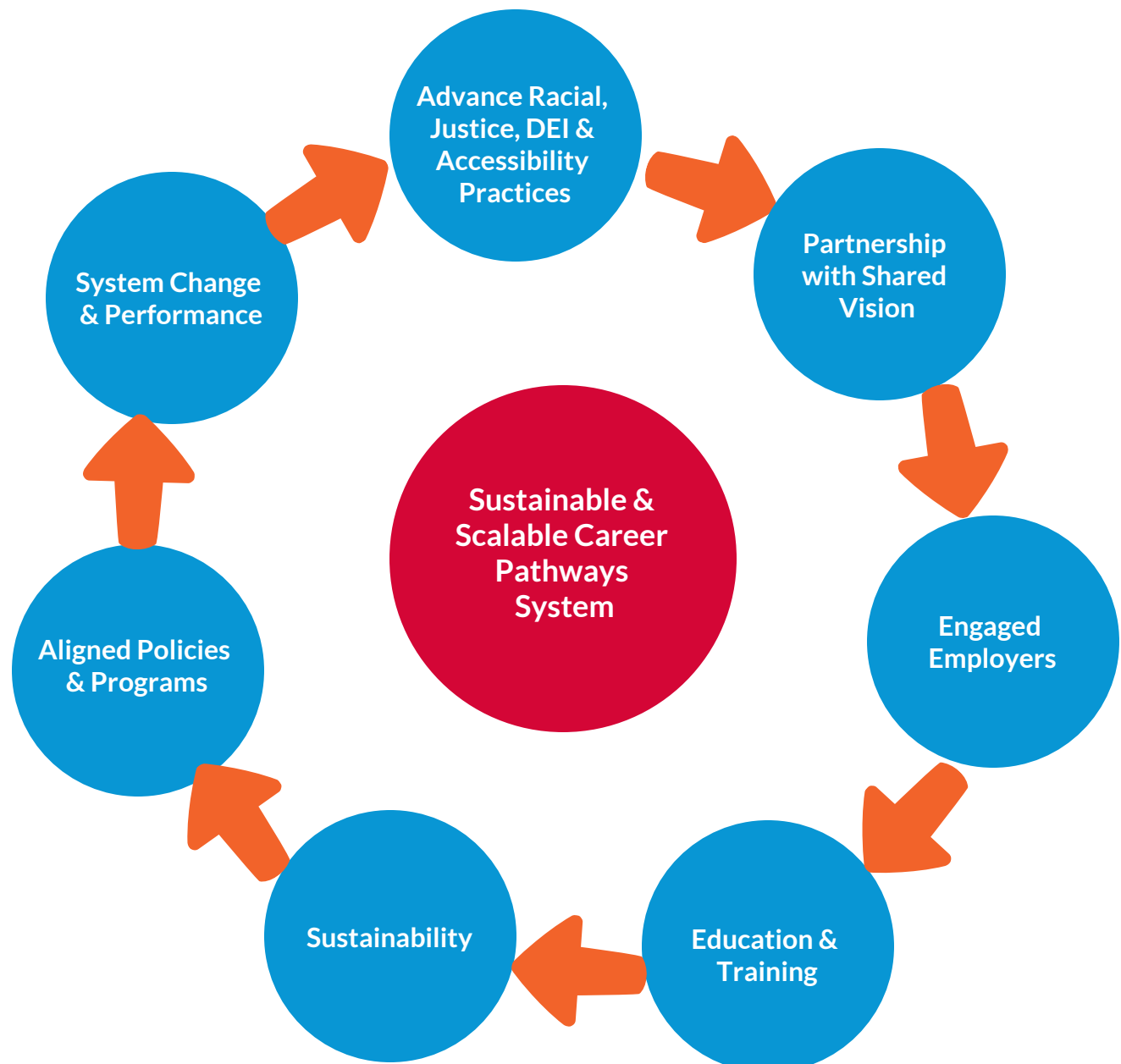


# Career Pathways System: Stakeholders



# Career Pathways System: Core Elements

- #1: Advance Racial Justice, DEI & Accessibility Practices
- #2: Sustainable Cross-Agency Partnerships with Shared Vision and Strategy
- #3: Engaged Employers and Integrated Sector Strategy
- #4: Industry-Validated Education & Training Programs
- #5: Sustainability Plan with Identified Funding Needs & Sources
- #6: Aligned Policies & Programs
- #7: Measured System Change & Performance



# Career Pathways System: Core Elements

Each **Core Element** of the **Health Care Career Pathways System** is developed based on the outcomes of **Action Teams**, consisting of the Partnership's members and stakeholders, and further informed by the [Career Pathways Toolkit: A Guide for System Development](#) (U.S. Department of Labor).

## CORE ELEMENT #1

### Advance Racial Justice, DEI & Accessibility Practices

#### RELEVANCE

The complexities of following a career pathway in the health care sector are difficult enough without the additional challenges related to racism, cultural biases and history in the criminal justice system. Career pathways should be intentionally designed for those who have experienced the greatest inequities in education to ensure that anyone who wants to advance can do so.

#### KEY COMPONENTS

- Regardless of the ability, knowledge, and background that an individual possesses as they enter a job, there should be opportunities to progress in their career because the appropriate training, mentorship, and professional development exist and are designed to meet student's needs.
- Career pathways should be intentionally designed for those who have experienced the greatest inequities in education to ensure that anyone who wants to advance (in salary, position, and experience) can do so.
- Training programs for health career pathways should be designed with different levels of experience (education, work, and lived-experience) to be as inclusive as possible (including age, justice involved, language, gender, and certain disabilities).

#### EVIDENCED BY

The following Equity in Direct Service Principles integrated in the system and programs:

- Universal equity
- Decreasing barriers to access
- Closing opportunity gaps
- Earning a fair wage
- Inclusive learning environments
- Providing mentorship opportunities and "on the job training"
- Diverse recruitment pool and networks
- Continuous data analysis

# Career Pathways System: Core Elements

## CORE ELEMENT #2

### Cross-Agency Partnerships with Shared Vision

#### RELEVANCE

A sector-based career pathways system starts with strong leadership at the state level, with the authority to design, implement and continuously improve the state's career pathways system. Aligned under the Office of the Deputy Mayor for Education, the DC Workforce Investment Council (WIC) is the coordinating and leadership entity of the workforce development system and empowered to coordinate workforce planning, strategies, and policies for DC. This role is essential to establishing cross-agency partnerships with shared vision for sector-based career pathways.

#### KEY COMPONENTS

- **Enhance system alignment:** District workforce development, education and social services providers are collaborating to deliver coordinated and effective services.
- **Improve community access to workforce and education services:** All District residents need improved access to jobs, education, training, career information, and support services necessary to advance in their career pathway.
- **Expand the talent pool for businesses:** Work with core program partners to streamline business engagement and services.
- **Improve youth services:** Create seamless pathways for students from primary and secondary education, through college and/or training into successful careers regardless of zip code.
- **Increase performance and accountability:** Create and maintain a user-friendly workforce development system data infrastructure for all stakeholders.

#### EVIDENCED BY

- Leadership from DC agencies with responsibility in workforce activities collaborate to set goals that guide the District's delivery and alignment of workforce services.
- Clearly defined roles, responsibilities, and funding resources of public agencies.
- Documented commitment to one shared vision for the state-level career pathways system.
- Established career pathways performance measures at the system, program and participant levels for public agencies.

# Career Pathways System: Core Elements

## CORE ELEMENT #3

### Engaged Employees & Integrated Sector Strategy

#### RELEVANCE

At the sector-level, the career pathways system must be driven by the industry employers. Industry employers must be actively engaged and committed to contributing to the broader state-level workforce development system and career pathways strategy.

#### KEY COMPONENTS

- Labor market analysis documenting the health care industry as a high-demand and growing industry with occupations offering career pathways.
- Formal agreement to ally with a shared vision and priorities and defined roles, responsibilities, and resources that support a sector-based career pathways system.
- Prioritized health care occupations and accepted definitions for career pathways, career pathways program and career pathways system.

#### EVIDENCED BY

- Health care employers and partners are allied in a sector partnership with shared vision and priorities that contribute to the District's workforce system vision and career pathways strategy.
- Health care employers in the three targeted sub-sectors are engaged and driving the sector-based careers pathways system.
- Roles, responsibilities, and resources of health care employers and partners are clearly defined with accountability.

## CORE ELEMENT #4

### Industry-Validated Education & Training

#### RELEVANCE

Career pathways programs are the engine of the sector-based career pathways system. Therefore, it is essential that the education and training programs address the needs of the industry and provide clearly defined courses and credentials along with support services that facilitate entry at any skill-level.

#### KEY COMPONENTS

- Industry-validated competency model for the prioritized health care occupations.
- Career ladders (vertical movement) and lattices (vertical and lateral movement) describing throughways from entry- to middle skilled- to higher-level career positions.
- Adequate training and education capacity within DC that is high-quality, free or low-cost, and offers flexible and innovative learning, training and delivery models for adults and youth, including work-based learning, e-learning, and learning credits through work experience.

#### EVIDENCED BY

- A fundamental competency model is validated by the industry partners in collaboration with education and training providers.
- Career ladders and lattices are identified and integrated in education and training programs.
- Learning, education and delivery models are responsive to industry and learners needs.

# Career Pathways System: Core Elements

## CORE ELEMENT #5

### Funding Sustainability

#### RELEVANCE

The career pathways system must be sustainable at the system, program, and participant levels to support the shared vision of the sector and the broader workforce development system.

#### KEY COMPONENTS

- Identified costs associated at each functional level: system development and maintenance, program development and operations, and participant engagement and retention.
- Identified public funding sources across workforce development and affiliated agencies and programs for a braided funding strategy.\*
- Identified private funding sources to support unmet needs in system, programs, and participants operations.

#### EVIDENCED BY

- Annual budget for career pathways system.
- Funding commitments from public agencies and private organizations.
- Long-term sustainability plan developed and implemented in collaboration with partners.

## CORE ELEMENT #6

### Aligned Policies & Programs

#### RELEVANCE

The success of the career pathways system is notably dependent upon state laws, regulations and policies, administrative procedures, and industry employment practices and protocols that serve as a passageway or barrier to career pathways programs and participants.

#### KEY COMPONENTS

- Identified state legislative and administrative procedures necessary to support a sector-based career pathways system.
- Identified industry and employer practices to facilitate equitable and inclusive career pathways programs.
- Shared commitment to reforms public and private practices in support of sector-based career pathways.
- Education and engagement strategy for shared accountability and outcomes.

#### EVIDENCED BY

- Annual state workforce development plan articulating public agencies commitment, resources, roles, and responsibility in creating policy alignment for career pathways.
- Sector-based multi-year education and engagement plan articulating prioritized goals, key objectives, timelines, and partner roles and responsibilities.
- Outcomes (of education and engagement plan) published in an annual report.

# Career Pathways System: Core Elements

## CORE ELEMENT #7

### Measured System Change & Performance

#### RELEVANCE

System building is a continuous process. To improve the process, it is necessary to measure the performance of the system and its change. Additionally, measuring the impact of system change is integral to support sustainability of the sector-based career pathways system.

#### KEY COMPONENTS

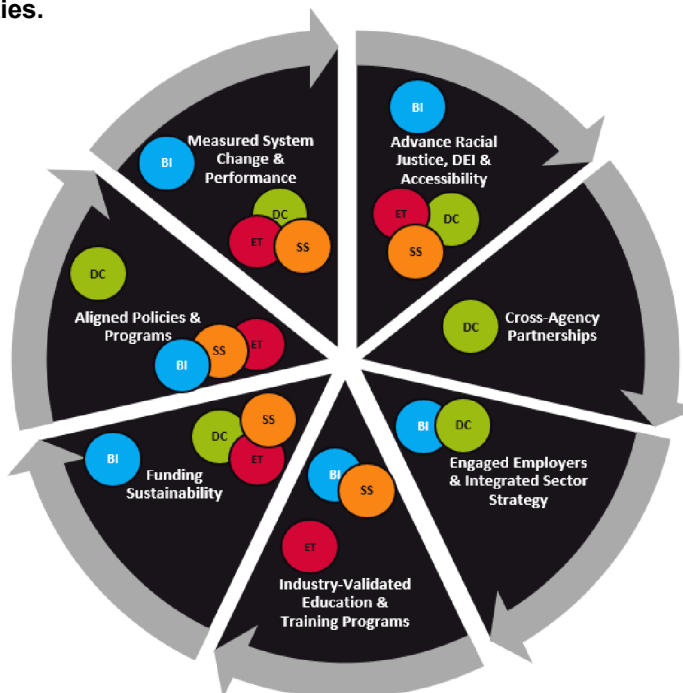
- Identified outcomes at the system, program and participant levels.
- Identified data needed to measure the system, program and participant level outcomes.
- A process for data management, sharing and analyzing.
- A transparent plan for reporting outcomes at the system, program and participant levels.

#### EVIDENCED BY

- Development and implementation of a strategy to identify, collect, store, and analyze data across multi-programs and partners.
- Outcomes published in an annual report.

## Career Pathways System: Connecting Stakeholders to Core Elements

Each **Stakeholder** is connected to the **Core Elements** to ensure clear roles in who leads, collaborates and supports. As the **Health Care Career Pathways System** evolves and matures, roles may shift to best position partners to support achievement of the **Shared Priorities**.



Stakeholder	Symbol
DC Government Agencies	DC
Business & Industry	BI
Education & Training Providers	ET
Supportive Services	SS

**Note:** A stand-alone circle denotes leadership of the core element. Where there isn't a stand-alone circle, there is shared leadership of the core element.

# Career Pathway Programs in Action

The following **Career Pathway Programs** are inaugural programs of the **DC Health Care Workforce Partnership Career Pathways System**. We are using the **Alliance for Quality Career Pathways (AQCP) Framework Version 1.0** for our measurement of performance and system change. AQCP's framework is designed to be a "systems-transformation strategy" that will continue to evolve (Center for Postsecondary and Economic Success at CLASP, AQCP). It is applicable to alliances seeking to develop and measure a **Career Pathways System** with shared metrics and outcomes across the system, programs and participant levels.

Program Elements, Features & Functions	Pathways to Progress	Summer Youth Immersion Program
Type of Career Pathway	Demand-side talent pipeline (pilot program)	Career exploration / experience
Employer Partners	Acute care hospitals and ambulatory and primary care services	Acute care hospitals
Education and Training Providers*	Adult Education	Secondary Education
<i>Participant-focused education &amp; training</i>	✓	
<i>Consistent and non-duplicative (across partners) assessments of participants' education, skills and competencies</i>		
<i>Consistent and non-duplicative assessments of participants' support service assets and needs</i>		
<i>Academic advising and supports that keep participants engaged</i>	✓	✓
<i>Career navigation assistance</i>	✓	✓
<i>Personal skill development and supports</i>	✓	✓
<i>Employment services</i>	✓	
<i>Work experiences</i>	✓	✓
*ACQP, Indicators for Established Systems, <a href="http://www.clasp.org/careerpathways">www.clasp.org/careerpathways</a>		



# Measuring System Change & Performance

The following measures for **Career Pathways** at the system, program and participant levels are from the **Alliance for Quality Career Pathways (AQCP) Framework Version 1.0** (Center for Postsecondary and Economic Success at CLASP, AQCP) as summarized in the Career Pathways Toolkit: A Guide For System Development, U.S. Department of Labor.

## SYSTEM MEASURES

Provides a cross-system view of results and support, shared accountability and improvement among partners.

- Return on Investment – overall cost of career pathways activities
- Increase in skills and credentials in the labor force
- Increase in workforce participation rate
- Employer engagement in career pathways system
- # of resources leveraged to sustain system

## PROGRAM MEASURES

Incorporates important interim program measures that demonstrate progress toward educational and employment outcomes.

- # of participants enrolled in program
- # of participant completers
- # of participants who receive some type of postsecondary credential
- # of participants who receive some type of industry recognized credential
- # of participants entering employment
- Employment retention rate
- Earnings gain
- Employer engagement

## PARTICIPANT MEASURES

Focus on results for participants within specific career pathways, rather than institutional or organization outcomes.

- Credit accumulation
- License / certificate attainment / industry recognized credential
- Degree attainment
- Wage at initial employment
- Employment retention rate
- Employment progression along a career pathway
- Earnings progress

*From the Career Pathways Toolkit: A Guide For System Development, U.S. Department of Labor*

## Conclusion

The DC Health Care Workforce Partnership will continue to work toward its **Shared Vision** through **Shared Priorities**. Over the past three years, there have been many lessons learned and more to come. What we've learned represents building on past work and acknowledging present work, and what's ahead of us guides future work. **What we've learned:**

- The **health care industry is an economic engine for the District of Columbia**, being a strong contributor to high-demand and high-growth jobs. As a city, the District has a worker shortage of 49 available workers for every 100 open jobs. That means the health care industry is in a competitive market and must be positioned to offer occupations with easily identifiable and accessible career pathways that lead to upward mobility.
- **Creating equity in workforce demographics is central to achieving our Shared Vision**. In terms of workforce demographics, there is a major equity issue in the city, industry and sector. Residents are misaligned with the skills and competencies necessary for the prioritized health care occupations. Employers need to understand the barriers that residents face to enter the industry. Job quality is a mutual lever.
- **Collaboration is how we get things done in the District of Columbia**. We must intentionally and painstakingly work together, but the outcome is worth it. We must seek input from our stakeholders including health care workers, health care employers, public partners, and private sector supporters.

### What's ahead of us:

- Continue collaborating with stakeholders to create more understanding. Commit to inclusive conversations of our partners and other stakeholders.
- Enhance the competitiveness of the health care industry (to attract DC residents) through the practice of good jobs. Understand job quality, its return on investment (for the business, worker, community, and city), where we are, and where we need to be (as an industry).
- Commit to sustaining our work as an alliance and an industry role model. Invest in the Partnership and ensure accountability for the outcomes.

# Strategic Recommendations

The **Strategic Recommendations** are aligned with the **Shared Vision** and **Shared Priorities** of the DC Health Care Workforce Partnership. Each year, the Annual Health Care Occupations Report provides a transparent view of our progress toward the Shared Vision and Shared Priorities through a scorecard. We build on the Strategic Recommendation by offering Suggested Turn-On Objectives based on the insights, thought leadership and recommendations of Action Teams, which consist of partners and stakeholders of the DC Health Care Workforce Partnership. The **FY 23-24 Suggested Turn-on Objectives** present with a viewpoint of the work as an *all of us* strategy. There are specific recommendations for our primary public funding partner, the DC Workforce Investment Council (WIC). However, it takes all vested partners and stakeholder to address the Strategic Recommendations. [View the complete strategic recommendations.](#)

Strategic Recommendations	FY 23-24 Suggested Turn-On Objectives
<p><b>Prioritize Health Care Occupations for Investments</b></p>	<p>Support a labor market analysis of the five additional prioritized health care occupations: Registered Nurse, Community Health Worker, Psychiatric Technician, Emergency Medical Technician and Dental Assistant to understand the education and training requirements, competency standards, and factors influencing career entry and career pathways.</p>
<p><b>Support the Health Care Workforce Partnership</b></p>	<p>Spearhead the development of a braided funding strategy of District government sources across agencies and programs with workforce development resources to maximize dollars and leverage collective impact for private funding opportunities.</p>
<p><b>Education &amp; Training (Investments for DC WIC)</b></p>	<p>Increase training capacity by:</p> <ul style="list-style-type: none"> <li>• Supporting a comprehensive assessment of the District's education and training capacity to respond to the demand for the prioritized health care occupations.</li> <li>• Streamlining the Higher Education Licensing Commission (HELIC) approval process to attract organizations providing education and training for the prioritized health care occupations.</li> <li>• Incentivizing health care employers with multi-year funding opportunities to implement flexible delivery methods in work-based learning education and training programs for the prioritized health care occupations.</li> <li>• Expanding health professional programs and certifications in secondary institutions to graduate career-ready District residents.</li> <li>• Supporting one year of career services, case management and comprehensive supportive services for workers trained in one of the prioritized health care occupations and placed with a health care employer partner.</li> </ul>
<p><b>Career Pathways System</b></p>	<p>Health care employers should:</p> <ul style="list-style-type: none"> <li>• Work with educational institutions and agencies to validate industry competencies, industry-recognized credentials, and career pathways for the prioritized health care occupations.</li> <li>• Establish job quality standards for the prioritized health care occupations.</li> <li>• Design and implement one new work-based learning model for a prioritized health care occupation in collaboration with the education and training providers, supportive services partners.</li> </ul>
<p><b>Education &amp; Engagement</b></p>	<p>Support the implementation of the education and engagement plan by achievement of the following goals:</p> <ul style="list-style-type: none"> <li>• Conduct a quality improvement review of the licensure process to address delays in all aspects of clinic licensing, develop and implement process improvement plans to reduce turnaround times.</li> <li>• Create a more diverse, equitable and inclusive credentialing system by exploring prior learning credit through work experience within the prioritized health care occupations.</li> <li>• Support competitive wages for prioritized health care occupations with a focus on direct care workers through sustainable reimbursement policies.</li> <li>• Provide career advancement support of employees in the prioritized health care occupations.</li> </ul>

# Year-in-Review

Each year, we present our cumulative progress on the strategic recommendations. As a sector partnership in the District's workforce system, we embrace our role to lead with transparency, accountability and offer insight to inform public and private investments in the health care workforce. The scorecard reflects a systems viewpoint whereby the work of both private entities, and our local government agencies work together to produce the outcomes. [Download additional details of the strategic recommendations scorecard.](#)

## Recommendations Scorecard

In Progress

Not Started

	In Progress	Not Started
<b>Prioritize Health Care Occupations for Investments</b>		
Prioritize occupations that are among the fastest growing and highest volume health care occupations that also cross the three health care subsectors: 1. acute care; 2. ambulatory and behavioral health; and 3. skilled nursing, residential and long-term care services. Those occupations are: Certified Medical Assistant, Certified Nursing Assistant, Home Health Aide, Licensed Practical Nurse and Pharmacy Technician.	✓	
<b>Support the Health Care Workforce Partnership</b>		
Continued engagement, adequate funding and technical assistance support from all partners is critical to the achievement of the goals and objectives of the three shared priorities: 1. awareness of health care as a career destination for district residents; 2. industry-driven curriculum and training; and 3. development of a career pathway system.	✓	
<b>Strengthen Education and Training</b>		
Support a focused project within the Partnership to work with higher education institutions and training programs to develop industry-driven curriculum for each of the prioritized health care occupations.	✓	
Champion funding for tuition-free training programs for DC residents living in Wards 5, 7 and 8 who are accepted into a training program that has adopted the industry-driven curriculum for the prioritized health care occupations.	✓	
Increase training capacity by: <ol style="list-style-type: none"> <li>1. Strategically funding the expansion of approved training programs (focusing on education programs for CMA, CPhT and LPN).</li> <li>2. Leveraging public funds to support apprenticeship programs for the prioritized health care occupations and health care employers in the three subsectors.</li> <li>3. Exploring funds that will allow health care employers to offer experiential training within their facilities as part of the training program.</li> <li>4. Incentivizing training programs with documented student success of certification pass rate, job placement and retention.</li> </ol>	✓	
Funding supportive service organizations as a horizontal integration in workforce training adding training capacity for technical knowledge and skills.		✓
Creating equitable and flexible training accessibility.	✓	

## Recommendations Scorecard, *continued*

In Progress Not Started

	In Progress	Not Started
<b>Develop a Career Pathways System</b>		
Invest in and corral other funding sources to support building a diverse, equitable and inclusive talent pipeline of District residents, specifically from Wards 5, 7 and 8.		
<b>Mobilize Through Advocacy &amp; Public-Private Engagement</b>		
Collaborate with the licensing boards, health care employers and education and training programs to share challenges and create solutions that support building and sustaining talent pipeline for the prioritized health care occupations.		
<b>Continued Prioritization of Health Care Occupations for Investments</b>		
Continue to prioritize the initially identified five health care occupations — Certified Medical Assistants, Certified Nursing Assistants, Home Health Aides, Licensed Practical Nurses and Pharmacy Technicians. Include more high demand, high growth occupations to the list of prioritized occupations – Registered Nurse, Emergency Medical Technician, Dental Assistant, Community Health Worker and Psychiatric Technician.		
<b>Determine Education and Training Capacity and Capabilities</b>		
Design and conduct a comprehensive study on the capabilities and capacity of education and training programs in the District to inform capacity building, identify systemic barriers and evaluate workforce development services that support the prioritized health care occupations		
<b>Minimize Duplication and Maximize Participation in Sector-Based Partnerships</b>		
The public partners in the District of Columbia should ensure the sharing of information about publicly funded efforts and existing work products across sectors to maximize resource allocation and avoid contradicting public programs.		
<b>Catalyze the Health Care Career Pathways System</b>		
Prioritize creating the proper foundation for a Health Care Career Pathways System by 1. addressing key public policies; 2. minimizing administrative barriers; and 3. continuing to support the evaluation and optimization of the workforce development system.		
<b>Grow and Create Good Jobs Through Support to Employers, Training Providers, and Job Seekers</b>		
Support and collaborate with employers, training programs and government partners to promote job quality improvements, maximize work-based learning opportunities, support the development of stackable skills and optimize the support services offered to training participants.		

# 2023 Annual Health Care Occupations Report



The DCHA Program Services Company, Inc. extends appreciation to all those who contributed to this report. The report reflects a collaborative effort of the health care employers, core partners and network supporters of the DC Health Care Workforce Partnership. We are especially grateful to members and stakeholders engaged in Action Teams over the past year to inform our work and this report.

As the convener of the DC Health Care Workforce Partnership, our program team members are beyond essential to help us achieve our Shared Vision. Thank you to Yolette Gray, Jennifer Hirt, John Norman, Bolutife Omolaju, Justin Palmer, and our Project Consultant Ruth Pollard.