EXECUTIVE SUMMARY

The Greater Metro Denver Healthcare Partnership (GMDHP) is an industry-led collaborative bringing together workforce, education and economic development to meet the healthcare industry’s recruitment, retention and training needs as identified by industry’s major employers. The Partnership provides a framework to provide direction and create solutions to meet healthcare’s workforce development needs.

Who We Are: The Greater Metro Denver Healthcare Partnership is comprised of seven hospital systems and ambulatory care facilities in the metro Denver area. The magnitude of this Partnership includes more than 50 hospitals, 75+ ambulatory care facilities and outpatient clinics, more than 80,000 employees and 10,000 physicians.

Since its inception in June of 2011, the goal of the Partnership was and continues to be a single voice in defining industry issues and recommending industry recognized solutions.

WORKFORCE PARTNERS
Workforce development centers within greater metro Denver, along with the Colorado Urban Workforce Alliance (CUWA), provided substantial financial assistance to the healthcare industry Partners. They funded a convener and provided case management, supervisory and management, exhaustive data mining and labor force analysis, and tuition assistance and supportive services for participants. To date, the public workforce development system has spent over $1.7 million in public funds in support of GMDHP.

EDUCATION PARTNERS
The GMDHP has partnered with the Colorado Community College System, Metropolitan State University of Denver, K-12 public schools systems, Emily Griffith Technical College, Pickens Technical College, and proprietary schools such as PIMA Medical Institute and Concorde Career College to review healthcare occupational competencies, and redesign curriculum to meet the needs of industry.

“The GMDHP’s greatest achievement is being industry’s conduit for creativity, communication, connectivity and change.” - Elerie Archer, Lutheran Medical Center
**GEOGRAPHY**
The Greater Metro Denver Healthcare Partnership covers Arapahoe, Adams, Jefferson, Douglas, Denver, Gilpin, and Clear Creek counties. Within this region, partner health systems serve a population of approximately 2.8 million people with nearly 143,000 staff. The Partnership works together to leverage resources and collectively address the workforce development challenges in the healthcare industry.

“The opportunity to collaborate in one place with industry, education and community partners is a most valuable use of time and resources. Working together to improve our community is part of Centura Health’s mission, this partnership exemplifies that for us.” - Jillyn Fowler, Centura Health

**INDUSTRY OVERVIEW**
The table shows the magnitude of the healthcare industry in greater metro Denver.

- The projected **annual growth rate of 2.9%** for the healthcare group is over double the 1.2% annual growth projected for all industries in the region.
- **Healthcare workers make up just over 9%** of the total workforce.
- In greater metro Denver between 2001 and 2016:
  - Healthcare practitioners and technical occupations grew by 27,023 jobs (52%)
  - Healthcare support occupations grew by 16,454 jobs (76%)
- Registered nurses
  - Added the most new jobs between 2001 and 2016 (+10,033)
  - Expected to add 3,254 jobs by 2020
- Each year:
  - Regional healthcare providers add 4,066 jobs due to growth and have to replace an additional 3,093 due to attrition
  - In the meantime, only 2,828 new workers come into the industry
  - This means that each year, the healthcare industry in greater metro Denver falls short of its overall staffing need by an estimated 4,331 people
Most economists consider an unemployment rate at 4.9% or below a full employment market.
- The United States entered full employment in January, 2016
- Greater metro Denver has been in a full employment labor market since May, 2014 (3.4% July, 2016)
- A study done in August 2016 by the Arapahoe/Douglas Workforce Development Board shows that 28.4% of the 783 occupations that make up employment in greater metro Denver are now very hard to fill

Business leaders in all of the region’s primary industry groups, including healthcare, have increasing numbers of critical occupations they are finding very difficult to fill.

**STRATEGIC INITIATIVES**

1. Sustain the partnership with all seven hospital systems actively involved in making strategic decisions on areas of focus.
2. Forecast critical occupational needs and work with education and workforce partners to ensure a sustainable skilled labor pool
3. Align resources to create career pathways for healthcare workers.
4. Expand and strengthen community partners better align training with employment.

**A SINGLE VOICE SOLVING TALENT ISSUES**

Because skill shortages are becoming urgent within the healthcare industry, GMDHP partners have chosen to collectively address the most critical areas and identify possible solutions in addressing the talent pipeline issues.

**CRITICAL OCCUPATIONS**

To date, the Partnership has addressed a number of occupations:
- Surgical technician
- Medical laboratory technicians
- Medical laboratory scientists
- Medical assistants
- Licensed practical nurses
- Nurse aides
- A variety of specialty registered nursing positions.
Several new occupations have been added by the Partnership in 2016:
1. Radiologic, MRI and CT Technologists
2. Certified Nursing Assistants
3. Pharmacy Technicians

GMDHP will continue to work with its workforce development and education partners to address both existing and newly identified critical occupations this year and into 2017.

INTELLIGENCE ON CRITICAL OCCUPATIONS

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</thead>
<tbody>
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<td>29-1141</td>
<td>Registered Nurses</td>
<td>27,383</td>
<td>1,518</td>
<td>411</td>
<td>0.3</td>
<td>$33.91</td>
<td>$24.78</td>
<td>$28.32</td>
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<td>$39.92</td>
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<td>29-2011</td>
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<td>95</td>
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<td>29-2032</td>
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<td>$36.60</td>
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<td>29-2034</td>
<td>Radiologic Technologists</td>
<td>1,853</td>
<td>80</td>
<td>28</td>
<td>0.3</td>
<td>$30.55</td>
<td>$20.93</td>
<td>$25.06</td>
<td>$31.08</td>
<td>$36.95</td>
<td>$43.60</td>
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<td>29-2035</td>
<td>Magnetic Resonance Imaging Technologists</td>
<td>339</td>
<td>15</td>
<td>5</td>
<td>0.3</td>
<td>$37.81</td>
<td>$31.61</td>
<td>$33.97</td>
<td>$37.88</td>
<td>$42.74</td>
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<td>29-2052</td>
<td>Pharmacy Technicians</td>
<td>3,014</td>
<td>103</td>
<td>45</td>
<td>0.4</td>
<td>$16.57</td>
<td>$12.16</td>
<td>$13.94</td>
<td>$16.77</td>
<td>$19.34</td>
<td>$22.56</td>
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<tr>
<td>29-2055</td>
<td>Surgical Technologists</td>
<td>1,853</td>
<td>80</td>
<td>28</td>
<td>0.3</td>
<td>$30.55</td>
<td>$20.93</td>
<td>$25.06</td>
<td>$31.08</td>
<td>$36.95</td>
<td>$43.60</td>
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<td>29-2061</td>
<td>Licensed Practical and Licensed Vocational Nurses</td>
<td>2,869</td>
<td>222</td>
<td>43</td>
<td>0.2</td>
<td>$23.48</td>
<td>$19.28</td>
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<td>29-2071</td>
<td>Medical Records and Health Information Technicians</td>
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<td>20</td>
<td>0.3</td>
<td>$24.80</td>
<td>$15.58</td>
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<td>$25.15</td>
<td>$30.07</td>
<td>$36.77</td>
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<td>31-1014</td>
<td>Nursing Assistants</td>
<td>10,214</td>
<td>591</td>
<td>245</td>
<td>0.4</td>
<td>$14.60</td>
<td>$11.64</td>
<td>$12.83</td>
<td>$15.04</td>
<td>$17.01</td>
<td>$18.61</td>
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<tr>
<td>31-9092</td>
<td>Medical Assistants</td>
<td>3,014</td>
<td>103</td>
<td>45</td>
<td>0.4</td>
<td>$16.57</td>
<td>$12.16</td>
<td>$13.90</td>
<td>$16.77</td>
<td>$19.34</td>
<td>$22.56</td>
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</tbody>
</table>

Source: EMSI 2016.3 QCEW, Non-QCEW & Self-Employed Class of Worker

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<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>Surgical Technologists</td>
<td>274</td>
<td>28</td>
<td>0.10</td>
</tr>
<tr>
<td>Medical Records and Health Information Technicians</td>
<td>271</td>
<td>63</td>
<td>0.23</td>
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<tr>
<td>Registered Nurses</td>
<td>4,063</td>
<td>1,076</td>
<td>0.26</td>
</tr>
<tr>
<td>Medical and Clinical Laboratory Technologists</td>
<td>124</td>
<td>60</td>
<td>0.48</td>
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<tr>
<td>Nuclear Medicine Technologists</td>
<td>12</td>
<td>6</td>
<td>0.50</td>
</tr>
<tr>
<td>Radiologic Technologists</td>
<td>125</td>
<td>63</td>
<td>0.50</td>
</tr>
<tr>
<td>Magnetic Resonance Imaging Technologists</td>
<td>20</td>
<td>12</td>
<td>0.59</td>
</tr>
<tr>
<td>Licensed Practical and Licensed Vocational Nurses</td>
<td>262</td>
<td>164</td>
<td>0.63</td>
</tr>
<tr>
<td>Medical and Clinical Laboratory Technicians</td>
<td>76</td>
<td>59</td>
<td>0.78</td>
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<tr>
<td>Pharmacy Technicians</td>
<td>193</td>
<td>177</td>
<td>0.92</td>
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<tr>
<td>Nursing Assistants</td>
<td>408</td>
<td>594</td>
<td>1.46</td>
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</tbody>
</table>

Source: EMSI 2016.3 QCEW, Non-QCEW & Self-Employed Class of Worker

These tables support the continuation and value of the Partnership.

Each table provides a different validation of the need to cooperatively address the critical occupations it has identified.

Applicants per Opening is the key column in the first table, and the wage bands will provide members of the Partnership insight as to the relationship between labor supply and salary demands.

In the second table, the Hires per Posting column shows difficulty to fill for each of the selected occupations.

The Annual Shortfall column in the third table, calculated from known age patterns in each of the occupations, suggests there is not enough incoming labor supply to meet attrition and growth demand.
IMPACT OF THE WORKFORCE DEVELOPMENT SYSTEM ON THE PARTNERSHIP

The Greater Metro Denver Healthcare Partnership has proven its value in addressing critical occupational need among the Partners, but there is also a very real economic benefit that helps the region remain robust and growing.

<table>
<thead>
<tr>
<th>Impact of Public Investment, GMDHP, 2010-2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Public Investment</td>
</tr>
<tr>
<td>$1,713,775</td>
</tr>
</tbody>
</table>

Source: Public Workforce Development System Fiscal Dashboard

This shows the cost/benefit ratio of the public dollars invested in GMDHP by the regional workforce development centers.

The importance of the publicly funded workforce development system to key regional industry is underscored by this data. Since the Change in Worker Earnings column reflects ONLY the difference between the pre- and post-training employment of participants, the reader can see how such public-private partnerships act to benefit the entire regional economy.

The regional workforce development system has been an invaluable partner, but as funding shrinks, the Partnership must find ways to address the funding of the convener and an increased share of the training cost.
IMPACT OF GMDHP DECEMBER 1, 2013 THROUGH JUNE 30, 2016

During the period covered by this report, the Partnership has performed quite successfully. The table shows results:

<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>Adams County Workforce &amp; Business Center</td>
</tr>
<tr>
<td>Licensed Professional Nurse</td>
</tr>
<tr>
<td>Specialty BSN</td>
</tr>
<tr>
<td>Aggregate Results</td>
</tr>
<tr>
<td>Arapahoe/Douglas Works!</td>
</tr>
<tr>
<td>Medical &amp; Clinical Laboratory Technologists (Graduated June 2016)</td>
</tr>
<tr>
<td>OJT-Specialty Registered Nurse</td>
</tr>
<tr>
<td>Aggregate Results</td>
</tr>
<tr>
<td>Tri-County Workforce Center</td>
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<tr>
<td>OJT-Registered Nurse</td>
</tr>
<tr>
<td>OJT-Senior RN</td>
</tr>
<tr>
<td>OJT-Nurse Aide</td>
</tr>
<tr>
<td>Aggregate Results</td>
</tr>
<tr>
<td>Denver Office of Economic Development</td>
</tr>
<tr>
<td>Perioperative Nurse</td>
</tr>
<tr>
<td>Medical &amp; Clinical Laboratory Technologists</td>
</tr>
<tr>
<td>OJT, no ONET entered</td>
</tr>
<tr>
<td>Aggregate Results</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Economic Impact, GMDHP</th>
<th>Number Enrolled</th>
<th>Number Completing</th>
<th>Cost of ITAs</th>
<th>Pre-Training Wage</th>
<th>Post Training Wage</th>
<th>Aggregate Impact</th>
<th>Cost/Benefit Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Results, Dec. 2013 to July 2016</td>
<td>98</td>
<td>84</td>
<td>$429,222</td>
<td>$24,765</td>
<td>$52,826</td>
<td>$2,357,123</td>
<td>5.49</td>
</tr>
</tbody>
</table>

Currently, there are 28 students enrolled in Medical Laboratory Scientist programs at either Denver Health or Metropolitan State University of Denver.

OTHER COMMUNITY PARTNERS
Aurora Chamber of Commerce
Colorado Area Healthcare Education Center (AHEC)
Denver Area Healthcare Recruiter’s Association (DAHCRA)
Adams County Business & Education Consortium
Career & Technical Education (K-12, multiple districts)
Health Occupations Students of America (HOSA)
Rose Community Foundation Opportunity Youth
Colorado Hospital Association
Colorado Health Institute
HEALTHCARE PARTNER AND OTHER IN-KIND CONTRIBUTIONS

In addition to the substantial investment in the sector from workforce development partners, the Partnership has benefitted from over $303,000 in in-kind contributions. Note that in the table below SME stands for Subject Matter Expert. Itemized list of contributions is in the table below:

<table>
<thead>
<tr>
<th>GMDHP Estimated In-Kind Contribution, Inception Date</th>
<th>Type of Contribution</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Aurora Chamber of Commerce (office)</td>
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<tr>
<td>Estimated Partner Contributions</td>
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<td>Business Partner Executive Meetings</td>
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<td>$6,500</td>
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<tr>
<td>Public Partner Meetings</td>
<td>In-Kind</td>
<td>$3,600</td>
</tr>
<tr>
<td>Industry Skill Panel - Operating Room</td>
<td>In-Kind</td>
<td>$1,950</td>
</tr>
<tr>
<td>Industry Skill Panel - Medical Assistant</td>
<td>In-Kind</td>
<td>$1,950</td>
</tr>
<tr>
<td>SME Medical Assistant X 7 meetings</td>
<td>In-Kind</td>
<td>$5,535</td>
</tr>
<tr>
<td>SME Med Lab Tech/Scientist X 3 meetings</td>
<td>In-Kind</td>
<td>$2,338</td>
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<tr>
<td>SME Surgical Technician X 4 meetings</td>
<td>In-Kind</td>
<td>$3,668</td>
</tr>
<tr>
<td>SME Pharmacy Technician X 2 meetings</td>
<td>In-Kind</td>
<td>$1,437</td>
</tr>
<tr>
<td>SME Certified Nurse Aide X 3 meetings</td>
<td>In-Kind</td>
<td>$2,087</td>
</tr>
<tr>
<td>SME Radiology Technologist X 2 meetings</td>
<td>In-Kind</td>
<td>$1,584</td>
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<tr>
<td>Totals</td>
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<td>$303,869</td>
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</table>

Source: Arapahoe/Douglas Works! Fiscal Dashboard

“**The partnership has been invaluable in reviewing and redesigning the Medical Assisting Programs for the Colorado Community College System (CCCS). Industry experts determined the competencies for the program and CCCS responded to industry needs.”** - Tara Bell, Colorado Community College System

ADDITIONAL ACCOMPLISHMENTS

Apprenticeships

During this timeframe, the Partnership has explored and launched its first metro Denver region apprenticeship program at Kaiser Permanente with medical and clinical laboratory technicians. Discussions continue on other possible apprenticeships, including surgical technician, radiology technician and certified nurse aide. The current strategy involves creating career pathways that tap incumbent workers at lower levels to enter higher level apprenticeship programs.

Sustainability

Since Industry Partners are increasingly recognizing the tremendous value of GMDHP, they are exploring a variety of sustainable private funding options to supplement the public dollars already in place.

Relevant Curriculum

The Partnership continues to work with its educational partners to ensure that curriculum is relevant to actual industry need. A ‘best practice’ example is the medical assistant program. The Partnership’s Subject Matter Expert (SME) group for this occupation worked with the Community College System to revise and upgrade its curriculum and shorten the course of study to a one year program.
Career Pathways
The Partnership was selected as a pilot site for Hope Street’s National Career Pathways Initiative in June 2016. Partners are also working with the Colorado Workforce Development Council (CWDC) to develop entry points and career pathways in healthcare. Partners have participated in numerous discussions on competencies, career pathways and credentials required for healthcare occupations. The Partnership also contributed occupational information to the Skillful website created by LinkedIn and the Markel Foundation.

Relevant Data
Partners are working with CUWA to ensure the workforce system partners are collecting relevant data, not only on specific training initiatives with critical occupations, but on the substantial number of other candidates trained for and placed in healthcare occupations during the course of day-to-day workforce center operations.

CUWA works with the various workforce development centers to ensure that Industry Partners have access to the latest workforce data to inform decisions around addressing critical occupations, training and skill gaps.

“Through friendly "cooperative competition," the Greater Metro Denver Healthcare Partnership shares common workforce development goals and pools together resources to achieve maximum outcomes to keep the Healthcare workforce pipeline growing and flowing.” Mary L. Riebe, Kaiser Permanente

SUBJECT MATTER EXPERT TEAMS
MEDICAL ASSISTANT
An Industry Skills Panel brought together 50 individuals from industry, education and workforce to address workforce challenges such as recruitment, retention and wages facing medical assistants. Of the students enrolling in this program in community colleges only about 30% graduate. This renders the metro Denver training pipeline for medical assistants inadequate.

ISSUE: Discussion revolved around increasing the scope of practice, what competencies are essential for this occupation, how do we recruit students and keep them enrolled and make it quicker to enter the workforce.

RESULT: This subject matter expert work group identified common foundational and clinical competencies for this occupation to reflect the different working environments. The Partnership, along with the Colorado Community College System, brought together the training providers to reexamine the coursework for the associates program. Together with employers, they were able to condense the curriculum to more accurately reflect what is required of today’s medical assistant. A fast track program will be commencing next spring at two of the community colleges.
SURGICAL TECHNICIAN
The group hosted an Industry Skills Panel on Operating Room Personnel. Forty people attended, including employers, training providers and workforce development partners to discuss the critical shortage of skilled operating room personnel throughout metro area.

ISSUE: Supply and demand issues were identified and possible solutions explored. It is difficult to recruit qualified candidates within Colorado so sometimes employers recruit outside of our state for qualified candidates. This is because there are currently only three training providers in the region and the current capacity for clinical placements is limited to 72 students per year.

Demographic changes (i.e. the aging of Colorado’s population) underscore the urgency of addressing the operating room talent pipeline.

RESULT:
- Expansion of training programs for operating room nurses, sterile processing and surgical technicians.
- Exploring the option of using apprenticeships for sterile processing and surgical technologists.

MEDICAL AND CLINICAL LABORATORY TECHNICIAN
This subject matter expert work group is trying to address the critical shortage of med lab techs and med lab scientists. Compounding the problem, current staff is aging and preparing for retirement. The growth of this occupation is hindered by the need for clinical placements.

ISSUE: The current training program at Arapahoe Community College needs to expand to meet the increased demand but is challenged by limited clinical placements.

RESULT:
- On August 15, 2016 Kaiser launched its first apprenticeship program with four incumbent employees.
- Industry Skills Panel with Lab Managers is planned for October 2016 to address challenges of clinical placements & explore opportunities for new partnerships.

MEDICAL AND CLINICAL LABORATORY TECHNOLOGIST (SCIENTIST)
The current training programs at Metro State University and Denver Health need to expand their capacity.

ISSUE: Both med lab scientists programs are exploring ways to expand their capacity while meeting the increase in demand but are challenged with clinical placements. Currently educational partners are looking for nontraditional ways to expand programs with other educational and workforce solutions.
RESULT:
- In 2014, Denver Health started its own program with four students, and now has expanded its capacity to 8 students.
- In 2014, Metropolitan State University of Denver enrolled 20 students in their Medical Laboratory Scientist program and has now expanded the program to 24 students.

PHARMACY TECHNICIAN
This project team has discussed current curriculum, skills gaps and the supply and demand for pharmacy technicians. Enrollments are down at community colleges, and of those who enroll, only 35% complete the program with certification. This is inadequate to industry need.

ISSUE: The group is looking for ways to increase awareness and enrollment of pharmacy technicians and to increase recruitment efforts at Arapahoe Community College and Front Range Community College.

RESULT: Outreach strategies are being put into place with young adult programs in the region’s workforce areas, as well as other community organizations and nonprofits. This in-demand occupation is a great entry level position into the healthcare system and offers a variety of career pathways and professional development.

RADIOLOGIC TECHNOLOGIST
This specialized occupation has been identified by the Partnership as being in demand primarily in the modalities of magnetic resonance imaging (MRI) and computed tomography (CT) - since that is where the shortage exists.

ISSUE: The growth rate for radiology techs with experience and training in these modalities is close to 40% annually and the training pipeline is currently inadequate to industry need.

RESULT:
- Exploring apprenticeship model to increase pipeline at certain facilities that are in need of these modalities.
- Investigating the possibility of offering courses on MRI & CT through the University of Colorado, School of Radiology with each employer offering a clinical site for the student.

SPECIALTY NURSING
Recently this group met with Metro State College to discuss a pilot training program for the SCL Health System.

ISSUE: While this effort has been quite successful for the last two years, the current low unemployment rate (3.9%) is keeping incumbent nurses from enrolling in this full-time training program.
RESULTS: The group is also exploring alternative training solutions for perioperative, critical care and emergency room nurses.

CERTIFIED NURSE AIDE
This workgroup is starting to explore the supply and demand of this occupation in both the hospital environment as well as long term care facilities.

ISSUE: This occupation is in high demand in various working environments – hospitals, assisted living, hospice, and other long term care facilities. Due to its expanded scope and its role with regards to new legislation, the Partnership will begin exploring how to grow this talent pipeline.

RESULT: The SME work group has identified foundational competencies no matter the work environment and is beginning to explore career pathway options for this critical occupation.

“The program makes a huge difference in many people’s lives, including my own. Just by completing this program and passing the boards, I will nearly double my pay and will also be achieving my dream – working in a career where I can use science to help people.” - Erin Moeloa, Mother, Scientist, MLS student

GMDHP ACHIEVEMENTS
1. Identified and addressed the supply & demand of targeted occupations with actions to improve the critical situation.
2. Conceived and developed strategies for building a diverse talent pipeline in healthcare with its education partners from K-12, community colleges and nonprofits working with out of school youth.
3. Engaged community partners from education, workforce, industry and economic development to collectively work together to formulate creative solutions that leverage resources and expertise to address talent pipeline issues.
4. Launched the first apprenticeship with Kaiser Permanente for medical lab technician.
5. Secured the CWDC sector grant ($30,000) to help support the healthcare sector partnership and bring it one step closer to sustainability.
6. Expanded the use of on the job training and internships within healthcare to successfully enroll 13 new RN graduates and one Certified Nurse Aide at SCL Health Systems.
7. Utilized our Subject Matter Experts (SME) to influence and shape future curriculum for educational programs addressing in-demand targeted occupations.
8. Launched a fast track program for medical assistants within the community college system by working collaboratively to vet curriculum and competencies.
9. Initiated the collection of common data and reported outcomes for the workforce partners so the Partnership can tell the story better to its various stakeholders.
10. Coordinated and arranged several career awareness events, panels, and websites and was also instrumental in hosting regional hiring events.
CONCLUSION
The Partnership has proven to be consistently successful, and therefore, the seven hospital systems that comprise GMDHP will continue to find ways to sustain this important partnership. The sphere of influence and the success of the industry sector partnership has grown tremendously over the years as measured by successful training and employment outcomes annually.

More community organizations are requesting participation and involvement from the Greater Metro Denver Healthcare Partnership. The single voice from healthcare partners is becoming more valuable in influencing educational curriculums, shaping the skills of future healthcare employees and engaging in community initiatives that impact the building and management of metro Denver’s talent pipeline.

The Partnership is a place to solve major talent issues with a single voice.
- **Build a talent pipeline** by creating awareness of opportunities in healthcare and recruit those that have the potential to successfully meet the skills.
- **Develop the talent pipeline** by providing training opportunities that meet changing needs of employers using innovative workforce solutions and current educational programs. Ensure students have opportunities to transition from education to employment with work based learning opportunities.
- **Manage the talent pipeline** so that it creates career pathways that meet the ongoing and emergent critical occupational needs of partners.
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