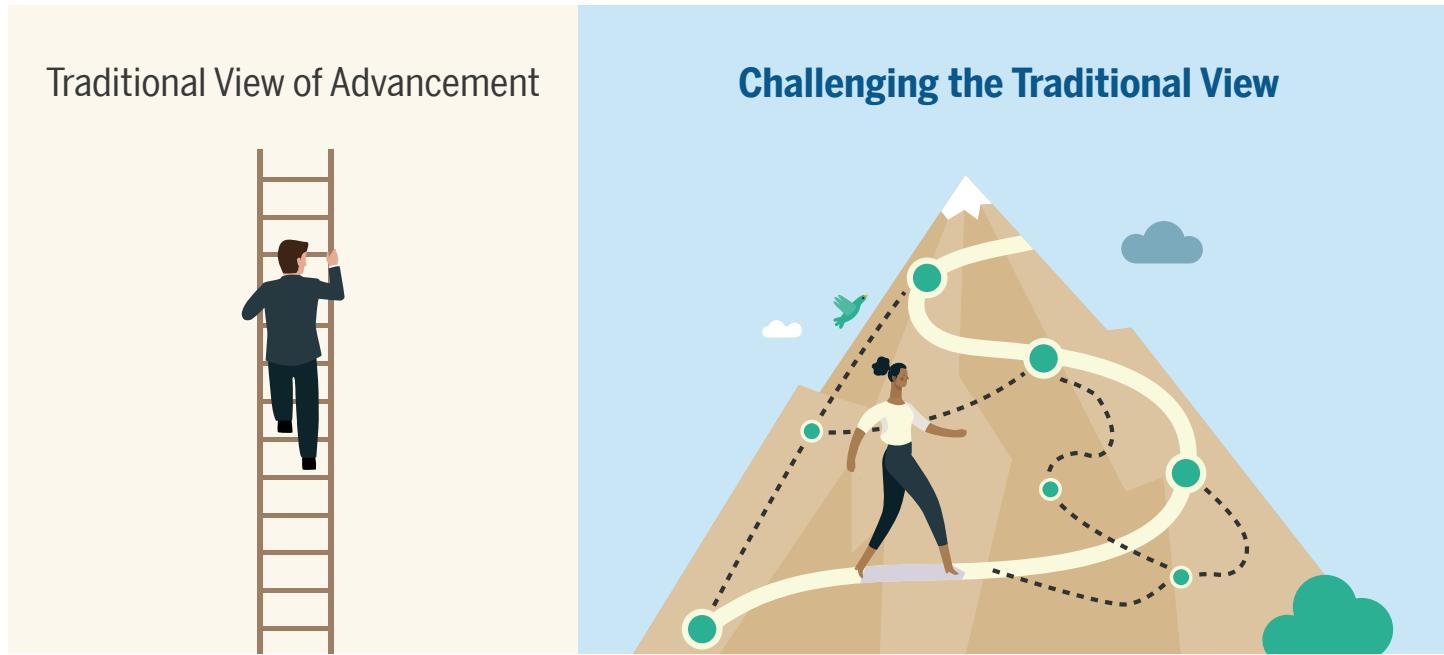


# Rethinking Career Pathways and Advancement in Health Care

**As employers continue to demand skilled workers in health care, it is critical that workforce development partners shift their focus away from simply facilitating access to entry-level jobs, and toward thinking more holistically about career advancement and long-term job quality.**

The Institute on Assets and Social Policy (IASP) at Brandeis University's study, *Career Advancement and Quality Jobs in Health Care*, is reconceptualizing the idea of career advancement. Conducted in partnership with the Health CareeRx Academy at WorkPlace, Inc., their findings challenge workforce systems, training providers, and employers to think beyond linear career pathways and consider other factors that constitute advancement, leading to better outcomes and higher job quality for entry-level healthcare workers. While the traditional model uses only one indicator of career advancement – change in job title accompanied by increase in wage – the study suggests that any improvement in job quality could be considered advancement if it improves the worker's well-being in some way.



The workforce development system traditionally has assumed that if job seekers get to the first rung of the career ladder, then they will advance up that ladder on their own. Real-life experience, however, does not reflect this assumption. In fact, people make multiple zigzagging moves on their career paths.

## Career advancement includes changes in:

				
<b>Hours</b>  Moving from part-time to full-time, from per diem to permanent, from inconsistent to consistent schedules, and to a schedule that works best with people's lives.	<b>Pay</b>  Increases in hourly wage or in hours worked; both contribute to pay increases.	<b>Benefits</b>  Moving to a job or workplace with benefits, such as paid time off and affordable employer-based health insurance.	<b>Commute Time</b>  Finding a job closer to home, which reduces transportation costs and allows for more time with family.	<b>Responsibility and Self-Fulfillment</b>  Moves that create a more satisfying work experience, such as jobs that offer more responsibilities or the ability to specialize.

These can all be achieved without a change in job title.

## What does advancement mean to workers?

The research team conducted interviews with program participants to gain a greater understanding of what advancement along a career path looks like to them. Below are some of their responses, distilled into key words and phrases.



## Conclusion

By instructing participants in making strategic career moves post-entry, programs can give entry-level workers the tools they need to navigate toward a job with the qualities and security that meet their needs.

For more information on the study of Career Advancement and Quality Jobs in Health Care, please contact Sara Chaganti at [schagant@brandeis.edu](mailto:schagant@brandeis.edu)

This publication was made possible by Contract Number HHSP233201500071 and Grant Number 90HG1004 from the Office of Planning, Research, and Evaluation (OPRE), Administration for Children and Families (ACF), U.S. Department of Health and Human Services (HHS). Its contents are solely the responsibility of the authors and do not necessarily represent the official views of OPRE, ACF, or HHS. It was developed in partnership with ICF, the contractor for OPRE's Health Profession Opportunity Grants University Partnership (HPOGUP) Research Support project. ICF delivers evidence-based solutions, training, technical assistance, and tools for developing and implementing programs that strengthen families and communities.