

# KHC Office Hours Health Care Apprenticeships as a Workforce Strategy

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## Today's Webinar Agenda

- Welcome – 5 mins
- Content Presentation 45 mins
- Q&A 5 Mins
- Closing Comments 2 mins

# AGENDA



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## SAVE THE DATE

**KHC Summit on Quality**  
**August 8<sup>th</sup>, 2024**  
**Wichita, KS**  
**Wichita State University**  
**Rhatigan Student Center**

[Learn More](#)

**SAVE *the* DATE**

**2024 Summit on Quality**  
August 8th, 2024  
Wichita, KS  
Wichita State University  
Rhatigan Student Center

**Audience**  
Clinicians, Nurse Leaders, Hospitals and Clinic leaders, Infection  
Preventionists, Pharmacists and Quality Leaders

**KHC**  
Kansas Healthcare  
COLLABORATIVE  
*Incremental change, exponential impact*

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# Building Health Care Apprenticeship Programs in Kansas Clinics & Hospitals



**Kansas Hospital  
ASSOCIATION**

Kansas Healthcare Collaborative –  
Office Hours  
24 April 2024

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## Today's Targets

- The Imperative
- Demystifying Health Care Apprenticeships
- Delivering Results with Apprenticeships
- Building Organizational Buy-In
- Where to Start?



**Kansas Hospital  
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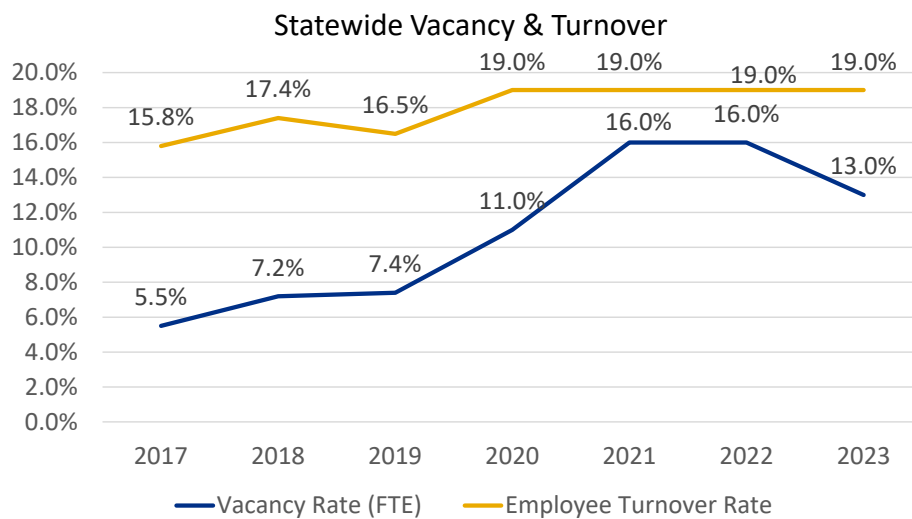
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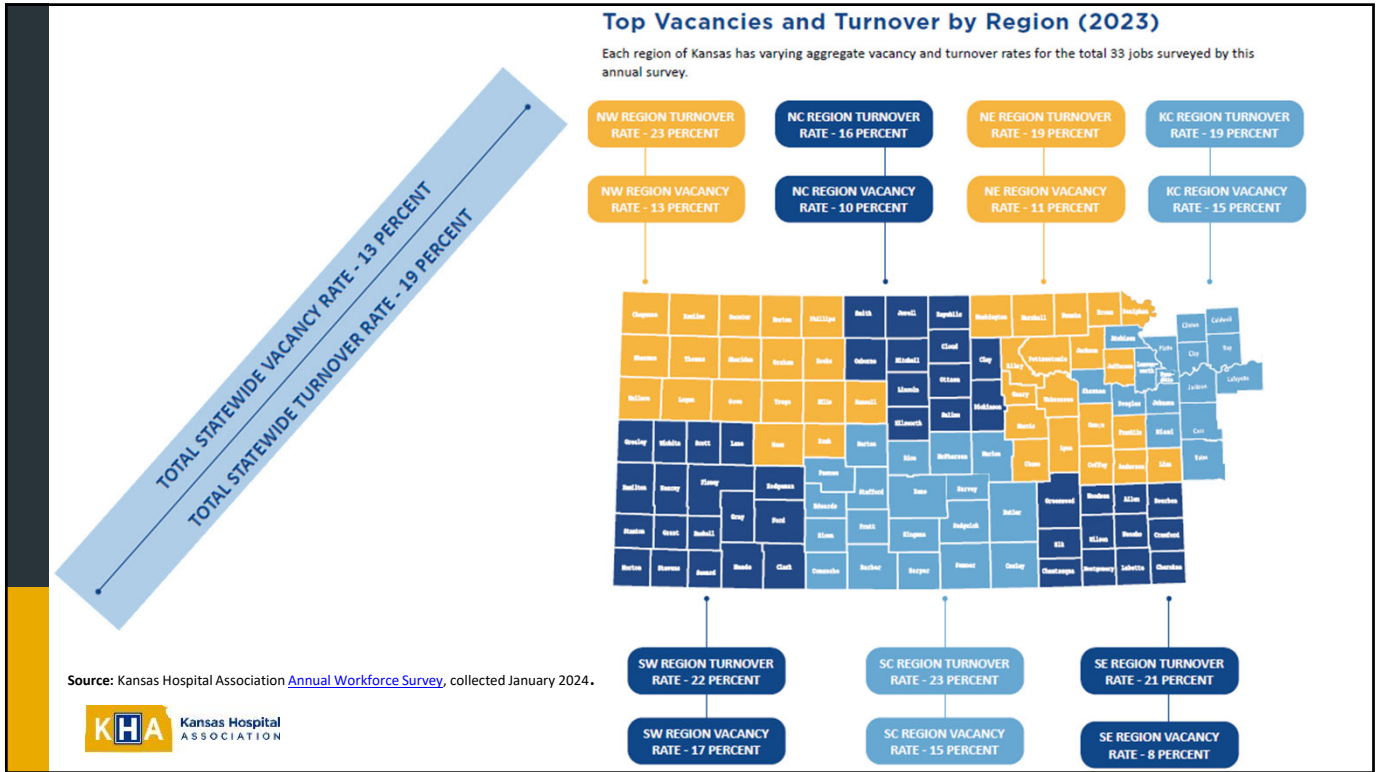
# THE IMPERATIVE



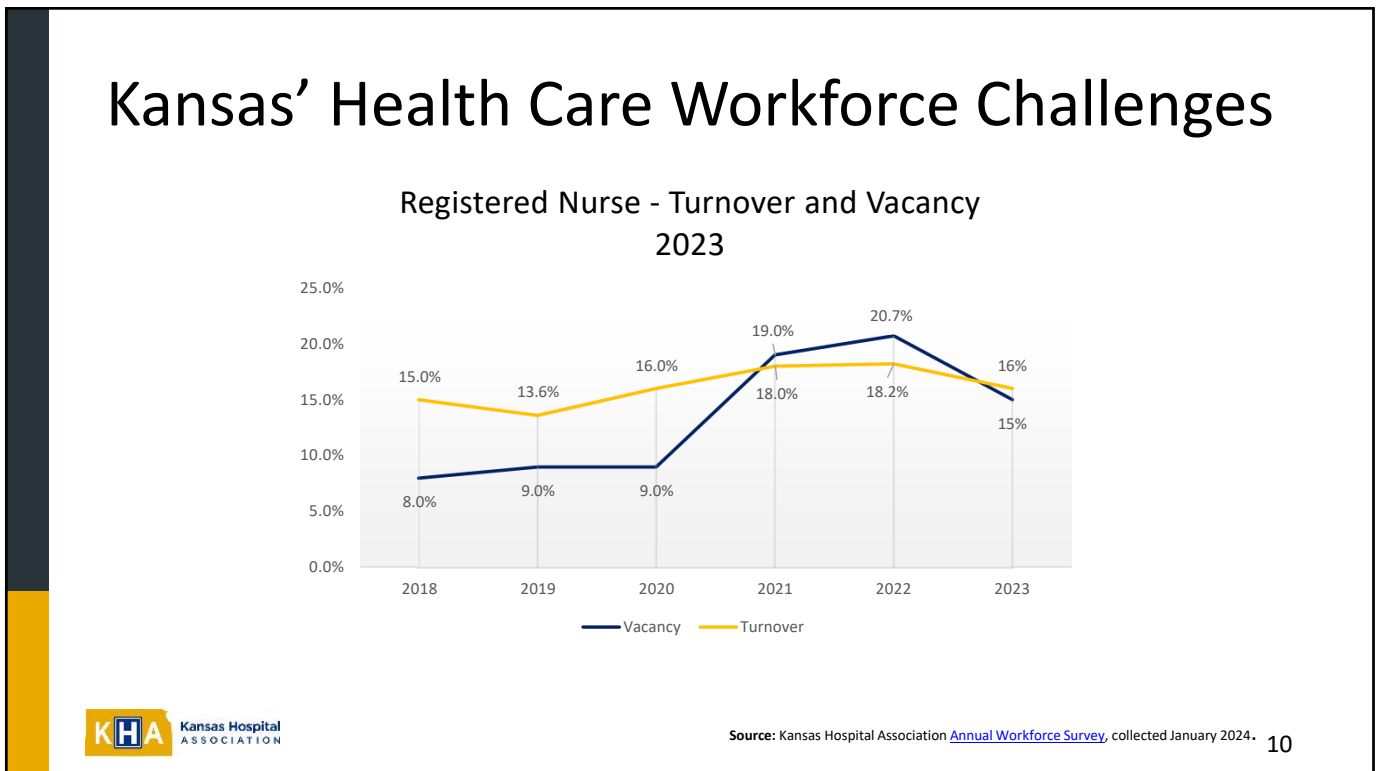
## Kansas' Health Care Workforce Challenges



Source: Kansas Hospital Association [Annual Workforce Survey](#), collected January 2024.



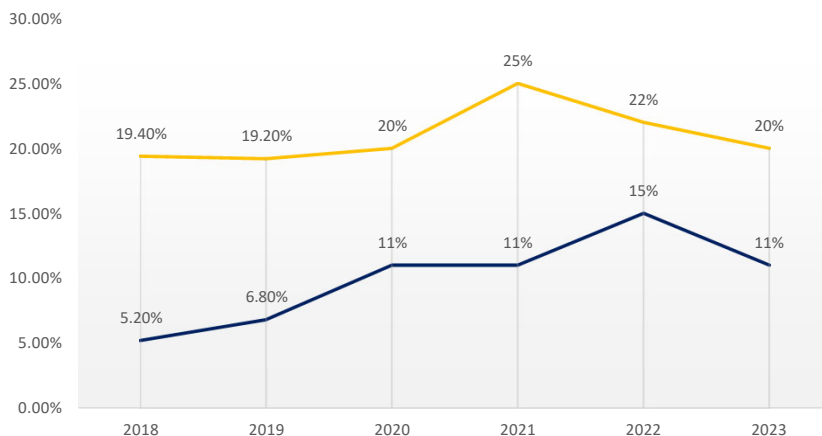
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## Medical Assistant Trends

Medical Assistant - Vacancy & Turnover



2022 – 163  
vacant  
Medical  
Assistants

2023 – 111  
vacant  
Medical  
Assistants



Source: Kansas Hospital Association [Annual Workforce Survey](#), collected January 2024.

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## Why do we have a shortage?

### General Issues:

- Baby Boomers are retiring (over 10,000 retiring every day nationally)
- COVID-19 burnout/exhaustion
- Desire for flexible work schedules
- New options like remote work/digital opportunities
- Salary and benefit limitations
- Barriers to entry



PEW Research; U.S. Senate Joint Economic Committee  
10/2021

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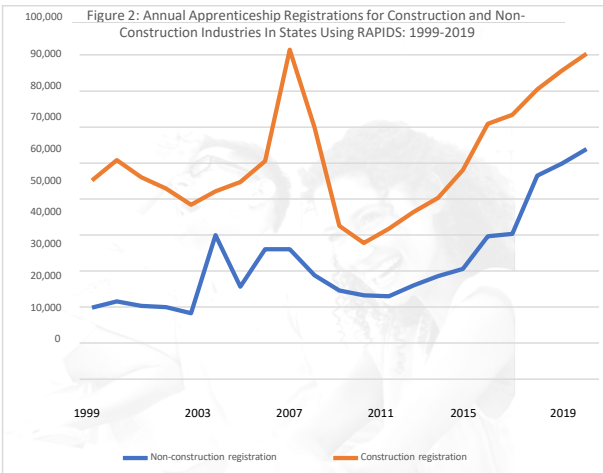
# Demystifying Health Care Apprenticeships

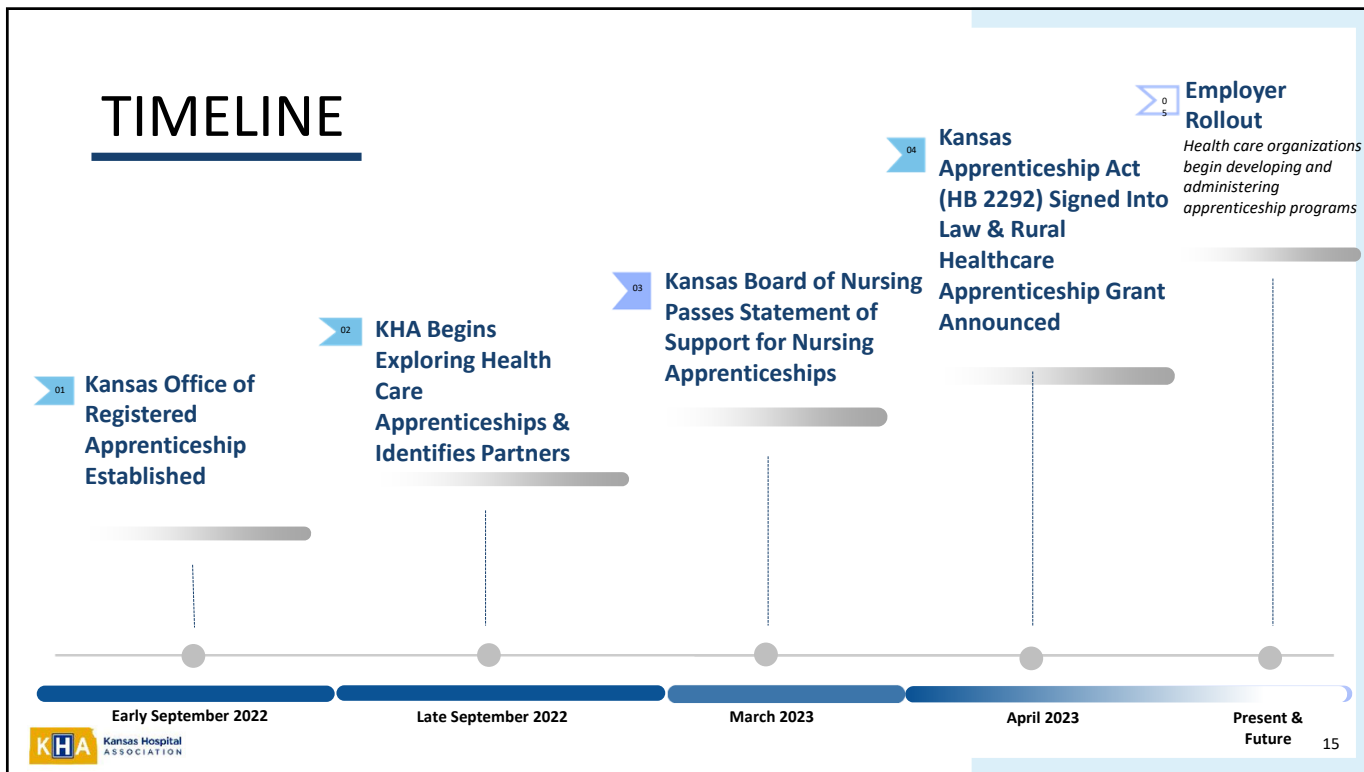


Rate of Funding  
Correlation to  
Rate of  
Apprenticeship  
Growth

### The Growth of Apprenticeships Funding

- Until 2015, The Federal Government spent only \$30M
- 1<sup>st</sup> Apprenticeship Grant in 2015. In 2016, it rose to 90M
- In 2019, it rose to \$160M
- In 2021, it rose to \$185M





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## Health Care Apprenticeship

### Grow Your Own

- 10 hospitals & clinics have launched with apprentices
- 4 hospitals are onboarding
- Occupations launched:
  - CNAs, Medical Assistants, Medical Biller/Coder, Surgical Tech, CDM
  - Post-licensure LPN Nurse Residency Apprenticeship

The diagram shows five icons in a row, each with a label below it: a handshake for 'Employer Involvement', a person at a computer for 'Structured On-the-Job Learning', a person at a whiteboard for 'Related Instruction', a hand holding coins for 'Rewards for Skill Gains', and a diploma for 'National Occupational Credential'. Lines connect these five components to a central box below them labeled 'Five Core Components of Registered Apprenticeship'.

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## Registered Apprenticeship

### What are Health Care Apprenticeships?

- An employer-driven model that combines on-the-job learning with related classroom instruction to upskill your workforce.
- Proven solution for businesses to recruit, train, and retain highly skilled workers.

**Employer Involvement**  
Employers are the foundation of every apprenticeship program.

**Structured On-the-Job Training**  
Apprentices receive on-the-job training from an experienced mentor for typically not less than one year.

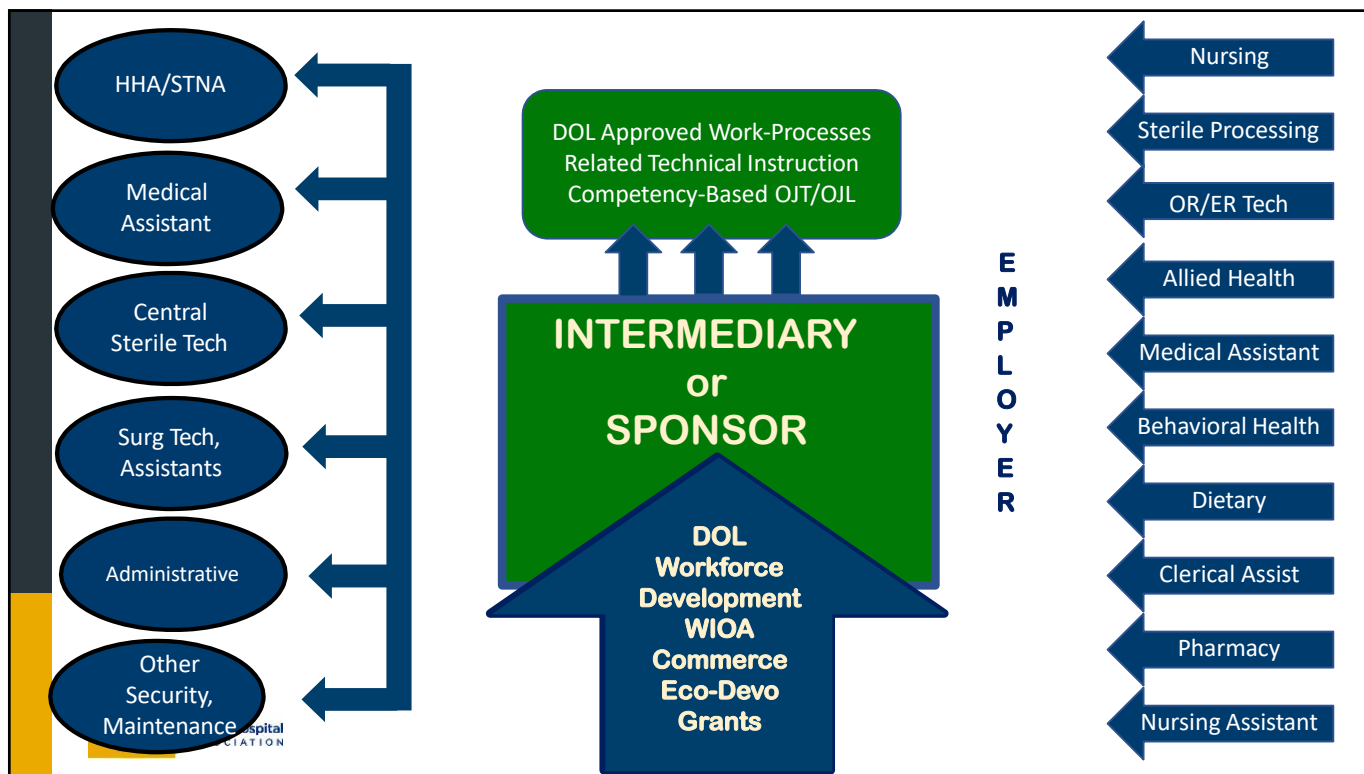
**Related Training and Instruction**  
Apprenticeships combine on-the-job learning with technical education at community colleges, technical schools, or apprenticeship training schools – or provided on-line or at the job site.

**Rewards for Skill Gains**  
Apprentices receive increases in wages as they gain higher level skills.

**National Occupational Credential**  
Apprenticeship programs result in a nationally-recognized credential – a 100% guarantee to employers that apprentices are fully qualified for the job.

## How do Health Care Apprenticeships Work?

- Apprenticeship programs meet **all** industry standards for training employees with regards to safety, education and licensing requirements.
- Apprenticeships allow employees/students to **earn while they learn**.
  - Enables staff and students to put their health care education into practice in real time.
  - Provides income to students from a job that is tied directly to their career goals.
- Effective Apprenticeships Provide:
  - Skills and bedside experiences.
  - Address skills competency and socialization to professional career in health care.
  - Enhanced ability to clinical reason much earlier in the educational conduit.
  - Career advancement opportunities.
  - Improved retention rates and significantly strengthens the workforce.



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## Medical Assistant Apprenticeship Competencies

CLINICAL MEDICAL ASSISTANT – O'NET 31-9092.00 RAPIDS: 1085CB				
Interview patients to gather medical information.				
Competencies	Field Training	Demonstrates Fundamentals	Proficient in Task	Completion Date
A. Performs a comprehensive clinical intake process including introduction, the purpose of the visit and patient identification.				
B. Interview patients to obtain medical information and measure their vital signs, weight, and height.				
C. Assess the physical condition of patients to aid in diagnosis or treatment.				
D. Obtains a complete set of vital signs.				
E. Uses appropriate medical terminology, abbreviations, acronyms, and symbols.				
F. Demonstrates HIPAA awareness and confidentiality.				
G. Identifies/documents/reports abnormal signs and symptoms.				
H. Demonstrates compliance with consent requirements (verbal and written).				
I. Record patients' medical history, vital statistics, or information such as test results in medical records.				
Explain technical information to patients according to scope of practice.				
<b>Competencies</b>				
A. Explains treatment procedures, medications, diets (nutrition, general information related to diseases and conditions), or reviews Clinicians' instructions to patients.	Field Training			
B. Explains ancillary services and alternative therapies.				
C. Awareness of pharmacology including commonly prescribed medications, drug classifications and schedules.				
D. Explains possible side effects, and adverse effects of commonly prescribed medications.				
Gives medications or immunizations as permitted by State Regulations.				
<b>Competencies</b>				
A. Help Clinicians examine and treat patients, handling them instruments or materials or performing such tasks as giving injections or removing sutures.	Field Training			
B. Prepare and administer medications as directed by a Clinician, (as permitted by State Regulations.)				
Administer basic health care or medical treatments.				
<b>Competencies</b>				
A. Assist Clinicians during the examination and treatment of patients, handling their instruments or materials or performing such tasks as giving injections or removing sutures.	Field Training			
B. Positioning and draping requirements for general and specialty examinations, procedures, and treatments.				
C. Identifies and responds to emergency/priority situations. Administers first aid.				
D. Signs and symptoms related to urgent and emergency situations (for example, diabetic shock, heat stroke, allergic reactions, choking, syncope).				
F. Sterile techniques related to examinations, procedures, injections and medication administration.				
Assist practitioners to perform medical procedures.				
<b>Competencies</b>				
A. Modifies environment to patient care depending on patient needs (for example, assisting with ambulation and transfers for frail and disabled patients; using terms a child can understand for pediatric patients).	Field Training			
B. Perform suture and suture removal.				
C. Assist provider with patients presenting with minor and traumatic injury.				
D. Assist with surgical interventions (for example, sebaceous cyst removal, toenail removal, colposcopy, cryosurgery).				
E. Review the providers discharge instructions/plan of care with patients.				

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## Medical Record and Health Information Technician/Medical Coder Apprenticeship Competencies

COMPETENCY	MEASURED BY	Score	COMMENTS
Interpret healthcare data for code assignment	Audits indicate accuracy of diagnostic and procedural coding	1 2 3 4 5 Audit score	1- Below expectation in the accuracy of classification codes 2- Needs improvement in the accuracy of applying classification codes 3- Satisfactorily demonstrates accuracy of application of classification codes 4- Demonstrates proficiency in the application of classification codes 5- Exceeds expectations in the accuracy of applying classification codes
Incorporate clinical vocabularies and terminologies used in health information systems	Demonstrates understanding of clinical vocabularies	Meets or Does not Meet	Comment on <b>Does Not Meet</b>
Abstract pertinent information from medical records and consult reference materials to facilitate code assignment	Audits indicate compliance with abstracting policies	1 2 3 4 5	1- Below expectation in meeting abstracting requirements 2- Needs improvement in meeting abstracting requirements 3- Satisfactorily meets abstracting requirements 4- Proficient in abstracting requirements 5- Exceeds expectations in abstracting requirements
Apply inpatient coding guidelines appropriately	Audits indicate appropriate code and sequencing following	1 2 3 4 5 N/A	1- Below expectation in the application of inpatient coding guidelines and regulations 2- Needs improvement in the application of inpatient coding guidelines and regulations 3- Demonstrates basic understanding of inpatient coding guidelines and regulations
Ensure accuracy of diagnostic/procedural groupings such as DRG (Diagnostic Related Group), MS/DRG (Medicare Severity), APC (Ambulatory Payment Classification) system, etc.	Audits indicate accuracy of MS/DRG/APC assignment	1 2 3 4 5	1- Below expectation in the accuracy of DRG/APC assignment 2- Needs improvement in the accuracy of DRG/APC assignment 3- Demonstrates basic understanding of DRG/APC assignment 4- Demonstrates proficiency in DRG/APC assignment 5- Exceeds in application of DRG/APC assignment
Sequence codes for optimal reimbursement	Audits indicate appropriate code sequencing	1 2 3 4 5 Audit score	1- Below expectation in sequencing codes 2- Needs improvement in sequencing codes 3- Satisfactorily sequences codes 4- Proficient in sequencing codes 5- Exceeds expectation in sequencing codes
Evaluate and reconcile National Correct Coding Initiative edits	Follows coding edits for compliance with NCCI	1 2 3 4 5	1- Not compliant with coding edits 2- Needs improvement in monitoring of coding edits 3- Satisfactorily monitors coding edits 4- Proficient in the monitoring of coding edits 5- Proactive in resolving NCCI coding edits
Apply outpatient coding guidelines appropriately	Audits indicate appropriate code and sequencing following regulations and guidelines	1 2 3 4 5 N/A	1- Below expectation in the application of outpatient coding guidelines and regulations 2- Needs improvement in the application of outpatient coding guidelines and regulations 3- Demonstrates basic understanding of outpatient coding guidelines and regulations 4- Demonstrates proficiency in outpatient coding guidelines and regulations 5- Exceeds in application of outpatient coding guidelines and regulations
Validate medical necessity using LCD and NCD	Audits indicate appropriate use of LCD and NCD in coding	Meets or Does not Meet	Comment on <b>Does Not Meet</b>
Submit claim forms in a timely manner. Evaluate and respond to claim denials.	Compliant with claim submission and claim denials policy	Meets or Does not Meet	Comment on <b>Does Not Meet</b>
Retrieve, assemble and analyze medical records quantitatively and qualitatively for deficiencies	Meets timeliness and accuracy of record analysis	1 2 3 4 5	1- Not compliant with record analysis 2- Needs improvement in record analysis 3- Satisfactorily analyzes medical records 4- Proficient in record analysis 5- Proactive in identifying record analysis deficiencies
Retrieve patient-specific information from other sources (auxiliary departments, physician offices, master patient index, etc.)	Follows policy on information and data collection	Meets or Does not Meet	Comment on <b>Does Not Meet</b>
Identify discrepancies between coded data and supporting documentation. Clarify documentation through proper physician query	Creates compliant physician queries	1 2 3 4 5 N/A	1- Queries reviewed did not meet facility criteria 2- Queries reviewed met facility criteria at least 25% of the time 3- Queries reviewed met facility criteria at least 50% of the time 4- Queries reviewed met facility criteria at least 80% of the time 5- Queries reviewed met all facility criteria for compliance 100% of the time



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## Who Makes a Good Apprentice?

Upskill existing employees

Advertise to the local community

- For those interested in a career in health care but may not be able to forgo an income to go to school
- For high school graduates that may not think college is the best route for them after graduation



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## Requirements of an Apprentice

Criteria to determine the apprentice's eligibility:

- 17 years or older
- I-9
- Be physically capable of performing the essential functions of the registered apprenticeship program, with or without a reasonable accommodation, and without posing a direct threat to the health and safety of the individual or others
- No changes to your current staffing requirements!



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## What kind of organization can develop apprenticeships?

- **ANY!**
  - Hospitals, clinics, long-term care facilities, mental health organizations, etc.
- Apprenticeship can be used whether you are looking to grow your own 1-10 positions, or 50+ positions
- Advice for small staffed organizations
  - You may only need 1-2 apprentices per year, and that's okay
    - Or consider other collaboration with education institutions to fill your vacancies
  - May especially consider using the support of an intermediary to minimize your sunk costs

Something for  
**EVERYONE!**



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# Delivering Results with Apprenticeships



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## Benefits to the Apprentice

- Able to have a paying job while they are also gaining a professional credential in healthcare
- Learns experience on the job while also learning the material from instruction
- Remain living in the local community instead of leaving to attend a program
- Become a valued part of the organization by having a mentor
- Apprentice develops loyalty to employer due to employer's investment in the apprentice



[Kansas Office of Registered Apprenticeship](#) <sup>26</sup>

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## Employer Benefits of Apprenticeship Programs

- Pipeline of qualified workers
- Fill vacancies
- Financially advantageous: ROI – For every dollar spent, return is \$1.47\*
- Apprentices have a **91%** retention rate and 89% three-year retention rate\*\*
- Supports new hires through mentoring
- Improve productivity & decrease error and accident rates



[Kansas Office of Registered Apprenticeship](#)

\*[http://caf-fca.org/wpcontent/uploads/2014/08/Advantage\\_ROI.pdf](http://caf-fca.org/wpcontent/uploads/2014/08/Advantage_ROI.pdf) 27  
\*\* <https://www.dol.gov/apprenticeship/ApprenticeshipROI.pdf>

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## Building Organizational Buy-In



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## Building Organizational Buy-In

*Hint: Don't do it alone!!*

- Pull organization's leaders together
  - Pitch employer benefits
    - Apprenticeship is a retention strategy
    - Apprenticeship can help with key role succession planning
    - Apprenticeship enables us to **grow our own** workforce
- Set a meeting with an intermediary if desired
- Have the conversation with local technical and/or community college
- Reach out to area Workforce Investment Board
  - Find your [regional board here](#)



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## Where Do I Start?



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## Fundamental Apprenticeship Checklist

- Determine if you will start your apprenticeships on your own, or use an intermediary
- Decide what occupation(s) your organization would like to apprentice
- Determine where the Related Technical Instruction (RTI) aka “education” will come from
  - A learning management system (LMS), local tech college, community college, other online learning source
- Who will be mentoring the apprentice(s)?
- What you will call your program
- How the program will be funded



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## Ask your organization the question:

“What are our areas of highest turnover/highest vacancy?”

or

“Do we need to look at growing our own to meet succession planning needs?”



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## SUPPORT FOR CREATING AN APPRENTICESHIP PROGRAM

- Your organization CAN create an apprenticeship program on your own

OR

- Use an intermediary
  - Intermediaries offer expertise to successfully launch, promote, and expand registered apprenticeship programs
  - Connect employers with workforce and education partners
  - Provide technical assistance

[List of Kansas Intermediaries](#)



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### Intermediary Services

DOL Liaison	Reporting	Compliance	Facilitation
<ul style="list-style-type: none"><li>• Standards of Apprenticeship</li><li>• Appendix A - Work Processes</li><li>• Appendix E- Employer Acceptance Agreement(s)</li></ul>	<ul style="list-style-type: none"><li>• Electronic 671s</li><li>• RAPIDS Uploads</li></ul>	<ul style="list-style-type: none"><li>• Audit Representative</li><li>• Document Management</li></ul>	<ul style="list-style-type: none"><li>• MOU with Employer Partners &amp; TalentGro</li><li>• Partnering meetings</li><li>• Shared Workspace</li></ul>



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## Intermediary Benefits

Hamilton-Ryker/TalentGro facilitates the project and serves as Registered Apprenticeship Program Sponsor/ Intermediary

- We are the link between employers, apprentices, the workforce system and education.
- We keep programs running smoothly and are an integral part of the workforce development strategy.
- We can develop a program for any sized company in any industry.

*By serving as an "intermediary" and program sponsor, we:*

- ✓ Ease Administrative Burden throughout the lifecycle of the program
- ✓ State and Federal Applications and approvals (i.e., Funding Sources, OA and SAA, Veterans Administration and more)
- ✓ Conduct onboarding training for your locations and groups
- ✓ Coordinate wrap-around services, resources, and networking of businesses, education and industry groups
- ✓ Liaison and reporting with DOL, VA, Credentialing, Employer and Oversight agencies



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## Related Technical Instruction (RTI) Providers



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## HEALTH CARE OCCUPATIONS AVAILABLE TO APPRENTICE:

### • Clinical Roles Include:

- CNA/PCT
- Medical Assistant
- Post-Licensure LPN/RN Residency
- Phlebotomists
- Surgical Technicians
- Sterile Processing Technicians
- Medical Laboratory Technicians (MLT)
- Pharmacy Technicians
- Paramedical/EMT

### • Non-Clinical Roles Include:

- Dietary Aide
- Certified Dietary Manager
- Maintenance
- Management
- Medical Billers/Coders/Admin Assistants
- IT-HIT/HIM/HIA and Help Desk
- Community Health Workers
- Unit Clerks

And many more!



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## Mentors and Program Name Ideas

### • Who will be mentoring your apprentices?

- Supervisors
- Staff looking for leadership opportunities
- Successful apprentices (once you've had your first "graduates")

### • What you will call your program?

- "[Insert Organization] Career Advancement Program"
- "[Insert Organization] Health Care Academy"
- "[Insert Organization] Level Up"



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## How are these programs funded and supported?



## KANSAS APPRENTICESHIP ACT (HB 2292)

- **Not-for-Profit Employers**
  - Grants awarded to individual employers
  - **\$2,750 for each apprentice employed**
  - Up to 20 apprentices annually
  - Cannot award funding for the same apprentice more than 4 successive years
  - Maximum of \$55,000 annually
- **For-Profit Employers:**
  - Can claim the apprenticeship tax credit
  - **\$2,750 for each apprentice employed**
  - Up to 20 apprentices annually
  - Cannot award funding for the same apprentice more than 4 successive years
  - Maximum of \$55,000 annually

## The Employer Partner's Commitment



Launch a registered apprenticeship program and enroll participants (new hires and incumbent



Complete and facilitate submittal of required documentation.



Provide a mentor for on-the-job training and identify related technical instruction.



Provide apprentice wage increases commensurate with their advancement in skills and



Collect participant data including demographic information and progress, as



Communicate to apprentices the support services and case management they may be



Work collaboratively with LFCUG, TalentGro and Work Well.



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- Who will be mentoring the apprentice(s)?
- What you will call your program
- How the program will be funded



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# Questions?



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# Thank You

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## Upcoming Education and Important Dates

- [4/24 Rural Emergency Hospital Status Webinar](#)
- [4/25 Promising Workplace Violence Prevention Strategies for Safer Care](#)
- [4/30 Addressing SDOH in Rural Kansas Communities](#)
- [5/9 Navigating Rural Health Resources Series - HPSAs](#)
- [5/22 KHC Office Hours - Applying High Reliability Concepts in Critical Access Hospitals](#)
- [6/19 IHC Annual Forum - Altoona, IA](#)
- [6/21 Resilience Learning Action Series](#)
- [6/26 KHC Office Hours - Advanced Directives are for the Living - Improving Workflows in Your Organization](#)
- [8/8 KHC Summit on Quality](#)
- **Proposed Changes to Final Rule Summer 2024 (Includes QPP and RHC)**
- **CMS Releases Final Rule Fall 2024 (Includes QPP and RHC)**



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**Mandy Johnson**  
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→ Find contact info  
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[www.KHCOnline.org/staff](http://www.KHCOnline.org/staff)

