

Career Ladders in Allied Health: Opportunities and Challenges



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What Workforce Do We Want to Build?

- Address population health care needs
 - Type and location of services
 - Who best to deliver
- Address opportunities for employment
 - Increasing diversity
 - Career development
 - Economic gains

Emerging Issues in the Allied Health Workforce

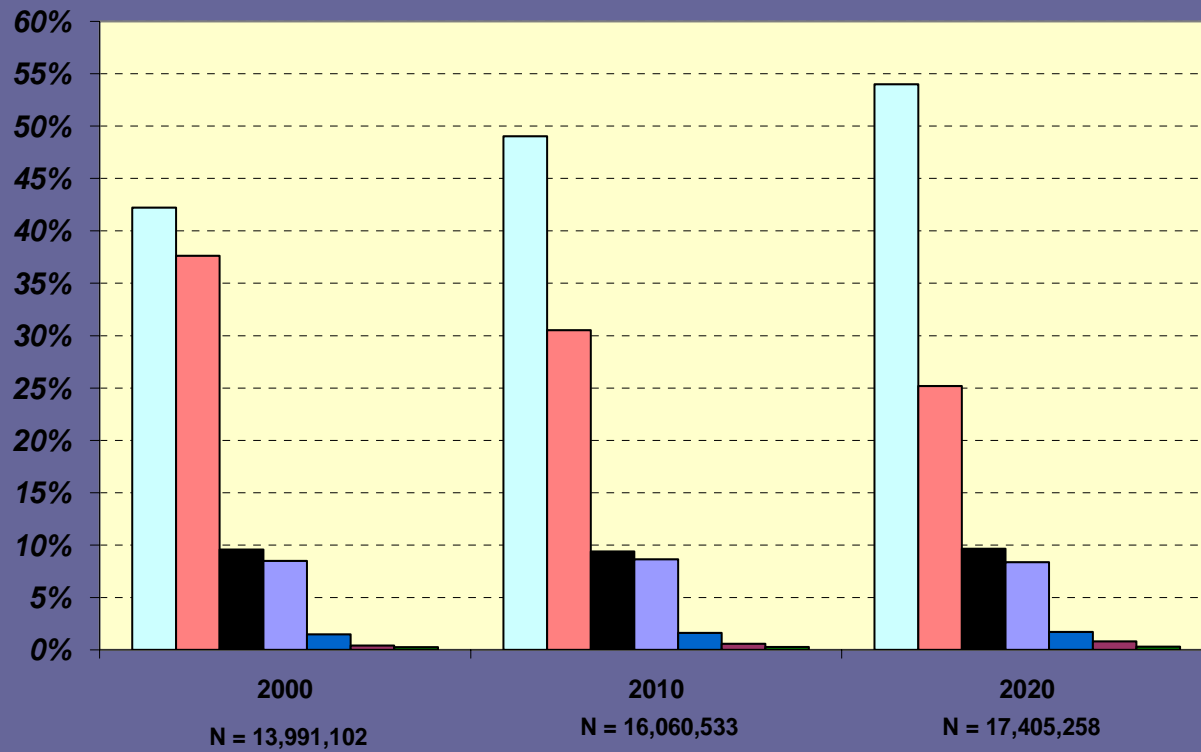
- Doctoral level of practice- degree creep
 - Increasing scope of practice
 - Creating new levels of practitioners; assistant, aide
 - Reimbursement
- Attracting students and new workers
- Achieving diversity and cultural competence
- Measuring impact of practice on patient outcomes

Challenges in Capacity: Nursing and Allied Health

- Number of programs and access to programs
- Geographic access to some types of programs
- Budget constraints in educational system
- High costs of clinical training
- Access to clinical training
- Availability of faculty

The Changing Population: What we already know

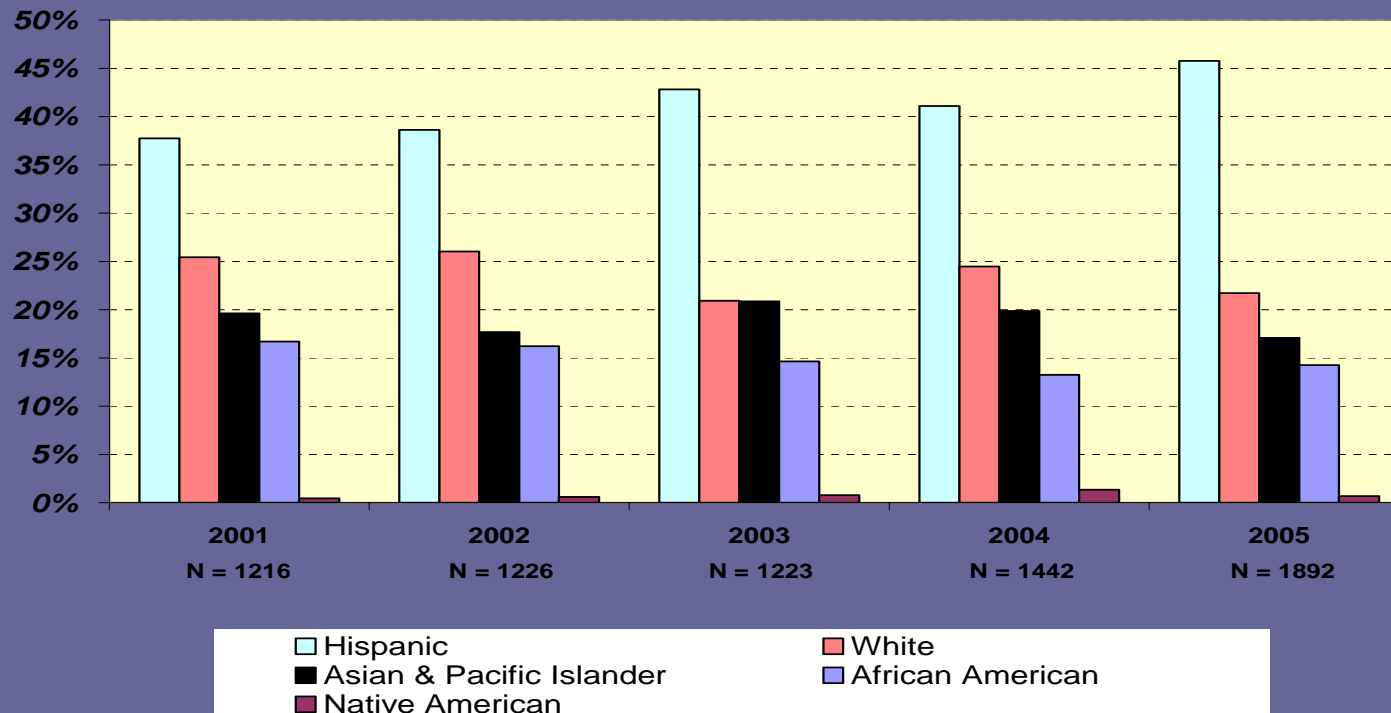
Los Angeles Region Population Projections by Race/Ethnicity 2000-2020



Labor Market, Demographic, and Education Pipeline Data

- Labor market information is limited for allied health workers
- Race/ethnicity is from census data for current workforce and education data for graduates
- Education data uses different coding
- What does all this data tell us?
- How can we use it?

Example: Distribution for Reported Graduates of Pharmacy Technician Programs by Race & Ethnicity for Los Angeles Region 2001-2005



Labor Market Data: Medical Radiography*

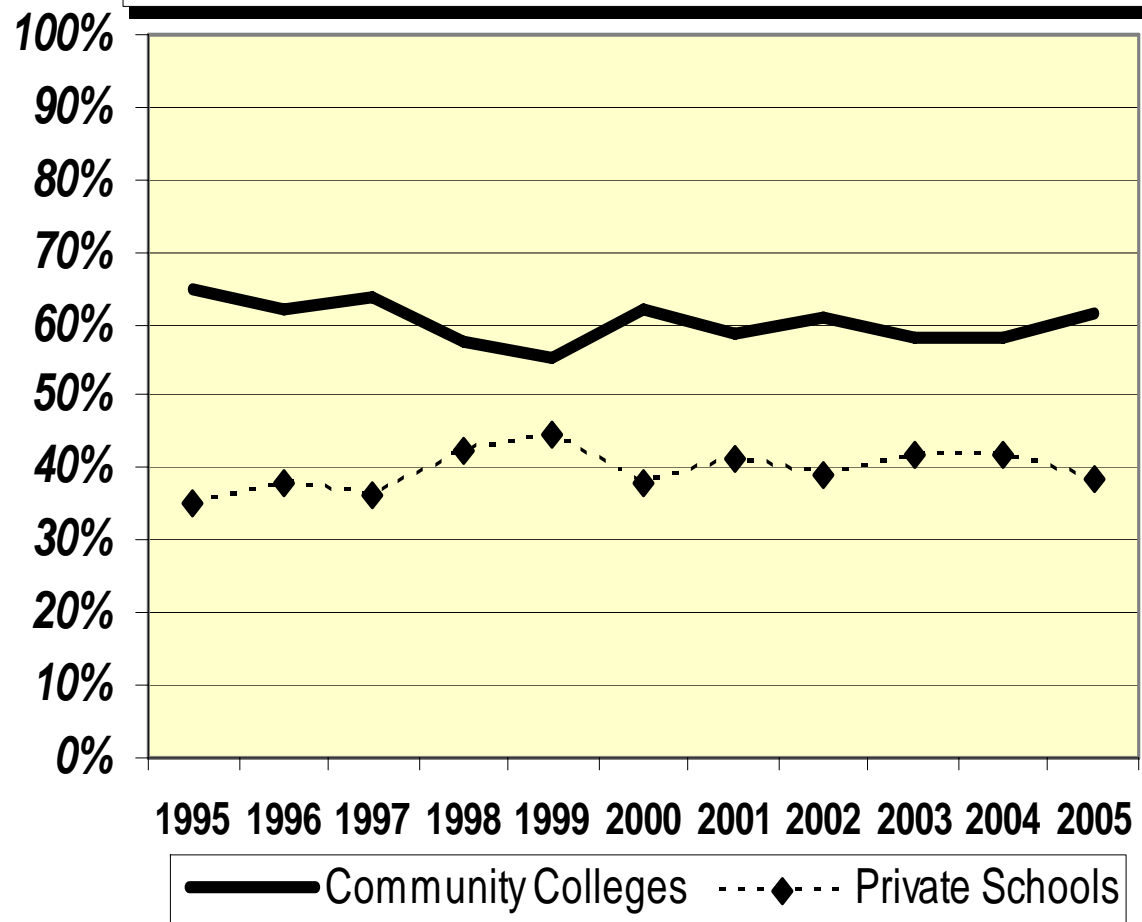
Description	California	United States
Number of Jobs (2005)	13,600 – 16,900	180,000 – 189,000
Employment per 100,000 Population (2005)	38 – 47	61 – 64
Annual Median Wage (2005)	\$54,000 - \$56,000	\$45,000 – \$46,000
Projected Growth in Employment 2004 - 2014	Faster than average	Faster than average

*The BLS occupational category is Radiologic Technologists and Technicians, a group which encompasses many more occupations than that of Radiographer, e.g. Limited X-ray Tech, CT specialist, MRI specialist etc.

- The level of employment per population for radiography in California is significantly smaller than it is nationally.
- Median wages are higher in California compared to the nation.

Medical Radiography degrees in California by Sector: Community Colleges versus Private Schools

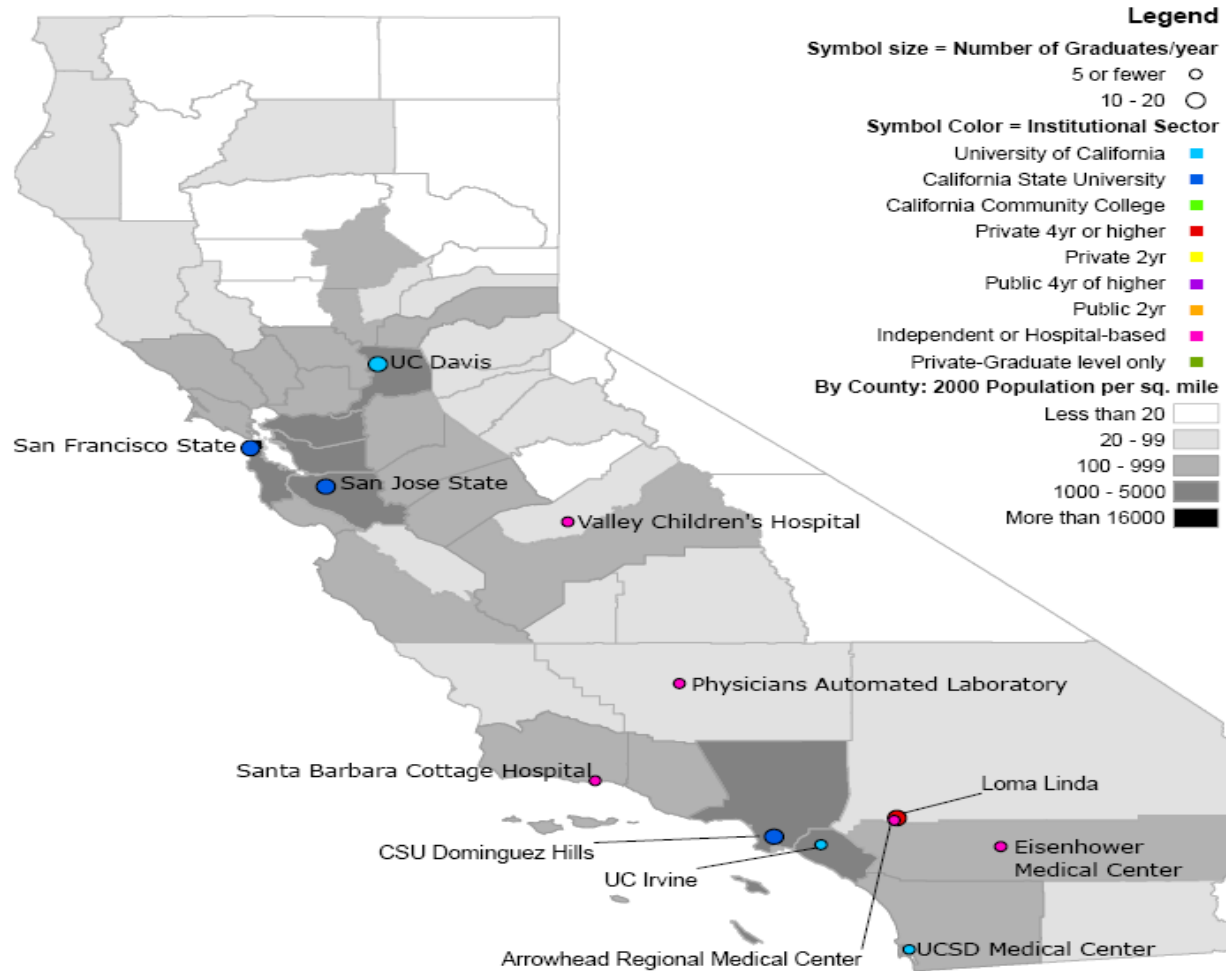
source: IPEDS



Labor Market Data: Clinical Laboratory Science

Description	California	United States
Number of Jobs (2005)	11,000 – 13,000	152,000 – 158,500
Employment per 100,000 Population (2005)	31 – 36	51 – 54
Annual Median Wage (2005)	\$64,000 - \$66,000	\$47,000 – \$48,000
Projected Growth in Employment 2004 - 2014	Average	Faster than average

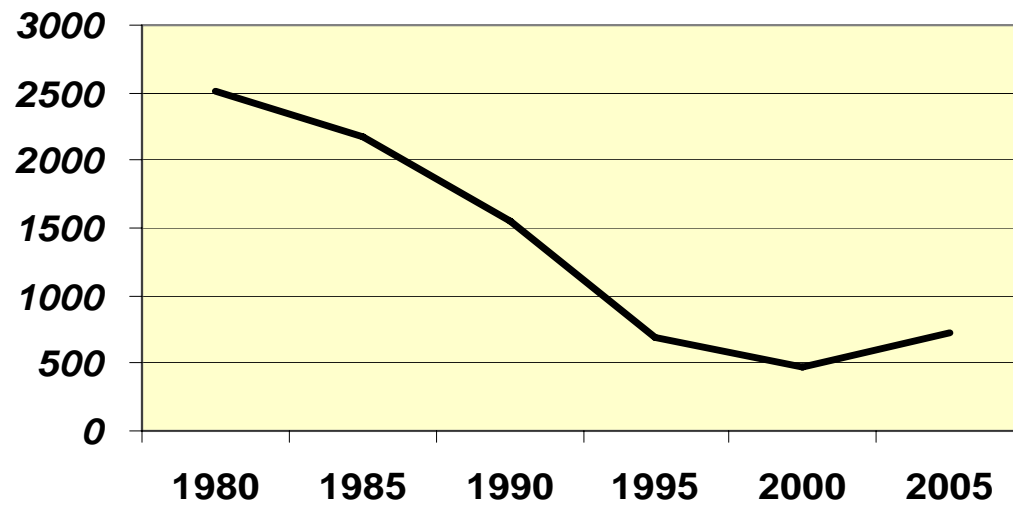
Clinical Laboratory Science (Generalist) Programs in California



Highlights & Issues: CLS

Candidates for California Clinical Laboratory Scientist Exam: 1980 - 2005

source: Robert J. Thomas, Laboratory Field Services May 2006.



Highlights & Issues: CLS

- Clinical Laboratory Science is in crisis mode
 - Decline in supply is understated (only includes programs still in operation)
 - Anecdotal evidence suggests difficulty recruiting quality students
 - perception of poor working conditions (trainee)
 - Likely demand-side factors driving downward trend:
 - workload pressures
 - lost revenue/added expense

Labor Market Data: Respiratory Therapy

Description	California	United States
Number of Jobs (2005)	9,600 – 11,200	93,000 – 97,000
Employment per 100,000 Population (2005)	27 – 31	31 – 33
Annual Median Wage (2005)	\$54,000 - \$55,000	\$45,000 – \$45,500
Projected Growth in Employment 2004 - 2014	Faster than average	Much faster than average

Highlights & Issues: Radiography/Respiratory Therapy

- Radiography & Respiratory Therapy appear to be recovering after period of decline
 - Structural economic changes & new degree requirements likely factors
- Respiratory Therapy exhibits “churning” in 2-yr private, for-profit sector
 - potential oversupply of entry-level practitioners in coming years

Building an Allied Health Workforce for the Future



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17

Example: Foundation Supported Allied Health Workforce Innovations for the 21st Century

- \$3.1 million in grants funded 22 project for 18 months
 - Curriculum Development
 - Student Recruitment and Outreach
 - Worker Job Satisfaction, Advancement, and Retention
- Allied Health Workforce: Innovations for the 21st Century, Final Report (2004)
http://futurehealth.ucsf.edu/pdf_files/FINAL%20081804.pdf

Lessons Learned

- Strategic grants accomplished a great deal with relatively small amount of funding
- Regional and local community approaches worked best
- Some organizations needed technical assistance
- Ability to work in partnerships was critical
- Networking opportunities were valued

Example: Career Opportunities for Incumbent Workers

Benefits

- Students can keep working
- Career, economic advancement
- Future commitment to organization
- Familiar with workplace and culture

Challenges

- Flexible schedules
- Basic skills preparation required
- Resources: \$\$, staff
- Retention in program
- Strong partnership needed
- Time to complete programs

“Grow Your Own” Program Success

- 20/20 programs
- Kaiser Permanente Paradigm Programs
- Labor management partnerships
- Clearly documented career mapping
 - Kaiser did this for 60 allied health occupations

Recruitment: Other Sources

- Second career
- Unemployed or underemployed
- Work with Workforce Investment Boards (WIBs)
- New populations
 - Welcome back program- it works

High School Programs

- Models
 - Health pathway (courses)
 - Career academy
 - Health professions high school
 - Exposure to health professions
 - Internship, mentorship, job shadowing
- How to measure success
 - Interest in a specific health field
 - Entry level job skills
 - College acceptance

Retention: Need to Determine

- Who is target group?
- What is important to target group?
- What retention tools are available to you?
- How and when to offer incentives?
- Maintenance of satisfaction?
- How to address dissatisfaction?
- Be creative
 - Ex: better utilization of older workers

Next Steps in Workforce Development

- Investigate needs-short term and long term
- Build partnerships
- Stay focused and connected
- Periodic assessment
 - this is a very dynamic field

Thank you

The California Endowment
For ongoing support in health workforce
research and development

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