



Health Career Lab Education Pathways | Request for Proposals (RFP)

RFP Overview

Health Career Lab of CEO^C is looking to collaborate with leadership across the education continuum to equip people in untapped populations with the skills, experience, and knowledge necessary to start or advance their career in healthcare. As such, Health Career Lab of CEO^C invites healthcare education and training providers to submit proposals to expand the healthcare talent pool in the Greater Louisville, Kentucky area. These proposals should highlight the provider's expertise in healthcare education and training and their ability to develop, execute, and assess credentialing of 10 distinct healthcare education pathways. Our ideal award recipient would possess expertise in delivering engaging, streamlined, and inclusive healthcare career upskilling opportunities for underserved populations, under the oversight of CEO^C through our Workforce Innovation Committee.

The funding mechanism allows for a variety of online or in-person training models including but not limited to incumbent worker training, Registered Apprenticeship Programs, pre-apprenticeship programs that articulate to Registered Apprenticeship Programs, paid internships, paid work experience, clinical training, and on-the-job training (OJT). Applicants are encouraged to propose program models driven by industry and worker's voices and led by industry experts. Program participants must be at least 17 years old and not currently enrolled in a secondary school within a local educational agency.

Background

CEO^C represents the 15 largest healthcare innovation companies founded or headquartered in Louisville, KY. Collectively, the CEO^C member companies touch 80 million lives annually and employ 550,000 people.

The Council board leadership is represented by presidents and CEOs of companies across the entire continuum of care. This includes providers and payers, as well as leading education partners. And for all of them, the workforce is a unifying systemic crisis they are invested in addressing collectively. Put another way, CEO^C represents the majority of all major healthcare employers and is equipped to clearly articulate what healthcare jobs will be needed as well as the requirements necessary to successfully fill those jobs. This presents a unique opportunity to bridge the gap between today's workforce and the healthcare jobs needed tomorrow. CEO^C is comprised of the following board members:

- **Baptist Health** | Gerard Colman, CEO (CEO^C Chairman)
- **Anthem** | Kennan Wethington, President
- **Apellis Pharmaceuticals** | Dr. Cedric Francois, President and CEO
- **Atria Senior Living** | John Moore, Chairman and CEO
- **BrightSpring Health Services** | Jon Rousseau, President and CEO
- **Confluent Health** | Dr. Larry Benz, President and CEO
- **Galen College of Nursing** | Mark Vogt, President and CEO
- **Hosparus Health** | David Cook, President and CEO
- **Humana** | Bruce Broussard, President and CEO
- **LHC Group** | Keith G. Myers, Chairman and CEO
- **Norton Healthcare** | Russell Cox, President and CEO
- **ScionHealth** | Rob Jay, CEO
- **Signature Healthcare** | E. Joseph Steier, President and CEO
- **Trilogy Health Services** | Leigh Ann Barney, President and CEO
- **University of Louisville** | Dr. Kim Schatzel, President

Further, CEO^C has forged a formidable coalition of diverse public and private community stakeholders who are committed to collectively transforming Greater Louisville's economy into a national epicenter of healthcare aging innovation. This coalition recognizes the need for collaboration and is dedicated to not only addressing the short-term crisis within Louisville's healthcare economy but working in partnership to drive solutions at a systems level to address long standing equity issues that have stymied Louisville from realizing its full potential. Coalition members that are committed to partnering with CEO^C on this critical effort include:

- **AMPED**
- **Greater Louisville Inc.**
- **KIPDA**
- **KentuckianaWorks**
- **Metro United Way**
- **Louisville Urban League**
- **University of Louisville**

This strategic composition serves as the ideal infrastructure to drive innovative workforce solutions at a systems level, even among competitors, while functioning as the mechanism to leverage collective resources to create and fill jobs. Recently, CEO^C was awarded \$40 million in American Rescue Plan Act (ARPA) grant funds to support the implementation and scaling of this initiative.

The Challenge

The COVID-19 pandemic has disrupted the healthcare industry resulting in various recruitment and retention challenges such as a shortage of skilled labor, high turnover rates due to burnout, and an aging workforce as companies struggle to find qualified candidates for critical jobs. Despite this challenge, the demand for healthcare professionals in Greater Louisville is expected to increase four times the amount of all other industries in the region, with an anticipated need for ~8,500 healthcare jobs by 2029.

The COVID-19 pandemic has created a new reality for working Americans as our insufficient economic and health safety nets have left millions in our community vulnerable. Many of those at risk are underserved populations due to these groups disproportionately experiencing higher rates of unemployment due to virus-related factors including illness, dependent care, and layoffs. Women are now being forced to leave the workforce in record numbers due to increased caregiving responsibilities, job loss or reduction in hours, and lack of flexibility and support in the workplace. Current statistics also show that People of Color continue to be overrepresented in elevated risk "essential" jobs, yet are not provided the support they need to meet their basic needs and perform their job well. Additionally, the Pew Research Center (2022), most workers who quit a job in 2021 say low pay (63%), no opportunities for advancement (63%), and feeling disrespected at work (57%) were reasons why they quit.

According to the 2018 report from the Georgetown Center on Education and Workforce, around 80% of all jobs will require post-secondary credentials, and 95% of these credentials are either licenses or certifications. However, according to the 2022 McKinsey & Company report on racial and ethnic equity in U.S. higher education, only 52% of first-time students from underserved populations complete a higher education program, and just 8% are student-experience leaders. Something must be done.

While overall employment rates are influenced by numerous factors including education level, job availability, and housing, addressing our workforce crisis in healthcare requires a multi-faceted approach that includes addressing systematic racism, promoting equity/belonging, and implementing equal access to education and training opportunities. By providing individuals with access to education, training, and certification opportunities, it can help to close the skills gap, increase employment opportunities and retention, while promoting economic mobility. It will also help to address disparities in employment rates and wages amongst underserved populations by providing these individuals with the tools and resources they need to succeed in a lifelong career. The target audience for the funding of the Health Career Lab Education Pathways should include, but not be limited to the following groups:

- Aging workers
- Veterans, transitioning service members, and military spouses
- Racial and ethnic groups
- Individuals with disability
- Limited English proficiency

- LGBTQI+
- Immigrants
- Those in chronic poverty
- Those impacted by the incarceration system

We know that many individuals we have targeted will not have the experience, skills, or knowledge for entry-level positions in healthcare. As such, Health Career Lab has made available short-term training programs that prepare cohorts of individuals with the foundational skills training education and performance improvement awareness that is needed to be successful in high-demand entry-level roles. The curriculum and delivery of these short-term training programs are facilitated and co-designed by education/training institutions and Health Career Lab staff.

The Solution: Methodology of Health Career Lab Education Pathways (Industry Leadership and Actionable Workforce Data)

As the convener of the Louisville healthcare ecosystem, CEO^C is uniquely positioned to collect and analyze granular, actionable workforce data directly from employers across the continuum of care for jobs at all levels. To facilitate this, CEO^C has created the Workforce Innovation Committee, a coalition of senior HR executives from Council companies collaborating to develop industry-driven workforce solutions via Health Career Lab.

The Workforce Innovation Committee is positioned to provide direct insights into the jobs needed by regional healthcare employers as well as the hiring requirements and training needed to fill them. The Workforce Innovation Committee includes the following HR executives:

- **Atria:** Meg Pletcher, Interim CHRO
- **Baptist Health:** Angie Mannino, CHRO
- **BrightSpring:** Lisa Nalley, CHRO
- **Confluent Health:** Rachel Buchheit, VP of Talent Acquisition
- **Galen College of Nursing:** David Ray, Chief Strategy Officer
- **Hosparus:** Melissa Merrifield, CHRO
- **LHC Group:** Todd Lyles, SVPA
- **Norton Healthcare:** John Hammond, CHRO
- **ScionHealth:** Lisa Estrada, CHRO
- **Signature Healthcare:** Dianna Curran, VP of People and Culture
- **Trilogy:** Todd Kiziminski, Vice President of Talent Acquisition
- **UofL Foundation:** Keith Sherman, Executive Director, and COO
- **UofL Health:** Terry Johnson, SR VP of HR
- Roger Cude, former Humana Enterprise VP, Talent, and Organizational Development
- William Altman, Advisor to the CEO^C
- Tammy York Day, President, and CEO, CEO^C
- Dr. Bria Henson, Executive Director of the Health Career Lab
- Josh Williams, VP of Strategic Initiatives, CEO^C

Equity-Focused Talent Sourcing and Recruitment:

The foundation of this effort focuses on equity and inclusion to ensure that all Louisvillians interested in starting or advancing their healthcare career benefit from this initiative. To this end, Health Career Lab is collaborating with coalition partners and community organizations to recruit participants in underserved communities aligned with Louisville’s Qualified Census Tracts (QCTs) with an emphasis on people of color, women, and individuals living in poverty. These organizations live and work with the populations that we serve and, as such, play a critical role in advising on effective outreach strategies. Additionally, coalition partners aid in identifying, assessing, and referring candidates from these communities to programs created by Health Career Lab.

Demand-Driven Education and Training Programs:

Equipped with data from CEO^C Council companies and labor market intelligence, Health Career Lab is collaborating and coordinating with regional education and training partners to create innovative education and training programs. This curriculum will be deployed to prepare, educate, and train talent for entry-level roles while also serving to upskill/reskill employees for career advancement and increased earnings for careers at all levels. Additionally, they should exhibit alignment with the job requirements of our Council companies across each established “education pathway” (see HCL Education Pathways Funding Program Design **Appendix A**).

Education Pathway Defined:

An education pathway is a series of structured education and support programs to empower a worker's transition with education and through the workforce. Moreover, a participant's educational and training achievements, when aligned to personal career goals and interests, will help them move up the career ladder to higher paying jobs. As a participant reaches milestones within each level of their education pathway, they will have earned the ability to become vertically mobile in their career by broadening their applicability to incremental job opportunities, increasing their working wage potential, and increasing organizational retention. Pathways do not have to be linear to allow participants to enter/exit the system as needed and can be supplemental to current degrees by adding the ability to additional skills. These stackable credentials are building blocks where each credential that is obtained leads to a subsequent higher level of credential. Education pathways can also be work-based learning, apprenticeships, and other employer sponsored training combining on the job experience with formal education.

Moving Forward:

A significant component of this initiative is to mitigate barriers to success through the following:

- **Flexible Classroom Learning Options:** Programs will be free of charge and delivered online or in person to accommodate the busy lives of today's Louisvillians.
- **Paid, Hands-on Training:** Health Career Lab will couple flexible classroom learning options with paid, hands-on training such as internships, co-ops, and apprenticeships within Council member companies. This will simultaneously supercharge learning through direct application in a relevant workplace while providing participants with income needed to live as they work and learn.
- **Results in a Portable, Industry-Recognized Credential:** All education and training programs from Health Career Lab will embed and result in the earning of industry recognized credential(s) that exist today or will be developed through Health Career Lab. These credentials simultaneously enable employment, signaling a participant's proficiency in a certain skill set while increasing their competitiveness for today's modern talent marketplace.
- **Continued Education Path Development:** In addition to providing education and hands-on-training for high demand roles, a core focus of Health Career Lab will be to support employers in mapping out career paths within their organization. As participants are recruited and onboarded into entry level roles, pathways will be mapped out within healthcare companies, outlining the skillsets, education, and experience required to advance to the next tier of their career path. Council companies will provide employees interested in advancing their careers with the necessary support to make it happen (e.g., schedule flexibility to pursue courses and training, financial support, mentorship, and more).
- **Mobilizing Wraparound Supports (Social Determinants of Work):** We understand that many participants, especially those coming from disadvantaged backgrounds, face additional barriers that others do not. As a result, they need additional support to increase their chances of success. Because of this, a key priority for Health Career Lab is the deployment of integrated wraparound supports that mitigate barriers to access and success for participants while equipping individuals with the tools needed to break generational poverty.

By utilizing the Health Career Lab's staff of Healthcare Recruiters, applicants to our program will be effectively "screened in" to match the needs of Council organization's employment requirements and/or provided resources to overcome any barriers. Participants will then be aligned to an entry-level (or most applicable) healthcare job role and guaranteed an interview. New-to-healthcare participants will engage in foundational healthcare skills and employee engagement training via our Healthcare STARS Program. Subsequently, participants will meet consistently with our Career Advisors as a wraparound service of employee success advisement, identifying and ensuring education pathway trajectories (see Health Career Lab Overview **Appendix C**).

Initiative Deliverables:

Aligned with the program design mentioned above, the Health Career Lab will achieve the following outcomes over a four-year period:

- Recruit and fill 1,500 entry-level healthcare jobs through untapped talent pools
- Develop 10 healthcare education pathways that lead to higher paying jobs
- Train and upskill 2,000 people in healthcare careers that lead to better paying jobs. The number of participants trained in each education pathway will be based on participant interest and will vary.
- Equip 100 trainers via the UofL Train the Trainer program, effectively building capacity for digital health training
- Strategically deploy wraparound supports to reduce barriers to access and success
- Establish Louisville as the national leader of healthcare workforce innovation and education pathway development

Proposal Submission Instructions

Submittal Contact Information:

Each proposal should be submitted by email as an electronic attachment to Eric Annala, Director of Education and Training, at eannala@theceoc.com. Please combine all relevant submission materials into one document.

Eligibility Information:

The following types of organizations are always encouraged to apply:

- Public/state-controlled institutions of higher learning
- Private institutions of higher education
- For-profit institutions of higher education
- Local governments
- Independent school districts
- Hispanic serving
- Historically Black Colleges and Universities (HBCU)
- Tribally Controlled Colleges and Universities (TCCUs)
- Alaska Native and Native Hawaiian Serving Institutions
- Asian American Native American Pacific Islander Serving Institutions (AANAPISIs)
- Regional organizations
- Workforce development entities

Applicants should provide evidence that they are an educational institution with deep ties to underserved and marginalized groups. Applicants should also provide evidence that they have the expertise and ability to provide underserved groups with the knowledge and tools for economic empowerment in Louisville. Organizations can apply to as many pathways as they wish. Please use **Appendix B** as a guide for indicating which pathway(s) you are applying for. We will consider only one application from each organization. If we receive multiple applications from the same organization, we will only consider the most recently received application that met the deadline.

Applicants do not have to be physically located in Louisville, Kentucky, but must be able to deliver the curricula in some capacity in our region. Please note that your submission will be evaluated based on your ability to provide explicit details in the educational parameters of the following submission guidelines. Please ensure every effort to build out each component of this rubric with the same level of attention, not limiting your scope to include additional elements that you deem necessary.

Deliverables

Organizational Overview:

- A. A brief overview of your organization, highlighting your interest in forming a relationship with CEO^C.
- B. A brief highlight reel of key staff who are responsible for this project (organizational chart). Please do not include individual CVs/Resumes. Please also include your organization's accreditation status and sources.
- C. Demonstration of success with similar education/training programs in healthcare credentialing.

- D. Emphasis on your collaboration and creative style in building flexible and accessible educational programming.
- E. Ability to meet the needs of learners and our Council companies job role expectations with each pathway.
- F. Ability to modify curriculum based upon Council company and stakeholder needs.

Education/Training Overview:

- A. Learning outcomes and the objectives you will use to achieve them. Outcomes are the measurable results of the project. They are the positive benefits, changes/enhancements, or measurable characteristics that occur because of your education and training program.
- B. Detailed implementation plan with learning deployment options to best engage and accommodate learners through each stage of credentialing (curriculum design and enrollment/completion process).
- C. Identification of specific credentialing path targets that you’re proposing to serve as “Creator” (indicated by the numbers in Health Career Lab Education Pathways Specifics in **Appendix B**). Proposals may apply to all.
- D. Target audience analysis for unemployed/underemployed vs. incumbent healthcare employees.
- E. Detailed list of learning and instruction materials, along with all requirements of participants.
- F. Collaborative learning opportunities (e.g. integration of artificial intelligence, virtual reality, technology, mentoring, case studies, role play, group discussion boards, blogs, etc.).
- G. Expectations and clarification of roles/responsibilities for both Education Provider and CEO^C.

Evaluation and Project Management:

We will be providing program evaluation expertise to measure the efficacy of deployed trainings as it relates to certain characteristics. This portion of your proposal should focus on how you will collaborate with these experts as it pertains to the following:

- A. Walkthrough of evaluation tools and elements that will assess participant learning, post learning employee enhancement, organizational improvements due to participation, and internal project aspects.
- B. Quality improvement plan to incorporate evaluation data.
- C. Detailed timeline to include the perspective of the build out, and for the participant’s journey.
- D. Reporting and meeting mechanisms to ensure progress and high performance.
- E. Communication and reporting procedures.

Budget and Justification:

- A. A budget narrative with a description of estimated costs associated with each line item and detailed costs associated per learner.
- B. If applicable, a section describing any leveraged resources provided to support activities. Leveraged resources are all resources, both cash and in-kind. Applicants are encouraged to leverage resources to increase stakeholder investment in the project and broaden its impact.
- C. Detailed spending categories
- D. Budget justification describing the expenses included in the budget.

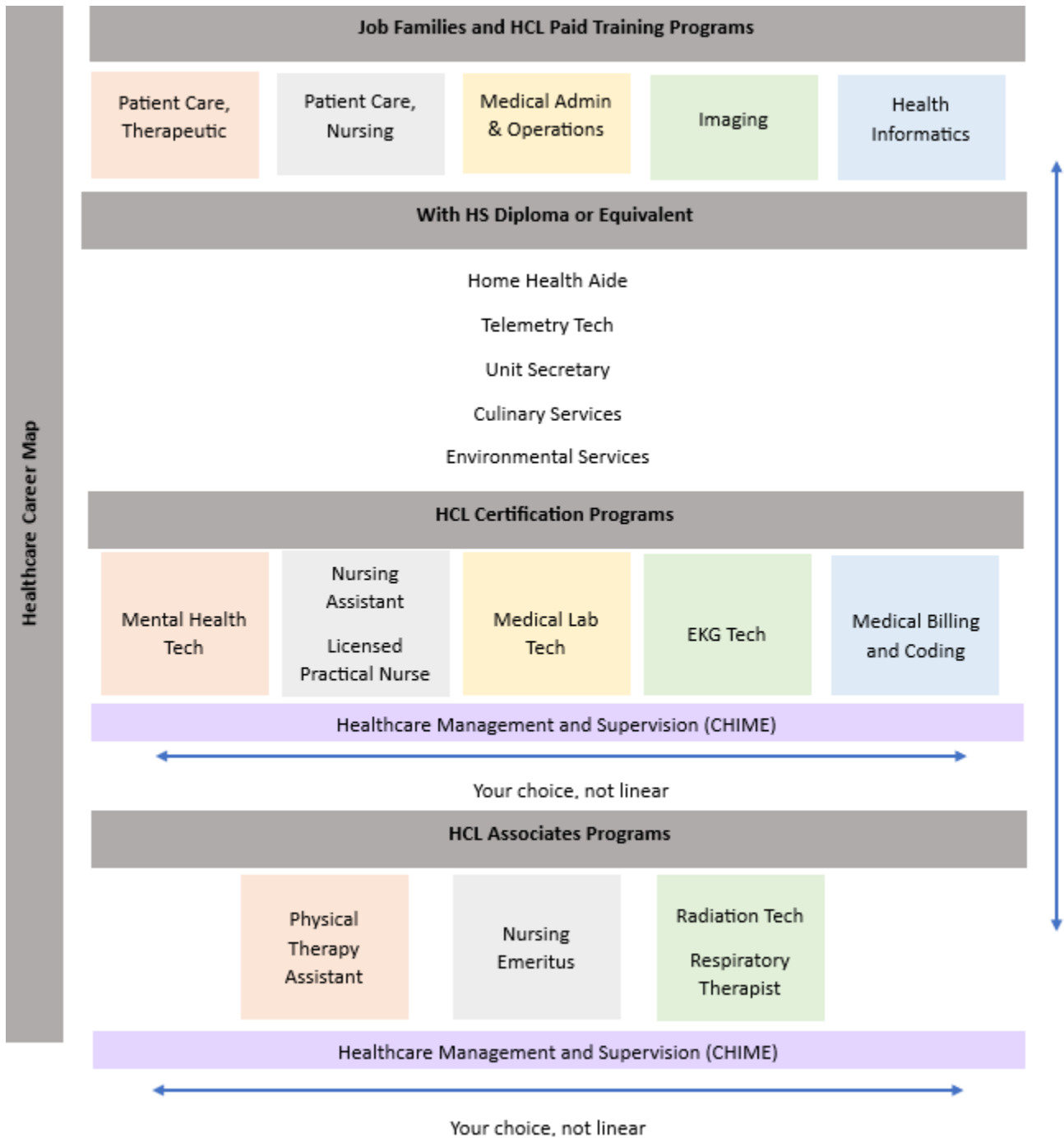
Timeline

The RFP process initiates on May 18, 2023, with a deadline of submission on June 15, 2023, at 11:59 p.m. EDT. Questions regarding the proposal will be accepted between June 5 and June 9 by email to Eric Annala, Director of Education and Training, at eannala@theceoc.com. All questions will be addressed by CEO^C no later than June 12. Questions sent after June 9 at 11:59 p.m. EDT will not be addressed.

The CEO^C team, with guidance from a working group comprised of senior HR executives from Council member companies, will review the proposals and submit a recommendation to the CEO^C Workforce Innovation Committee during the June 2023 committee meeting. Notification of proposal selection is anticipated by June 30, 2023. The applicant should aim to develop and deliver the curriculum during Q4 2023. The specific start date will be determined at the time of contract development with the selected contractor.

Appendix A

HCL Education Pathways Funding Program Design



Appendix B

HCL Education Pathways Specifics

1. Mental Health Technician (Certification): By the year 2031, Mental Health Technicians are expected to be in need at a growth rate of 11%. In Kentucky, that number is at 12%. Must list any required prerequisites for this pathway on the proposal. Training and certification credentialing should support but are not limited to the following competencies:

- Cultural humility
- Professionalism and ethics
- Documentation of electronic health records
- Safety and risk assessment
- Crisis prevention and management
- Medication assistance
- Communication and customer service
- Patient care coordination and assessment
- Medical terminology
- Advocacy and empowerment
- Therapeutic communication
- Mental health disorders
- Treatment planning and implementation

2. Nursing Assistant (Certification): By the year 2031, Nursing Assistants are expected to be in need at a growth rate of 5%. In Kentucky, that number is at 9%. This credentialing pathway should meet the standards of the National League for Nursing Accredited Commission and the Kentucky Board of Nursing. Training and certification credentialing should support but are not limited to the following competencies:

- Cultural humility
- Professionalism and ethics
- Teamwork and collaboration
- Patient care coordination and assessment
- Documentation of electronic health records
- Safety and emergency procedures
- Patient care
- Basic nursing
- Medication assistance
- Advocacy and empowerment
- Treatment planning and implementation

3. EKG Technicians (Certification): By the year 2031, EKG Technicians are expected to be in need at an average growth rate of 5%. In Kentucky, that number is at 9%. This credentialing pathway should meet the standards of the Commission of Allied Health Education Programs or the Accredited Bureau of Health Education Schools. Training and certification credentialing should support but are not limited to the following competencies:

- Cultural humility
- Electrocardiogram interpretation
- EKG equipment and preparation
- Lead placement and EKG acquisition
- Patient monitoring and safety
- Procedure documentation
- Communication and collaboration

4. Medical Billing & Coding (Certification): By the year 2031, Medical Billing & Coders are expected to be in need at an average growth rate of 7%. In Kentucky, that number is at 8%. This credentialing pathway needs to result in one of the following: AAPC Certification, CPC Certification, CCS Certification, or CCA Certification. Training and certification credentialing should support but are not limited to the following competencies:

- Cultural humility
- Medical terminology
- Medical billing procedures
- Medical coding
- Medical record review and documentation
- Compliance and insurance regulations
- Healthcare reimbursement
- Communication and customer service
- Health information management systems
- Communication and interpersonal skills

5. Physical Therapy Assistants (Associates): By the year 2031, Physical Therapy Assistants are expected to be in need at an average growth rate of 27%. In Kentucky, that number is at 34%. This credentialing pathway should meet the standards of the Commission on Accreditation in Physical Therapy Education or the American Association of Physical Therapy. Training and degree credentialing should support but are not limited to:

- Cultural humility
- Patient assessment and evaluation
- Treatment planning and implementation
- Patient education
- Therapeutic interventions
- Documentation and reporting
- Communication and interpersonal skills
- Safety and injury prevention
- Professionalism and ethics
- Advocacy and empowerment

6. Respiratory Therapists (Associates): By the year 2031, Radiation Technologists are expected to be in need at an average growth rate of 14%. In Kentucky, that number is at 24%. This credentialing pathway should meet the standards of the Commission of Accreditation for Respiratory Care or the American Association for Respiratory Care. Training and degree credentialing should support but are not limited to the following competencies:

- Cultural humility
- Patient assessment and evaluation
- Respiratory care procedures
- Mechanical ventilation
- Patient education and support
- Emergency and critical care
- Pulmonary rehabilitation
- Infection control and safety
- Documentation and reporting
- Communication and collaboration
- Advocacy and empowerment

7. LPN/RN (Associates): By the year 2031, LPN/RNs are expected to be in need at an average growth rate of 6%. In Kentucky, that number is at 9%. This credentialing pathway should meet the standards of the Kentucky Board of Nursing, CCNG, ANCC, or ACEN Accreditation. Training and degree credentialing should support but are not limited to the following competencies:

- Cultural humility
- Patient care and assessment
- Medication administration
- Wound care and dressing changes
- Intravenous therapy
- Health promotion and education
- Documentation and charting
- Communication and collaboration
- Emergency response and first aid
- Ethics and confidentiality
- Advocacy and empowerment

8. Nursing Instructor (Short Form Training Program): Nursing schools across the country lack the capacity to educate and train the next generation of needed nurse education professionals. Currently, there is a high number of vacancies for nurse education professionals for bachelors and graduate-level nursing programs in Louisville. According to the American Association of Colleges of Nursing, this nurse education professional shortage is impacting nursing programs' ability to enroll enough students to meet the projected demand for nursing services. Training should support but are not limited to the following competencies:

- Cultural humility
- Educational theory and curriculum development
- Technology and informatics
- Clinical and didactic teaching
- Clinical practice supervision
- Advocacy and empowerment
- Leadership and management

9. Radiation Technologists (Associates): By the year 2031, Radiation Technologists are expected to be in need at an average growth rate of 6%. In Kentucky, that number is at 8%. This credentialing pathway should meet the standards of The Joint Review Committee on Education in Radiologic Tech or the ASRT. Training and degree credentialing should support but are not limited to the following competencies:

- Cultural humility
- Radiation therapy techniques
- Radiation safety
- Treatment planning and simulation
- Quality assurance and control
- Patient care and support
- Medical imaging
- Documentation
- Professionalism and ethical behavior

10. Medical Lab Tech (Associates): By the year 2031, Medical Lab Techs are expected to be in need at an average growth rate of 7%. In Kentucky, that number is at 10%. This credentialing pathway should meet the standards of The American Medical Technologist Certification or NAACLS. Training and degree credentialing should support but are not limited to the following competencies:

- Cultural humility
- Laboratory equipment and instruments
- Laboratory techniques and procedures
- Specimen collection and handling
- Laboratory quality assurance
- Data analysis and interpretation
- Laboratory information systems
- Communication and collaboration

Appendix C

Health Career Lab Overview

