

Health eWorkforce Consortium Student Services Report

Led by Bellevue College, the Health eWorkforce Consortium was formed to elevate Health Information Technology workforce development locally and nationally and provide career paths into this promising field for veterans and others.

The nine-college consortium includes Bellevue College, Bellingham Technical College, Clark College, Clover Park Technical College, Northern Virginia Community College, Pierce College, Renton Technical College, Spokane Community College, and Whatcom Community College. The Health Information and Management Systems Society (HIMSS) is also a primary partner.



Executive Summary

According to the U.S. Bureau of Statistics, the healthcare sector is projected to add 5 million jobs by 2022, accounting for nearly one-third of all jobs added.

To help meet this growing workforce demand, the DOL TAACCCT grant-funded Health eWorkforce Consortium (HeW), led by Bellevue College, trained more than 2,000 veterans, TAA-eligible workers, and others for promising careers in healthcare and health IT, exceeding its enrollment goals.

This report highlights the HeW Consortium’s Student Services deliverables, best practices, strategies, and resources for staff development and student recruitment, retention, and employment.

Consortium member colleges included:	Student services included:
Bellevue College	Outreach & Recruiting
Bellingham Technical College	Program Navigation
Clark College	Academic Coaching
Clover Park Technical College	Career Development
Northern Virginia Community College	Internship & Job Search Assistance
Pierce College	Veterans’ Support
Renton Technical College	
Spokane Community College	
Whatcom Community College	

HeW Consortium Student Services

The HeW Student Services staff included part-time Instructional Support Specialists/Academic Coaches and Student Navigators at 9 member colleges. In some cases, both of these roles were filled by one full-time employee. These staff provided student recruitment, retention, and employment services for students in the HeW grant programs at their respective colleges.

The HeW Employment & Student Services Specialist also provided recruitment and employment activities, representing the HeW

Consortium as a whole, and providing leadership, support, and resources to the student support staff at all 9 member colleges.

Goals for student services were driven by the overall grant goals for recruitment, retention and employment metrics and were guided by Priority 8 in the HeW Consortium Project Work Plan.

Priority 8 deliverables included the following:

1. Marketing Plan
2. Student Services Plan
3. Staff Training Resources
4. Link to Priority 5: Veteran Services
5. One-on-One Employment Advising
6. Employment Links through Social Media



HeW Student Services Plan

The HeW student services plan provided a schedule for deliverables, reporting, staff meetings, and ongoing support and communications between the HeW grant lead team and member colleges. It included:

- Marketing and Employer Outreach Plans
- Navigator Recruiting and Employment Goals
- Member College Recruiting and Employment Activity Surveys
- Documentation of Best Practices and Resources
- Staff Training and Development
 - Monthly Student Support Staff Virtual Meetings
 - Annual Student Support Staff Onsite Meetings
 - Student Navigator Coaching
- Ongoing Support Services
 - LinkedIn Employment Group
 - Electronic Employment Newsletter
 - Marketing Consulting

Marketing/Outreach Plans for Recruiting and Employment

Marketing plans for recruiting and employment were created at the HeW grant lead level for outreach on a regional, state, and national level.

Reference Documents:

HeW Student Services Plan

HeW Marketing Plan & Tracking

HeW Employment Plan & Tracking

Target Markets for Recruiting for the HeW grant lead level included: 1) technology-adept veterans and eligible spouses, 2) displaced and TAA-eligible workers interested in health IT, 3) incumbent

healthcare and IT workers, and 4) healthcare employers.

Target Markets for Employment for HeW grant lead level included: 1) healthcare and health IT industry associations, 2) healthcare and health IT employers, 3) health IT recruiters, 4) staffing agencies, and 5) federal healthcare contractors.

Marketing Collateral for recruiting included an HeW consortium-wide brochure title: “Technology is Transforming Jobs in Healthcare. Are you Ready?” This 11x17 tri-fold, glossy, color brochure provided health IT industry trends and an overview of programs at all 9 colleges with a link to the grant website. Branded display banners were also created for tabling at events. Additional marketing materials were created to promote Health IT internships to employers.

Reference Documents:

HeW Marketing Brochure

Health IT Internship Flyer

Digital Marketing for recruiting included an HeW consortium-wide website, with grant information and links to member college websites, and Twitter and LinkedIn social media accounts. Email marketing campaigns were used for outreach to federal healthcare contractors and to promote internships to employers. Partner organizations also provided information to members through newsletters and social media.

Reference Documents:

HeW Digital Marketing

Outreach and Networking events pertaining to target markets were attended regularly. They included industry association conferences, seminars, and networking events; Health IT and



tech-related MeetUp Groups; and job fairs hosted by veteran organizations and WorkSource.

Health IT Information Sessions were presented to service members, veterans and spouses at Joint-Base Lewis McChord, to displaced and TAA-eligible workers at WorkSource, to military transition counselors, and to career counselors and coaches. A health IT internship information session was presented to the Washington Healthcare Access Alliance.

Staff Training and Development

Ongoing training and development for student services staff was facilitated by the HeW Employment & Student Services specialist and included virtual monthly and annual onsite meetings, quarterly goal setting, individual coaching, website resources, and an employment e-newsletter.

Virtual Monthly Support Meetings for all student services staff were held via WebEx. Each month included a featured student services topic, a facilitated discussion on challenges and best practices, and a round of commitments. Meetings were coordinated by the HeW Employment & Student Services Specialist, who shared facilitation responsibilities with student services staff from member colleges. Several meetings included expert guest speakers, who presented on topics of interest to the group.

Reference Documents:

HeW Meeting Agenda Sample

Annual Onsite Workshops for student services staff were held during the annual HeW consortium member college support meeting at Bellevue College. Staff were surveyed through

SurveyMonkey.com before these meetings to determine their preferences for topics and format, and workshops were designed and facilitated by the HeW Employment & Student Services Specialist with support from student services staff.

Reference Documents:

HeW Navigator Breakout Agenda Sample

Quarterly Goals: Each quarter, member college student navigators set quarterly goals and action items for recruiting and employment and reported progress made on goals from the previous quarter. SMART goal setting was facilitated by the HeW Employment & Student Services Specialist, who also provided individual coaching and resources to support progress and improve performance.

Reference Documents:

HeW Navigator Goals Sample

Resources and Best Practices for recruiting, retention and employment were provided by the HeW Employment & Student Services Specialist and member college student services staff and distributed through the HeW Consortium website, LinkedIn group, eNewsletter, handouts, and emails.

Reference Documents:

HeW Student Support Staff Resources

HeW Best Practices for Student Services

Health IT Information Sessions for Veteran Recruiting

The HeW Employment & Student Services Specialist presented a series of Health IT information sessions for service members,



veterans, and spouses at the Stone Education Center at Joint Base Lewis-McChord. These sessions were promoted by the Stone Education Center through Facebook and email, and through internal newsletters on base. As a result, contact was made with over 70 service members, veterans, and spouses who showed interest in training and careers in Health IT. Participants completed an evaluation form where they could indicate which, if any, HeW grant programs they would like to receive more information about. Their requests for information were passed along to the student navigators at the member colleges offering those programs for follow up and advising.

Reference Documents:

JBLM Health IT Info Session Presentation
JBLM Health IT Info Session Flyer
JBLM Info Session Evaluation Form
McChord AFB Newsletter

Health IT Employer Engagement

Health IT employment recruiters were engaged to present as expert guest speakers for staff development on employment topics at the monthly HeW Student Services WebEx meetings. Meetings were recorded and saved as YouTube videos for future reference. Recruiters provided their contact information to staff and offered to serve as industry resources.

Reference Documents:

Recruiter Health IT Employer Engagement Tips
Recruiter Interview Preparation Handout
Recruiter Interview Questions Handout

Health IT Internships

The HeW Employment & Student Services Specialist worked with employers to develop customized internships to support their projects

and provide hands-on learning opportunities for Health IT certificate students. Internships could be onsite, remote, or a combination. Remote internships were beneficial to non-local students in online programs and remote and rural employers. The HeW Employment & Student Services Specialist co-presented with a remote health IT internship student at the Washington Healthcare Access Alliance Conference in Olympia, WA.

Reference Documents:

Health IT Internship Flyer
Health IT Five Step Internship Process
DOL Internship Fact Sheet
HeW Internship Prezi
http://prezi.com/ycw6uzdzgfy/?utm_campaign=share&utm_medium=copy&rc=ex0share

Staff Development Workshops

The HeW Consortium held annual onsite support meetings for member college grant staff. Student services staff held breakout sessions to share challenges and best practices, resources, and participate in staff development workshops.

Reference Documents:

Networking Tips Handout
Gap Analysis Group Activity
Appreciative Inquiry Group Activity
SMART Goals Handout

Focus on Employment

As the HeW Consortium grant entered its third year, the leadership team shifted the focus of student services, moving the focus away from recruiting and towards employment. In addition to highlighting employment topics in meetings and creating a bi-monthly “Focus on Employment” e-newsletter, the HeW Employment & Student Services Specialist created an Employment



Checklist as a tool that member colleges were encouraged to use to self-assess their levels of service and provide suggested activities to increase efforts.

Reference Documents:

HeW Focus on Employment eNewsletters
<http://us9.campaign-archive2.com/home/?u=57f92eedbfa3493905241498a&id=b65cdc6d9f>

HeW Focus on Employment Memo

HeW Employment Checklist

HeW Resume Template

HeW Internship & Employment Assistance Chart

Member College Recruiting

Member college student navigators, with support from the HeW Employment & Student Services Specialist and college program managers, were responsible for implementing student outreach and recruiting activities, including:

- Promoting awareness of health IT training programs among veteran groups, TAA-eligible populations, and others.
- Developing strategic student outreach and recruitment plans.
- Offering on-campus office hours for individual student advising.

Marketing Plans focused on HeW grant-funded programs were developed by grant staff at each member college.

Reference Documents:

Member College Marketing Plan Template

Marketing Plan Example Clark College

Target markets for recruitment included: 1) technology-adept veterans and eligible spouses,

2) displaced and TAA-eligible workers interested in health IT, 3) current healthcare and IT college students, 4) high school students (limited), 5) incumbent healthcare workers, and 6) healthcare employers.

Marketing Collateral: Member Colleges created their own college and program-specific marketing collateral.

Reference Documents:

Example: Renton CNT Marketing Brochure

Example: Bellevue College CAHIMS Brochure

Example: PC Ranger HIT Ad

Example: PC Marketing Poster

Digital Marketing: Member colleges used a variety of social media, including Facebook, Twitter, LinkedIn, and blogs for recruiting.

Reference Documents:

Member College Social Media Links

Outreach & Networking: Events pertaining to target markets were attended regularly. They included on-campus events; industry networking events; Health IT and tech-related MeetUp Groups; and job fairs hosted by veteran organizations and WorkSource.

Program Information Session: were presented on campus and online.

Reference Documents:

Example: BTC HIT Presentation

Member College Best Practices for Recruiting

Bellevue College Health IT Careers and Training Presentation at WorkSource

In collaboration with WorkSource, the Bellevue College student navigator and HeW Employment Specialist presented to a group of over 60 people at a WorkSource Professional Networking Group. A representative from WorkSource sent targeted email invitations to displaced workers with healthcare or IT backgrounds who were interested in learning more about careers in the growing field of Health IT. This resulted in positive recruiting for Bellevue College's health IT certificate programs.

Reference Documents:

BC WorkSource Presentation

Marketing HIT Certificates through Continuing Education at Bellevue College

Continuing Education marketing through social media, physical catalog, online website, and an open house generated numerous requests for information about CE Healthcare Data Analyst certificates.

Marketing HIT Certificates through LinkedIn at Bellevue College

The student navigator at Bellevue College used LinkedIn to advertise HIT certificate programs. Regular postings were made to targeted LinkedIn groups, including those related to health IT and veterans. In addition, the navigator published health IT program information through LinkedIn's blog posting mechanism.

Reference Documents:

BC LinkedIn Recruiting

BC LinkedIn Groups

Veteran and TAA Priority for Enrollment at Clark College

Three priority admissions selection spots were held for veterans, eligible spouses or TAA eligible students in the competitive waitlist Pharmacy Technician and Nursing programs at Clark College.

On-Campus Blog Posting and Local Media Coverage at Clover Park Technical College

"HeW Updates" written by the program manager were submitted to all stakeholders, including the campus Communications and Marketing department. The program was featured in various campus marketing efforts and was picked up by the local media.

Reference Documents:

On-Campus Blog:

http://www.blog.cptc.edu/feature_story/alums-software-better-prepares-hemodialysis-technician-students/

Lakewood Suburban Times:

<http://thesubtimes.com/2014/08/04/cptc-alums-software-benefits-hemodialysis-technician-students/>

Member College Retention

Member college instructional support specialists/academic coaches were responsible for implementing a variety of activities that fostered academic success among students in grant-funded programs, including:

- Working with each student to establish short- and long-term goals and identifying potential barriers to academic success.
- Meeting with individual students regularly, at scheduled times, and as



specific situations arose, to assess needs, and provide support, encouragement, and resources.

- Monitoring student academic performance and providing support and assistance where needed.
- Developing resources for students to promote their success in education and training.
- Referring students to on- and off-campus services and resources as appropriate.
- Connecting with faculty, where appropriate, to facilitate student academic success.
- Documenting student encounters through Consortium-approved tools

Member College Best Practices for Retention

Hands-On EMR Activities for Medical Assisting Students at Whatcom Community College

The student navigator at Whatcom Community College facilitated three classroom activities to provide Medical Assisting students with hands on training in Open EMR. These activities met the needs of students to get hands-on practice using the EMR skills required in the current workforce, which was not previously present in current Medical Assisting curriculum.

Reference Documents:

WCC Summary of EMR Activities

WCC EMR Best Practices Handout

WCC EMR Practice Instructions

WCC EMR Activity Patient Bios

WCC EMR Activity Tracking Sheet

Health IT Student Success Blogs at Bellevue College and Northern Virginia Community College

HeW member colleges used a variety of strategies to engage students in online health IT programs.

Bellevue College and Northern Virginia Community College used website blogs to provide content to support student retention and success. Topics ranged from tips on stress and time management tips to career development, job search, and interview preparation. Blogs also provided a platform for posting links to online resources and for notifying students of internships, job openings, and upcoming career fairs and networking events.

References Documents:

Bellevue College Blog:

<http://students.hiteducation.org/>

Northern Virginia Community College:

<http://blogs.nvcc.edu/hitgrant/>

Veteran Support at Bellingham Technical College

The student navigator attended an on-campus webinar “Understanding the Battle Mind: Creating a Support Center for Veterans.” The Student Navigator also coordinated the development, assembly, and distribution of packets of information related to support services for new veteran students including a letter inviting new veteran students to the first Veteran’s Club meeting of the year. These packets continued to be distributed through the Veteran’s Club.

Women’s Support Group at Pierce College

The student navigator organized a women’s group for students in both the HIT and MOA programs. It has been successful according to student comments and attendance, “Nice way to meet new people”. MOA students said it is hard to get to know other MOA students because of the quiet lab setting of the courses in their program, so they really appreciated a venue to meet peers. HIT students appreciate some “non-classroom” time



to get to know their fellow students and to network with other related health-profession students. Being a student-led group, they are free to bring up topics of interest between each other and with the navigator, who can refer to available resources as appropriate.

Introducing Remind101 at Whatcom College

During their initial intake, students were asked how they best communicated. With mobility being their primary focus, most students expressed their desire to have important information communicated with them via text message. Remind101 is a free tool that allows the Student Navigator to send mass text messages free to grant participants. The ability to target messages based on the academic program ensures students receive information that is relevant to them. <https://www.remind101.com/>

Individual Success Plans at Clark College

Questions were attached to intake forms to ensure academic and career goals and barriers were being recorded for all new students. Students were then emailed an Individual Success Plan based on their responses.

Reference Documents:

Clark College Student Success Plan

Video Recording Student Success Workshops at Clark College

Student success workshops were recorded and uploaded to YouTube and the HeW Student Resources Canvas shell for students to view online.

Financial Aid Workshops at Whatcom College

The Student Navigator held FAFSA completion and information sessions at various times throughout the month of January and February. Students were able to bring their tax documents and complete the FAFSA by the priority deadline.

Member College Employment

In addition to student outreach and recruiting, the member college student navigators, with support from the HeW Employment & Student Services Specialist, were responsible for assisting students into employment, including:

- Creating career development tools and resources for students.
- Referring students to on-and off-campus services and resources as appropriate.
- Providing a full suite of career development services: career development planning, identification of prospective employers, resume and cover letter development, and creation of an effective social media presence.
- Providing workshops on job search topics.
- In concert with the employment specialist, working with employers to develop internship opportunities for students/graduates and establish relationships that enhance employment for students

Member College Best Practices for Employment

Collaboration with Veteran Services at Clark College

Collaboration with the Veteran Resource Center and supervision of an intern resulted in creation



of Veteran specific career resources and a partnership between offices.

Reference Documents:

Cover Letter for Veterans

Veteran Resume Example

Conveying Transferable Skills for Veterans

Aligning Career Services with Hiring Trends at Northern Virginia Community College

Through discussions with employers at Healthcare Career Fairs and Advisory Council meetings, the HeW team gained insight into new hiring trends and sought to align career support services with workforce realities. The HeW team learned that many healthcare employers have instituted a “Talent Finder” Personality Assessment as the first step following a candidate’s application. NVCC responded by pulling together tips for “passing” the screening. Employers also conduct telephone interviews to screen candidates before inviting them for a battery of in-person interviews. As a result, the grant-funded Student Navigators worked with Student Services to begin offering students the opportunity to practice a “mock phone interview” in addition to the traditional face-to-face mock-interview practice.

Reference Documents:

NOVA Personality Assessment

NOVA Telephone Interview

NOVA Dos and Don’ts of Social Media

NOVA Resume Review Checklist

Successful Job Search Workshop at Spokane Community College/WorkSource

The student navigator at Spokane Community College provided services, including career development workshops, through WorkSource. The “Successful Job Search Workshop”

emphasized the use of LinkedIn to make connections with companies, how to conduct effective research on companies, occupations, and salaries, and how to create an action plan to deal with skills deficiencies.

Reference Documents:

SCC WorkSource Successful Job Search Workshop

Job Placement for “Work Ready” Students at Northern Virginia Community College

The student navigator/employment specialist develops partnerships with employers who are seeking a pipeline of candidates that closely match the skill level of the NOVA student. The student navigator/employment specialist refers a student for employment opportunities after the student has gone through the process of refining his/her job search tools (resume) and career goals. Students are deemed work-ready once they have completed basic requirements under the guidance of the SN-ES and career services team to ensure a consistent “NOVA brand” of the highest quality, work-ready candidates.

Reference Documents:

NOVA Career Path Mapping

Job Search Strategies at Whatcom College

Within the PTA (Physical Therapy Assistant) program, job placement in the area has been a challenge for the past few years. A shrinking market and oversaturation have combined to make for a difficult working landscape. To realistically address this issue, the Student Navigator focused efforts on preparing students to search for jobs outside of the area. These methods include using national search websites, preparing for Skype and virtual interviews, and



taking advantage of larger job fairs in other counties.

Requiring Mock Interviews & Resume Critiques at Clark College

Pharmacy Technician students in their final quarter were required by the Instructor (as a class assignment) to complete an in-person individual mock interview and resume critique with the Instructional Support Student Navigator prior to program completion.

This workforce solution is 100% funded by an \$11.7m grant awarded by the U.S. Department of Labor's Employment and Training Administration. The solution was created by the grantee and does not necessarily reflect the official position of the U.S. Department of Labor. The Department of Labor makes no guarantees, warranties, or assurances of any kind, express or implied, with respect to such information, including any information on linked sites and including, but not limited to, accuracy of the information or its completeness, timeliness, usefulness, adequacy, continued availability or ownership.

