



# **The Impact of Dual Enrollment: Student Success and a Stronger Workforce**

Stephen Pruitt, President, SREB

Tim Shaughnessy, Program Director, Career Pathways SREB

Dale Winkler, Vice President, School Improvement, SREB

Jill Case-Wirth, Senior Vice President, Wellstar Health System

Natalie Jones, Executive Director of Workforce, Wellstar Health System

# Dual Enrollment Initiative

- Formed an Advisory Panel in 2019
- First action was a thorough review of the literature on dual enrollment
  - Analyzed more than 500 articles, dissertations, web documents and books from 1959 to 2019
  - Data is often limited in what it captures, and the findings are highly dependent on context
- Surveyed states to identify promising practices and challenges
- Dual Enrollment as:
  - Early start to completing postsecondary credentials
  - A way to enhance workforce development
  - A means for students to master industry-specific success skills

# Advisory Panel will:

- Address key policy questions regarding impact of dual enrollment on student outcomes
- Explore dual enrollment as a strategy to connect secondary and postsecondary faculty, students, and parents with high-wage, in-demand career opportunities
- Study the credentials required of dual enrollment teachers and faculty and the impact of different delivery models
- Examine state methods of establishing college readiness as prerequisites for dual enrollment success but also as potential barriers to participation

# Study with KYSTATS

- Return on Investment
  - Dual Credit Scholarship Program
  - Work Ready Kentucky Dual Credit Scholarship Program
- Why Kentucky?
  - State Scholarship Program – Kentucky General Assembly
  - Robust State Longitudinal Data System
  - Recent Reviews of DE Programs
- Timeline
  - Submitted Proposal in April 2022
  - Collect and Analyze Data between May and July 2022
  - Present Findings at Advisory Panel Meeting – August 2022
  - Publish Report Fall 2022 – September/October

# Potential Research Questions

- What courses do dual enrollment students in the scholarship programs take and complete in high school?
- Do dual enrollment courses completed during high school apply for non-elective credit when students matriculate to a postsecondary institution?
- Is there any measurable difference in course completion or course transferability depending on the location in which the course was taken?
- Are students who participate in dual enrollment more likely to pursue postsecondary education?
- Does postsecondary credit earned through dual enrollment reduce the number of credits taken overall toward completion of a degree?
- What is the relationship between dual enrollment participation, employment, and wages?

# Thoughts

- Would a similar study be of interest to educators and policy makers in your state?
- How might we refine the study questions?
- What data elements needed to answer the study questions?

# Impact of Dual Enrollment in Regional Workforce Development

Jill Case-Wirth, Senior Vice President, Wellstar Health Care, will share information on the impact of dual enrollment on the Wellstar Nursing Pathway (GA)

# Dual Enrollment in Innovative Partnerships

## *Developing the future generation of healthcare*

**Jill Case-Wirth, MHA, RN, FAAN**

Senior Vice President/Chief Nurse Executive,  
Wellstar Health System

**Natalie Jones DNP, RN, NPD-BC**

Executive Director of Workforce Development,  
Wellstar Health System





11

inpatient  
hospitals



17

urgent care  
facilities



34

imaging  
centers



74

rehabilitation  
centers



1

pediatric  
center



2

senior assisted  
living facilities



3

inpatient  
hospice facilities  
Austell, Marietta, LaGrange



9

cancer centers



300+

medical office  
locations



5

health parks



9

counties

in which we offer Home  
Health Services: Cherokee,  
Cobb, Douglas, Fulton and  
Paulding, Harris, Heard,  
Meriwether and Troup



3,000+

medical staff  
members

including:

1,600+ employed  
physicians and advanced  
practitioners in Wellstar  
Medical Group

1,900+ physicians in  
Wellstar Clinical Partners  
and Wellstar Health  
Network



2,775

licensed  
hospital beds



24,000+

team members  
including 6,000 nurses



More than healthcare.  
**PEOPLECARE**



# The National Conversation

AUGUST 25, 2021

## 'Like forgotten soldiers': What the nursing shortage looks like on the front lines

Daily Briefing

### *'Nursing Is in Crisis': Staff Shortages Put Patients at Risk*

"When hospitals are understaffed, people die," one expert warned as the U.S. health systems reach a breaking point in the face of the Delta variant.

JOURNAL REPORTS: LEADERSHIP

### **Burned Out and Restless From the Pandemic, Women Redefine Their Career Ambitions**

A comprehensive new study by McKinsey and Lean In shows how stressed and exhausted many professional women are. And many of them are rethinking what they want from their work lives.

IN HER WORDS

### Why Did Hundreds of Thousands of Women Drop Out of the Work Force?

In some families buckling under the caregiving burden, the lower wage earner is leaving the work force. Usually that's the wife.

### ANA Urges US Department of Health and Human Services to Declare Nurse Staffing Shortage a National Crisis

### **4.3 Million Workers Are Missing. Where Did They Go?**

Many economists expect the shortage to last years, and some think it could be permanent

*By Josh Mitchell, Lauren Weber and Sarah Chaney Cambon*

October 14, 2021 11:57 AM ET

### *Workers, in Demand, Have a New Demand of Their Own: A Career Path*

More low-wage employees want opportunities to grow. Big companies are making more promises to help them.

## How The Great Resignation Is Affecting Healthcare

### **The 'Great Resignation' Is A Workers' Revolution: Here's What Real Leaders Must Do Right Now**

HEALTH INC.

The U.S. needs more nurses, but nursing schools don't have enough slots

# Our Current Landscape: By the Numbers

**3.6%**

National  
Unemployment  
Rate



**3.1%**

Georgia  
Unemployment

**2.2%**

Health Care  
Unemployment



**1.2%**

Hospital  
Sector  
Unemployment



**4.5 M**

Resignations  
Monthly



# Workforce Post Pandemic



RESOURCE  
SCARCITY



INCREASED  
BURNOUT



NORMALIZING  
OPERATIONS



NURTURING  
INNOVATION

# Advisory Board

“Human resource executives in all industries, including health care, warn of a tough couple of years ahead. Beyond intense hiring demands and fierce competition for talent as employees rethink their careers, working conditions, and long-term goals, the basic terms of employment are being reset by employees regardless of job class; with a revolution in worker expectations on the horizon.”

Carol Boston-Fleischhauer  
*Advisory Board*

Source: Advisory Board HR turnover benchmark survey; “Surveyed nurses consider leaving direct patient care at elevated rates,” McKinsey & Company.

# Summer Nursing Camp 2022



# Clinical Workforce Development Strategic Programs



\*CTAE: Career Technical Agricultural Education

# Investing in Youth Career Exploration

- **Leveraging relationships with school districts** to expand workforce programs
- **Bringing meaningful STEM opportunities** to the K-8 youth in our communities
- **Offering early pathways** to diverse healthcare careers and courses for high schoolers
- **Creating opportunities** for shadowing and mentoring

## K-8 Programs & Initiatives



STEM Skill-building  
& Career  
Exploration



Partnerships to  
Engage Diverse  
Young People



Wellstar Employee  
Mentorship

## High School Programs & Initiatives



Career Exploration  
Opportunities

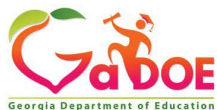


Nursing Career  
Pathways Program

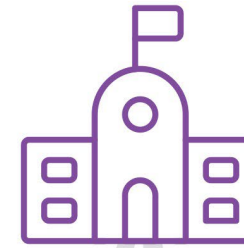
## Existing K-12 Partnerships



# Nursing Career Pathway Program



## High School



- College and Career-Ready Standards
- College prep course
- CTAE and electives
- Wellstar career experiences
- 26-hour dual college and high school credit



## Chattahoochee Technical College

- Licensed Practical Nurse (LPN) – 35 college credit hours
- LPN to Registered Nurse (RN)/ Associate of Science in Nursing – 33 college credit hours



## Georgia Highlands College

- Bachelor of Science in Nursing (BSN) – 42 college credit hours



## Wellstar

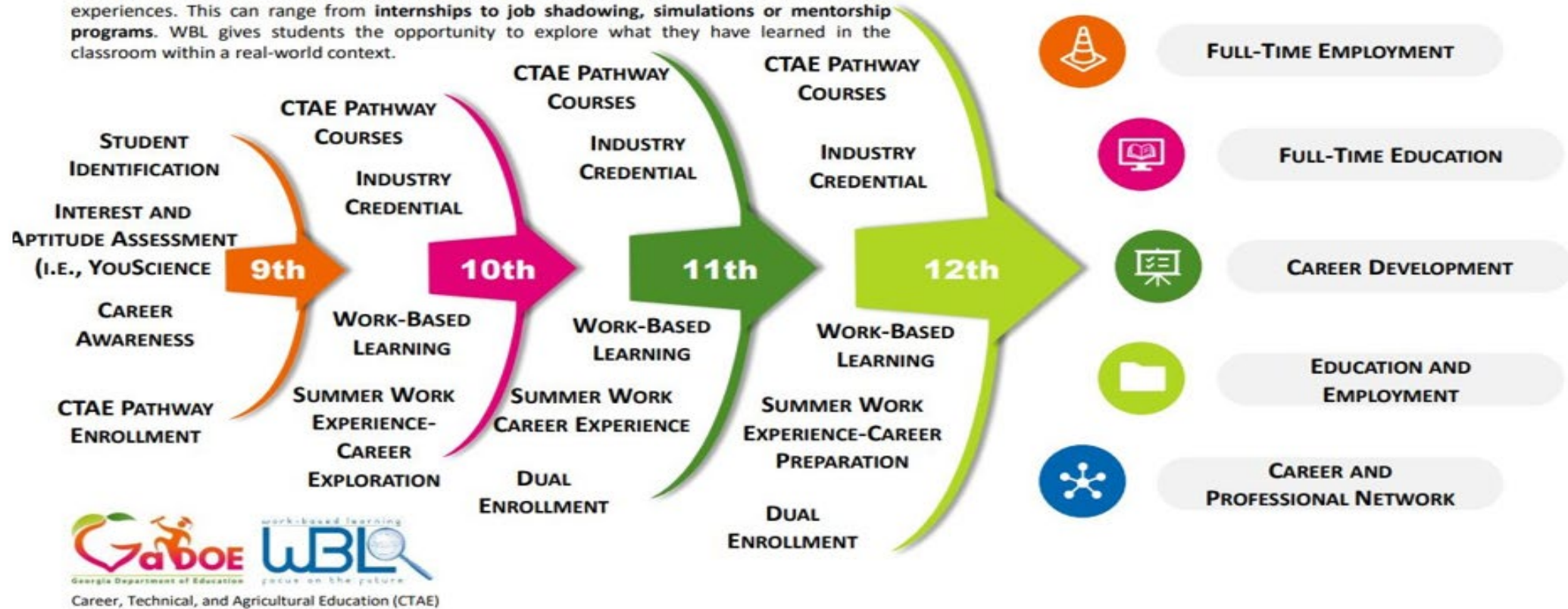
- Begin your career as a CNA, LPN or RN at a Great Place to Work



# Work-Based Learning

## Georgia's Work-Based Learning Framework

**A COST-EFFECTIVE TALENT SOLUTION** – Work-Based Learning is an educational strategy that provides students with the opportunity to put theory into practice with real-life work experiences. This can range from **internships to job shadowing, simulations or mentorship programs**. WBL gives students the opportunity to explore what they have learned in the classroom within a real-world context.



# High School Pathway

*PROPOSED:*

Wellstar Healthcare Pathways Future State

---

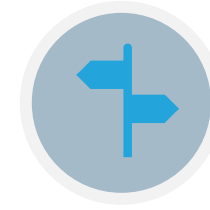
School partners participate and have access to:



Wellstar Speakers Bureau and Site Visits



Participate in Summer Healthcare Exposure Camp



Complete CTAE Health Science Pathway and Dual Enrollment courses



Work-based Learning Experiences with Wellstar



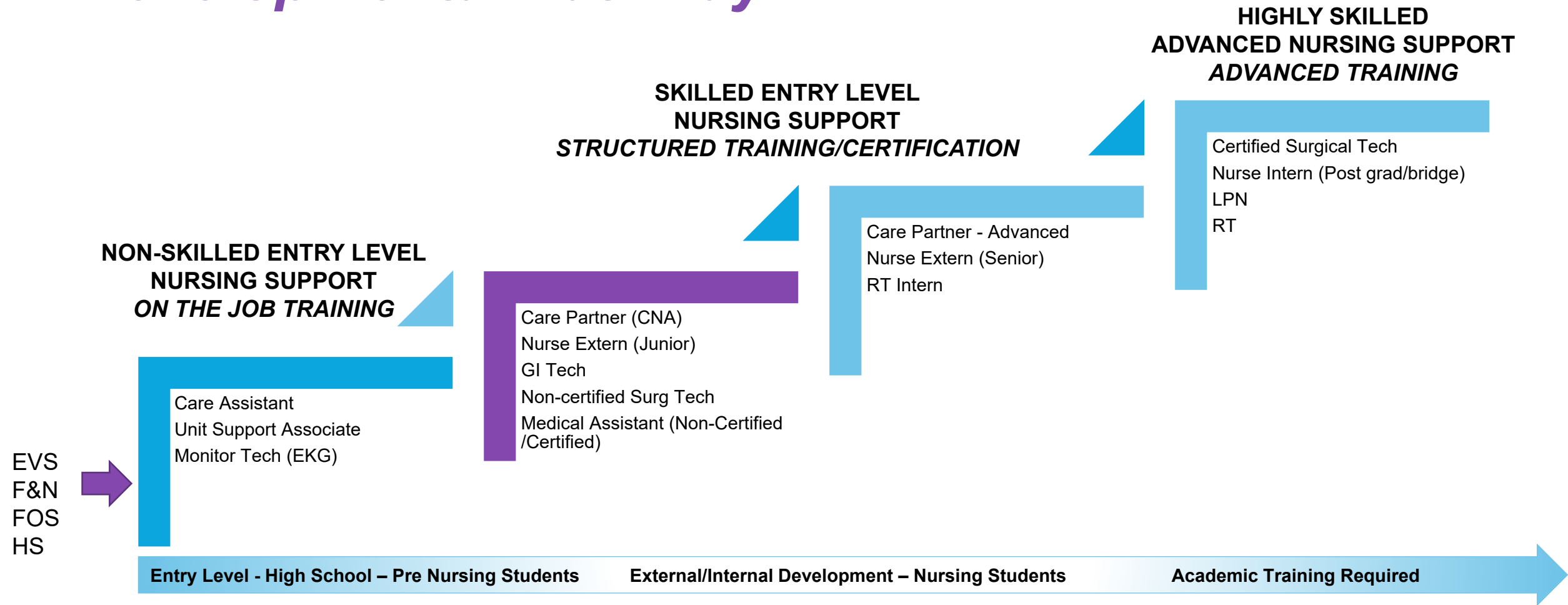
Guaranteed interview for entry-employment with Wellstar



Complete of CNA certification by senior year

# Nursing Support Career Path

## Developmental Pathway



# Strengthening Academic Partnerships

- **Establishing new scholarships** and paid internship opportunities to diversify workforce
- **Forging new partnerships** to “bridge” young people from K-12 to careers
- **Building a strong** recruiting presence at HBCUs and academic institutions
- **Partnering with HBCUs** to create healthcare-related certification programs
- **Creating clinical campuses** with a direct pipeline to residency and fellowship

**Existing Post-secondary Partnerships**

## Higher Education Programs & Initiatives



Certified Nursing Assistant Program



Partnerships with HBCUs



Expand internships, grants and scholarships



# Partnership-driven Transformation

## Today's challenges

- Provider, nurse, support caregiver shortages
- Health disparities
- Lack of access to career opportunity

## Tomorrow presents an opportunity to build a future where:

- All children are empowered to explore career possibilities from an early age
- People of diverse backgrounds are proactively offered accessible “on ramps” to career advancement in healthcare and beyond
- Diverse patients see themselves represented in the healthcare workforce
- A strong pipeline of excellent healthcare professionals will serve our local communities' diverse health needs and mitigate health disparities

# Dual enrollment partnerships result in:

- Lower college cost
- Guides students toward “valued” careers aligning their skills & interest
- Enhanced student experiences
- Efficient credentialing & entry into workforce

## HS Pathway with Dual Enrollment



Academic/  
Industry  
Collaboration



Experiential  
Learning &  
Coordination



Innovative  
Education  
Models



Externships  
&  
Entry-level  
Employment



Career  
Progression  
Opportunities

# Top Tier Partnerships Per Discipline

## Undergraduate Medical Education

- Augusta University (Medical College of Georgia)
- PCOM (Philadelphia College of Osteopathic Medicine)
- Mercer University
- Morehouse School of Medicine

## Advance Practice Providers

- Kennesaw State University
- Georgia State University
- University of Alabama
- University of Alabama at Birmingham
- Emory University
- Nova Southeastern University

## Pharmacy

- PCOM (Philadelphia College of Osteopathic Medicine)
- University of Georgia
- Mercer University
- Marshall University
- Howard University

## Health Administration

- Georgia Southern University
- Auburn University
- Georgia State University
- Reinhardt University

## Nursing – Undergraduate

- Kennesaw State University
- Georgia State University
- University of West Georgia
- Mercer University
- Emory University
- LaGrange College
- Gordon State University
- Georgia Highlands
- Tuskegee University
- Auburn University
- Chattahoochee Technical College
- West Georgia Technical College

## Nursing – Graduate

- Kennesaw State University
- Georgia State University
- University of Alabama at Birmingham
- Vanderbilt University
- Mercer University
- Johns Hopkins University
- Troy University
- Johns Hopkins University

## Social Work

- University of Alabama
- University of Georgia
- Kennesaw State University
- Clark – Atlanta University
- Tulane University
- Mercer University
- Troy University

## Respiratory Therapy/Radiology/Imaging/Lab

- Cambridge Institute
- Georgia State University
- Chattahoochee Technical College
- Augusta University
- Middle Georgia State University

## IT

- Augusta University
- Georgia State University
- Kennesaw State
- Gwinnett Technical College

## PT/OT/Speech Therapy/Exercise Science/Dietetics

- Georgia State University
- Mercer University
- Georgia Southern University
- Auburn University
- Eastern Michigan University
- Georgia Department of Public Health
- Life University
- Kennesaw State
- University of Washington

## Spiritual Health/Behavioral Health

- Georgia State University
- University of Georgia
- Mercer University
- Duquesne University
- Kennesaw State University

# CNA Program

## OUR VISION

Deliver worldclass healthcare  
to every person, every time



- **Apprenticeship Model – ‘Earn while you learn’**
- **More diverse workforce**
- **Stronger employee retention**
  - 40% Reduction in turnover for program participants
- **7 Academic Partners**
  - Including 6 TCSG partners
- **300+ Participants (since Nov 2020)**

# Expand Our Workforce Horizon & Way of Thinking

**HS Dual  
Enrollment  
Pathway  
Programs**

**Career  
Navigation/  
Scholarship**

**Workforce  
Development**

**Academic  
Partnerships**

**Philanthropic &  
Community  
Partnerships**



# Questions

# THANK YOU - WellStar

**Jill Case-Wirth, MHA,BSN,RN,FAAN**  
Senior Vice President & Chief Nurse Executive

**Natalie Jones, DNP, RN, NPD-BC**  
Executive Director of Workforce Development

# Table Discussion

Identify for dual enrollment in your state:

- one promising practice
- one barrier