

# Career Education Review

*A Publication of CECU, the Voice of Career Education*

**Desperate Times,  
Desperate Measures:  
Addressing the Nursing  
and Healthcare  
Shortage**



On the cover:  
Ciera Williams, 2022 Registered  
Nurse graduate from ECPI University in  
Charleston, SC.

Summer 2023

CECU &  
NACC

*Save  
the  
Date*

# EXECUTIVE LEADERSHIP SUMMIT

---

NOVEMBER 14 - 16, 2023  
MONTREAL, QC

For more information and registration, visit [www.career.org/summit](http://www.career.org/summit).

# Career Education REVIEW

A Publication of CECU, the Voice of Career Education

## Editor

Jenny Faubert, Vice President of Communications  
Career Education Colleges and Universities (CECU)

## Publisher

Career Education Colleges and Universities

## Columnist

Sharon H. Bob, Ph.D., Powers Pyles Sutter and  
Verville, PC

## Contributing Writers

Barbara A. Schmitz  
Sara Klein

Career Education Review, a publication of Career Education Colleges and Universities, is the career college information source dedicated to providing top management, owners, sector leaders and organizations with the in-depth information required to operate a successful educational enterprise.

Career Education Review is published four times a year. CECU members receive free access to CER as an additional benefit of membership. Non-CECU members may subscribe to Career Education Review for \$329.00 per year.

For more information about subscriptions or advertising, visit [CareerEducationReview.net](http://CareerEducationReview.net), or contact Jenny Faubert at [Jenny.Faubert@career.org](mailto:Jenny.Faubert@career.org)

## Career Education Colleges and Universities

1530 Wilson Boulevard, Suite 1050  
Arlington, VA 22209  
571-970-3941  
[www.career.org](http://www.career.org)

The Career Education Review is archived by the University of California, Los Angeles (UCLA) and Keiser University.

© 2023 Career Education Review

[www.career.org](http://www.career.org)

## CECU WEBINARS

CECU hosts approximately two webinars per month. Webinars are available in real time or archived for future reference to members. Register for upcoming webinars at [www.career.org/cecu-webinars](http://www.career.org/cecu-webinars).

**CECU** | Career Education  
Colleges and Universities



# Table of Contents



## **Desperate Times, Desperate Measures: Addressing the Nursing and Healthcare Shortage**

### *Proprietary Career Schools Offer Solutions to America's Healthcare Workforce Shortage*

The nursing shortage in the U.S. is a pressing issue due to increased demand and a dwindling supply of nurses, influenced by factors like the retirement of the baby boomer generation. Additionally, the COVID-19 pandemic has worsened the shortage as many nurses are leaving their careers. Proprietary career schools are a vital solution, producing a significant number of healthcare graduates, including nurses, to ease the shortage.



## **Employer Perspective: ECPI University Graduates Deliver Results**

ECPI University's nursing program is addressing the nursing shortage in the U.S. by producing highly skilled graduates who are well-prepared for the healthcare industry. Alyson Bolton, a Registered Nurse and Campus Manager at BAYADA Home Healthcare, highlights the impact of the nursing shortage on patient care and praises the professionalism and preparedness of ECPI graduates.



## **Stories of Resilience and Inspiration from Proprietary Career School Nursing and Medical Assistant Graduates**

Read the inspiring stories of individuals who have completed nursing and medical assistant programs at proprietary career institutions. These individuals include recent alumni, experienced professionals, single mothers, those who have explored alternative education options, and those looking for a fresh start. Despite encountering various obstacles along their educational journeys, they demonstrated unwavering determination, resilience, and a profound passion for their chosen paths.

# Table of Contents

## **The Crucial and Evolving Role of Medical Assistants and the Implications of a Shortage** *Proprietary Career Schools Produce 58% of Medical Assistants*

In the dynamic landscape of healthcare, medical assistants play a significant role in ensuring the smooth functioning of medical facilities. Eliminating these programs at proprietary institutions could create a significant shortage of medical assistants in the industry, as they are crucial contributors to the healthcare workforce.



## **Public-Private Partnership Addresses Healthcare Workforce Needs in San Antonio**

The City of San Antonio implemented the Train for Jobs SA (TFJSA) program to help unemployed and underemployed residents retrain for in-demand careers amidst the pandemic. Through a partnership between the Alamo Colleges District (ACD) and The College of Health Care Professions (CHCP), they successfully provided expanded training for medical assistants to address the high demand for such positions in the city.




## **Impact of the Next-Generation NCLEX® on Prelicensure Nursing Programs**

*By Donna D. Ignatavicius, President, DI Associates, Inc., Elsevier NGN Thought Leader and Subject Matter Expert, and Linda A. Silvestri, Nursing Faculty, University of Nevada Las Vegas, President, Nursing Reviews, Inc., and Elsevier NGN Thought Leader and Subject Matter Expert*

Graduates of registered nursing and practical/vocational nursing programs are required to take the new licensure examination known as the Next-Generation NCLEX® (NGN), which was implemented on April 1, 2023. This article describes the major implications of the nursing licensure examination on nursing programs, including the potential financial impact.





# Desperate Times, Desperate Measures: Addressing the Nursing and Healthcare Shortage

*Proprietary Career Schools Offer Solutions to America's  
Healthcare Workforce Shortage*

The nursing shortage has emerged as a pressing issue in the U.S., posing significant challenges for healthcare facilities across the nation. The increasing demand for qualified nurses, coupled with a diminishing supply of experienced professionals, has created an urgent need to address this shortage. The shortage is a complex phenomenon influenced by multiple factors, including the retirement of the baby boomer generation. As these seasoned professionals exit the workforce, the demand for nursing services surpasses the supply.

According to the American Association of Colleges of Nursing, the registered nurse (RN) workforce is projected to experience a 6% growth over the next decade, from 3.1 million in 2021 to 3.3 million in 2031. This increase of 195,400 likely underestimates the 203,200 annual job openings for RNs during the same period, factoring in retirements and workforce exits. The repercussions of this shortfall are notable at the state level, with an estimated deficit in 30 states. The Western region of the U.S. is anticipated to face the most severe shortage.

One concerning revelation from a nursing workforce analysis published in Health Affairs is that the total number of RNs declined by over 100,000 from 2020 to 2021, marking the most significant decrease observed in the past four decades. A considerable portion of the departing nurses were under 35 years of age, and many were employed in hospitals. This exodus, coupled with the projected retirement of over 1 million registered nurses by 2030, paints a stark picture of the impending crisis in the nursing profession.

A contribution to the decline in nurses is the “Great Resignation,” a phenomenon triggered by the COVID-19

pandemic, which saw an unprecedented surge in job quitting since 2021. According to a 2023 RN survey by AMN Healthcare, among nurses, the movement away from hospital employment stands out. In fact, only 15% of nurses employed in hospitals expressed their intention to continue working in their current positions after one year. The survey also highlighted a concerning trend, with 30% of nurses stating that they are likely to leave their nursing careers due to the pandemic, marking a 7-point increase from 2021.

The survey also revealed a decline in job satisfaction, with only 71% of nurses in 2023 reporting satisfaction with their decision to become a nurse, a 10% drop after remaining stable between 80% to 85% for more than a decade. The majority (80%) of surveyed nurses believe that the nursing shortage has worsened in recent years and anticipate further deterioration in the next five years. These findings underscore the profound impact of the pandemic on nurses' career decisions.

Exacerbating the issue is the alarming fact that U.S. nursing schools turned away a staggering 91,938 qualified applicants from baccalaureate and graduate nursing programs in 2021, according to the American Association of Colleges of Nursing Fact Sheet. The rejection of aspiring nurses primarily stems from limitations within nursing education, including faculty shortages, inadequate clinical sites, insufficient classroom space and clinical preceptors, and budgetary constraints. These barriers impede the ability to meet the projected requirements for a greater number and variety of nurses, aggravating the nursing shortage and its wide-ranging consequences.

Nursing shortages have a profound negative impact on the healthcare system and patient care. Insufficient nursing staff leads to increased workloads and burnout, compromising the quality and safety of patient care. Longer wait times, delayed treatments, and decreased access to healthcare services result from the shortage, affecting the overall efficiency of healthcare facilities. Ultimately, the negative impact of nursing shortages reverberates throughout the healthcare system, emphasizing the urgent need to address this critical issue. Proprietary career schools are taking proactive measures to tackle this challenge by producing 20% of graduates across all healthcare fields.

## Fast Facts



203,200

Estimated annual job openings for registered nurses from 2021 to 2031

30%

Nurses likely to leave their nursing careers



100,000

Decline in registered nurses from 2020 to 2021



1 Million

Registered nurses projected to retire by 2030

# Addressing Nursing and Healthcare Shortages: The Role of Proprietary Career Schools

Amidst the challenges faced by the nursing profession, including the adverse effects of the pandemic and declining job satisfaction, proprietary educational institutions have stepped up as vital players in addressing the nursing and healthcare worker shortage. These institutions recognize the pressing need for trained healthcare professionals and are actively providing comprehensive programs to diverse student populations, ensuring a steady stream of graduates to meet the growing demand in the healthcare industry.

Proprietary career institutions are making substantial contributions to the healthcare field. Among all healthcare disciplines, including nurses and supporting healthcare fields, proprietary career institutions account for over 200,000 graduates in 2021, representing 21.1% of all graduates. Within the nursing profession, proprietary career institutions are also making significant strides. Across all award levels, 19.4% of all nursing graduates, equivalent to 78,746 individuals, have received their education from proprietary career institutions.

Diversity and representation within the nursing workforce also demands attention. Racial and ethnic minority groups are underrepresented in the nursing profession. To ensure culturally relevant care and meet the diverse healthcare needs of the population, efforts to increase educational attainment among nurses should prioritize increasing the diversity of the student body. One of the key strengths of proprietary career institutions is

their ability to attract students from diverse backgrounds. The higher percentages of Black and African American and Hispanic graduates from proprietary career institutions demonstrate their commitment to widening access to nursing education and diversifying the nursing workforce.

Proprietary career colleges have played a crucial role in providing opportunities for people of color, as evidenced by the significant representation of Black and African American graduates (32.7%) and Hispanic graduates (33.1%) from proprietary career colleges in the healthcare sector. This influence is further evident in the nursing field, where proprietary career institutions have contributed to the education and graduation of Black and African American graduates (31.1%) and Hispanic graduates (25.5%). By offering access and support to underrepresented communities, proprietary career colleges are actively contributing to the enhancement of diversity within the healthcare workforce.

An advantage of proprietary career college nursing programs is that they often do not have waitlists, providing a more streamlined path for aspiring nurses to enter the profession. Unlike many traditional nursing programs that have limited spots and lengthy waitlists, proprietary career colleges offer greater accessibility and flexibility in enrollment. This means that students can start their nursing education sooner and progress through the program at a faster pace. By eliminating the



31%

**Black and African American**

*Nurses graduate from  
proprietary Institutions.*

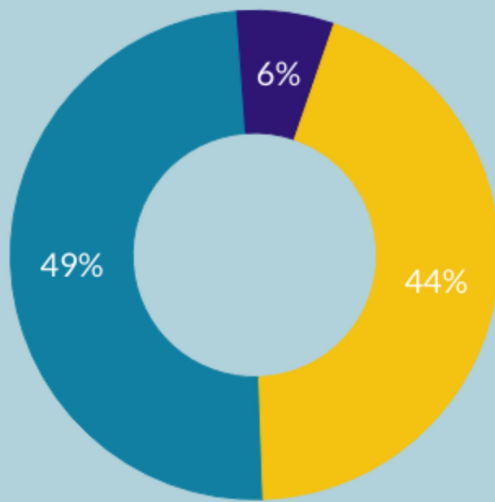
26%

**Hispanic**

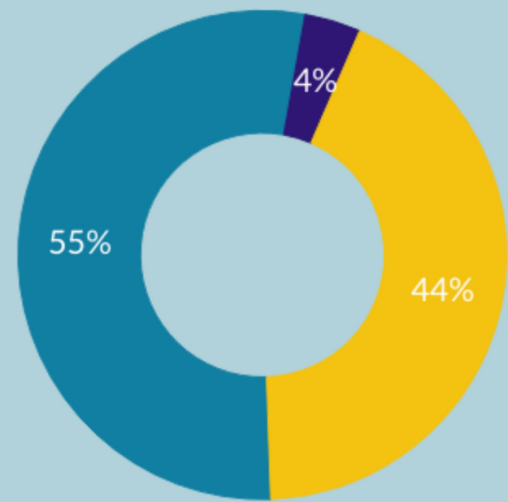
*Nurses graduate from  
proprietary Institutions.*

Source: IPEDS 2021 survey report of completions. Awards/degrees conferred by program (6-digit CIP code), award level, race/ethnicity, and gender: July 1, 2020 to June 30, 2021

### Percentage of Healthcare Certificates Awarded to Black and African American Graduates by Sector, 2021



### Percentage of Healthcare Certificates Awarded to Hispanic Graduates by Sector, 2021



■ Proprietary ■ Private Nonprofit ■ Public

Source: IPEDS 2021 survey report of completions. Awards/degrees conferred by program (6-digit CIP code), award level, race/ethnicity, and gender: July 1, 2020 to June 30, 2021

waitlist, proprietary career colleges are helping to address the urgent need for qualified nurses and ensuring that motivated individuals can pursue their nursing careers without unnecessary delays.

Proprietary career institutions are producing graduates across all award levels but excelling in specific areas. Among certificate programs, 38.1% of all graduates, including 49.2% of Black and African American graduates and 54.7% of Hispanic graduates, have completed their training at proprietary career institutions. This reflects the agility of proprietary career schools in offering focused and targeted programs that align with the needs of the healthcare industry. Similarly, among associate degree programs, proprietary career institutions account for 17.6% of all graduates, with 24.4% of Black and African American graduates and 25.25% of Hispanic graduates receiving their nursing education from these institutions.

The nursing and healthcare shortages pose significant challenges to the delivery of quality patient care and the overall well-being of communities. Proprietary career institutions have emerged as vital contributors in addressing these shortages. With their capacity to attract diverse student populations and offer programs across various award levels, proprietary career schools are playing a vital role in training and graduating healthcare professionals. By fostering diversity, promoting access, and producing a substantial number of graduates, proprietary career schools are helping to bridge the gap in nursing and healthcare shortages. Their commitment to meeting the demand for skilled professionals underscores the

invaluable contribution of proprietary career institutions in shaping the future of healthcare.

#### References:

- Auerbach D., Buerhaus P., Donelan K., Staiger D., (2022). *A Worrisome Drop In The Number Of Young Nurses*, Health Affairs Forefront. Available at: <https://www.healthaffairs.org/content/forefront/worrisome-drop-number-young-nurses>
- Juraschek SP., Zhang X., Ranganathan V., Lin VW., (2012). *United States registered nurse workforce report card and shortage forecast*. Available at <https://pubmed.ncbi.nlm.nih.gov/22102163/>
- The Future of Nursing 2020-2030: Charting a Path to Achieve Health Equity*. (2021). National Academies of Sciences, Engineering, and Medicine. Washington, DC: The National Academies Press. Available here: <https://doi.org/10.17226/25982>
- Nursing Shortage Fact Sheet* (2022). American Association of Colleges of Nursing. Available at: <https://www.aacnnursing.org/news-data/fact-sheets/nursing-shortage>
- The Pandemic's Consequences: Survey of Registered Nurses* (2023). AMN Healthcare. Available at: <https://www.amnhealthcare.com/siteassets/amn-insights/surveys/amn-rnsurvey-2023-final.pdf>
- IPEDS 2021 survey report of completions. Awards/degrees conferred by program (6-digit CIP code), award level, race/ethnicity, and gender: July 1, 2020 to June 30, 2021

# **Employer Perspective: ECPI University Graduates Deliver Results**



**T**he nursing shortage is a pressing issue in the U.S., with healthcare facilities struggling to meet the increasing demand for qualified nurses. ECPI University's (ECPI) nursing program is playing a crucial role in alleviating this shortage by producing a significant number of graduates who are well-prepared to meet the challenges of the healthcare industry. With a strong emphasis on professional development and practical training, ECPI stands out as a leader in nursing education.

ECPI has emerged as the top provider of Practical Nursing (PN) graduates in the U.S., accounting for 1.65% of the total PN graduates. This achievement showcases ECPI's commitment to producing highly skilled nursing professionals who can contribute effectively to the healthcare system. Furthermore, ECPI graduates approximately 2.7% of African Americans in the entire country, reinforcing its dedication to diversity and inclusivity in nursing education. ECPI's nursing program has consistently demonstrated excellence, making it the fourth-largest producer of associate degrees in health professions and related programs across the nation.

Alyson Bolton, a Registered Nurse and Campus Manager at BAYADA Home Healthcare, discussed the nursing shortage and its impact on the organization's efforts to provide quality patient care. BAYADA is a nonprofit organization that offers private duty nursing for pediatric and adult clients in 22 states and eight countries. With almost 50 years of experience, BAYADA has been at the forefront of addressing the increasing demand for nursing services. Bolton sheds light on industry challenges, hiring ECPI nursing graduates, and BAYADA's residency program.

According to Bolton, the nursing shortage is a widespread issue in the industry. Factors contributing to the shortage include the retirement of experienced nurses, a declining interest in nursing as a profession, and challenges with pay rates and staffing in hospitals. Many nurses are initially attracted to hospital positions due to higher reimbursement rates but later find the work conditions and patient ratios more challenging than anticipated. Home care, on the other hand, offers the advantage of one-to-one patient care, which helps alleviate staffing shortages.

Bolton praises the professionalism and preparedness of ECPI graduates, citing their attentiveness and engagement during interactions. She commends ECPI students for their respectful behavior, which sets them apart from graduates of other institutions. Moreover, ECPI graduates demonstrate high pass rates on the National Council Licensure Examination for Registered Nurses (NCLEX-RN®), further confirming the quality of

education provided by ECPI.

BAYADA has developed an intensive nurse residency program. Bolton emphasizes the importance of providing new nurses with adequate training and support before they embark on their careers. BAYADA's nurse residency program, accredited by the American Nurses Credentialing Center (ANCC), lasts for one year and includes a five to seven-week core program. The program extends throughout the year, offering mentorship, simulation lab experiences, and preceptorship to help build professional confidence in newly licensed nurses.

When it comes to nursing graduates, Bolton highlighted the exceptional level of professionalism displayed by ECPI students. The graduates from ECPI have demonstrated remarkable dedication, attentiveness, and active participation during discussions and presentations. Their respectful attitude and engagement in the learning process sets them apart from their peers. "Students at ECPI that I see, and I do go to many different campuses of many different schools, I find that the level of professionalism at ECPI to be very professional. When we go and speak with them, they are attentive, they ask questions," said Bolton.

Through partnerships with ECPI, BAYADA conducts simulation rotations, allowing students to gain practical experience and enhance their critical thinking skills. During these simulations, ECPI students have consistently showcased their sharpness, responsiveness, and ability to handle various case scenarios effectively.

Bolton acknowledged the significant contributions of ECPI graduates to BAYADA. In the past year alone, BAYADA has hired a substantial number of ECPI graduates, estimated to be around 50. The graduates from ECPI's nursing programs, whether pursuing LPN or RN licensure, have seamlessly integrated into BAYADA's workforce, thanks to their strong foundation, professionalism, and ability to adapt to the demands of home care settings.

The collaboration between ECPI University and BAYADA has proven to be mutually beneficial. ECPI's commitment to producing highly professional and prepared nursing graduates aligns perfectly with BAYADA's mission of providing exceptional care to patients in their homes. With BAYADA's nurse residency program offering a supportive environment for new graduates, ECPI students have found a valuable opportunity to transition smoothly into their nursing careers.

# ALL

course materials.  
systems.  
access.  
integrations.  
analytics.

Ambassador brings it all together through our Course Materials Platform, RODA. We provide easier access for students, relieve the burden on your IT team, streamline your operations, and make sure you don't overpay.

## Ambassador simplifies it ALL.

**AMBASSADOR**  
EDUCATION SOLUTIONS

**RODA**  
Course Materials Platform

[AmbassadorEd.com/Lets-Connect](https://AmbassadorEd.com/Lets-Connect) | [info@AmbassadorEd.com](mailto:info@AmbassadorEd.com) | 800-431-8913

**Let's connect at Booth #401  
at the 2023 CECU Convention.**



# HIGHER ED. HIGHER ROI.

We focus on getting you new students – not just inquiries – and won't rest until we do.  
If you want more students for less marketing dollars and a more efficient way  
of doing business, let's talk.



[beckermedia.net](http://beckermedia.net) | [info@beckermedia.net](mailto:info@beckermedia.net) | 510.465.6200 x101



# Stories of Resilience and Inspiration from Proprietary Career School Nursing and Medical Assistant Graduates

Within the forthcoming pages, you will delve into the remarkable stories of individuals who have successfully completed nursing and medical assistant (MA) programs offered by proprietary career institutions. In 2021, a total of 205,923 individuals completed their healthcare education through proprietary career schools. Notably, among these graduates, 32.7% were Black and African American, while another 33.1% identified as Hispanic.<sup>1</sup> These accounts represent merely a fraction of the numerous graduates who have emerged from these programs. Whether they are recent alumni, seasoned professionals with a decade of experience, single mothers, those who have explored alternative education options, and those looking for a fresh start, these students have encountered an array of challenges on their path to fulfilling their professional aspirations. Despite encountering various obstacles along their educational journeys, they demonstrated unwavering determination, resilience, and a profound passion for their chosen paths. It is with great pride that we present these genuinely heartwarming and inspiring stories.

1. Source: IPEDS 2021 survey report of completions. Awards/degrees conferred by program (6-digit CIP code), award level, race/ethnicity, and gender: July 1, 2020 to June 30, 2021



**Jordan Obechina**  
**2021 Nursing Graduate**  
**Platt College – Greenwood**  
**Village, CO**

## From Tragedy to Triumph: The Inspiring Story of a Nursing Graduate

In a world filled with challenges and obstacles, there are individuals who rise above adversity, becoming beacons of inspiration for others. Jordan Obechina's remarkable journey from a cancer survivor to a compassionate nurse highlights the strength of the human spirit and the transformative power of education. Jordan shared her journey through nursing school at Platt College in Greenwood Village, Colorado, highlighting the support and lifelong friendships she developed along the way. Now a successful nurse at Denver Health, Jordan's story serves as an inspiration to others facing adversity.

Jordan's decision to pursue nursing was deeply rooted in her personal history. Having been diagnosed with cancer at just 10 months old, she spent much of her early life in hospitals surrounded by nurses. From a tender age, she found herself surrounded by the compassionate care of nurses and doctors, sparking a desire within her to provide the same level of support, and understanding to others. Jordan's own experience as a cancer patient not only shaped her decision to pursue a career in nursing, but also had a profound impact on her mother, inspiring her to become a nurse as well. Witnessing her mother's journey as a nurse and the profound difference she made further solidified Jordan's resolve to follow a similar path.

On only her second day of college at a state university in Denver, Jordan received the heart-wrenching news that her beloved father was diagnosed with cancer which was terminal. Being at a larger state university, Jordan found herself facing this difficult situation without much support. The university offered the option to withdraw from her classes, leaving her feeling helpless and uncertain about her future.

Determined not to let adversity define her path, Jordan sought a smaller and more nurturing academic environment. She enrolled in a community college that provided a somewhat more intimate setting where she felt she could be seen and heard. However, even there, the experience of being just another student among many persisted. It was at this point that Jordan discovered Platt College, a remarkable institution that truly prioritized individual students and their aspirations.

From the very beginning, Platt College stood out for its commitment to student success. Jordan recalls attending information sessions, taking entrance exams, and having the opportunity to meet not only the faculty but also the college president. This personalized approach created a sense of belonging and value that Jordan had not experienced before. At Platt, she was not just a number but an individual with dreams, goals, and a story to tell.

Balancing her responsibilities as a student with the role of caregiver for her terminally ill father was an immense challenge. Despite the pain and difficulty, Jordan persevered, refusing to let personal tragedy hinder her pursuit of education. Tragically, her father passed away six months into her nursing program, adding another layer of emotional weight to an already arduous journey.

Despite the hardships she faced, Jordan remained resolute in her pursuit of a nursing degree. When her father passed away during her nursing program, she chose to push forward without taking time off. "I did not skip a beat. I did not take time off from nursing school, because I knew my dad would want me to push on and would probably be even more upset if I took time off related to anything because of him," said Jordan. Even the onset of the COVID-19 pandemic did not deter her.

However, in another unexpected turn of events, Jordan's resilience was put to the ultimate test when, in December of 2020, she received the devastating news of being diagnosed with cancer once again. Despite the daunting challenges that lay ahead, Jordan confronted her illness head-on, determined to persevere. "I went through chemotherapy, a double mastectomy with reconstruction, and rehabilitation while trying to power through and finish nursing school because I was very determined not to take time off, and to finish with the same group of people I started with that had become lifelong friends," said Jordan. Her unwavering determination and the support she received from Platt College helped her navigate the challenges and stay on track to graduate.

Platt College's impact on Jordan's life extends beyond her education and professional development. She highlights the exceptional support and camaraderie

she experienced throughout her time at the school. Jordan emphasizes that the nursing profession is not an individual pursuit but a collaborative effort, and Platt College embodies this philosophy from day one. The sense of teamwork and unity fostered at Platt College is what sets it apart from larger institutions. Instead of being one among hundreds, Jordan relished the opportunity to form close bonds with her classmates, who quickly became her second family.

The friendships Jordan forged during her nursing journey have had a profound impact on her life. These connections go beyond her cohort; they extend to the faculty who have transitioned from mentors to peers. Jordan notes that even after graduating, she can still reach out to her former instructors for guidance and support. The friendships she formed with her fellow students are equally enduring. One of her closest friends, whom she met on the new student orientation day, has become an integral part of her life. They have traveled together, celebrated milestones together, and provided emotional support during challenging days at work. Jordan cherishes the deep bonds she has formed and recognizes the importance of these lifelong friendships in her personal and professional growth.

Platt College's commitment to nurturing a supportive and close-knit community is a testament to their dedication to their students' overall well-being. By fostering an environment where students can thrive academically and personally, Platt College ensures that graduates are not only equipped with the necessary skills to become exceptional nurses but also surrounded by a network of lifelong friends and mentors who will continue to inspire and uplift them throughout their careers.

Upon graduation, Jordan embarked on her professional nursing career at Denver Health, starting in a medical-surgical unit catering to incarcerated individuals. She worked her way up, becoming a relief charge nurse and a primary preceptor for new nurses on the floor. Through this experience, she realized the value of the education she received at Platt College, as she confidently addressed various nursing challenges. Recently, Jordan transitioned to the level one trauma center at Denver Health's emergency department, where she faces new and diverse cases

daily.

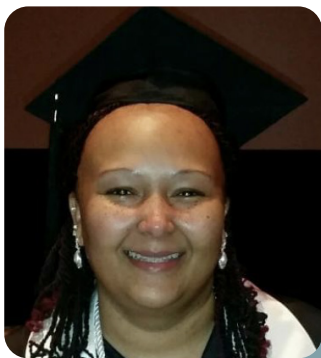
Jordan's journey in nursing exemplifies resilience, determination, and a deep passion for caring for others. Despite facing personal health challenges and the loss of a loved one, she refused to be deterred from her goal of becoming a nurse. The supportive environment at Platt College played a crucial role in her success, fostering lifelong friendships and providing the knowledge and skills necessary for a fulfilling nursing career. Today, Jordan continues to make a difference in the lives of her patients at Denver Health, driven by her unique perspective as both a caregiver and a survivor. Her story serves as an inspiration for aspiring nurses and a testament to the power of compassion, understanding, and unwavering determination in the face of adversity.

**I went through chemotherapy, a double mastectomy with reconstruction, and rehabilitation while trying to power through and finish nursing school because I was very determined not to take time off, and to finish with the same group of people I started with that had become lifelong friends.**

**-Jordan Obechina**



Jordan Obechina with her mother.



**Michelle Tinner**  
**2003 Licensed Practical Nurse Graduate**  
**Medical Careers Institute – Newport News, VA**  
**2012 Registered Nurse Graduate**  
**ECPI University – Newport News, VA**

## Overcoming Adversity: A Nurse's Journey of Compassion and Resilience

Michelle Tinner's motivation to become a nurse stemmed from witnessing her mother's struggles with inadequate healthcare due to limited insurance coverage. Determined to make a difference, Michelle pursued her dream of helping others, eventually graduating in 2003 as a Licensed Practical Nurse (LPN) from Medical Careers Institute in Newport News, Virginia, and later obtaining her associate degree as a Registered Nurse (RN) in 2012 at ECPI University in Newport News, Virginia. Despite numerous challenges, including her mother's health issues and personal financial hardships, Michelle's determination, and support from ECPI University propelled her forward. Today, Michelle is a successful entrepreneur and advocate for nursing students facing similar obstacles.

Michelle always wanted to be a nurse. It all began with her mother, who faced recurring heart issues during her upbringing. As a hardworking woman with limited access to quality insurance, her mother often found herself in need of medical care. Michelle vividly remembers accompanying her to the hospital, only to witness the lack of attention and support she received. This deeply troubled Michelle because she believed that hospitals should be a sanctuary for those in need, regardless of their insurance status. This early realization instilled in her a desire to become a nurse. As Michelle grew older and took on the responsibility of caring for her mother, her resolve to pursue nursing only grew stronger. She became determined to ensure that every individual receives the proper care, with dignity and respect, regardless of their insurance status.

Motivated by the desire to earn a decent income, she enrolled at the Medical Careers Institute to pursue a Licensed Practical Nurse (LPN) certification. During her time in the LPN program, Michelle seized the opportunity to become a Certified Nursing Assistant (CNA) by successfully passing the required test. Consequently, she worked as a CNA while continuing her studies. After graduating from the Medical Careers Institute, Michelle worked as an LPN for a decade before

deciding to further her education and pursue a Registered Nurse (RN) degree. For this purpose, she enrolled at Tidewater Community College (TCC) and was on track to complete her studies within six months. However, an unforeseen event occurred when Michelle's mother went into cardiac arrest and remained on life support for 30 days. Given the circumstances, the Director of Nursing (DON) at the time offered Michelle the flexibility to take as much time off as she needed and return to the program when ready. Unfortunately, upon attempting to rejoin the program, she faced unexpected obstacles and was denied reentry. Frustrated and disappointed, Michelle recalled her earlier experience at Medical Careers Institute and decided to pursue her Registered Nurse degree at ECPI University.

Despite the challenges she faced, Michelle remained determined to pursue her education at ECPI University and become a registered nurse to care for her mother.



Michelle Tinner with her mother and brother.

Balancing her responsibilities proved particularly challenging as her mother suffered from dementia. Michelle was enrolled in the evening program at ECPI, attending classes from 5:30 PM to 10:30 PM. After school, she would rush home to administer her mother's medication and ensure her safety.

Due to the lack of available support, Michelle had to find a way to manage both her studies and her job. She worked as an LPN at a nursing home in Norfolk, starting her shift at midnight and ending at 7:30 AM. Once home, she would immediately attend to her mother's needs, preparing breakfast, assisting with bathing, and taking her to doctor's appointments. With minimal time to rest, Michelle would often take a short nap between 1:00 PM and 2:00 PM before continuing with her daily routine. She would then get ready and drive to ECPI, where she dedicated her afternoons to studying in her car or the nurse's lounge until her evening classes began at 5:30 PM. This demanding schedule persisted for two years, during which Michelle's commitment and resilience propelled her forward. Despite the supportive nature of her supervisor, she could not work as much as she desired due to her mother's health, which ultimately led to an eviction notice. Michelle and her mother found themselves facing the distressing reality of having nowhere to go.

Michelle, a proud and self-reliant individual, found it difficult to ask for help. However, faced with the impending eviction, she realized she needed to share her situation with ECPI and request a leave of absence. During this time, she intended to find additional employment to secure enough funds for herself and her mother to find a new place to live and return to school. To her astonishment, her instructors and the staff at ECPI went above and beyond to support her.

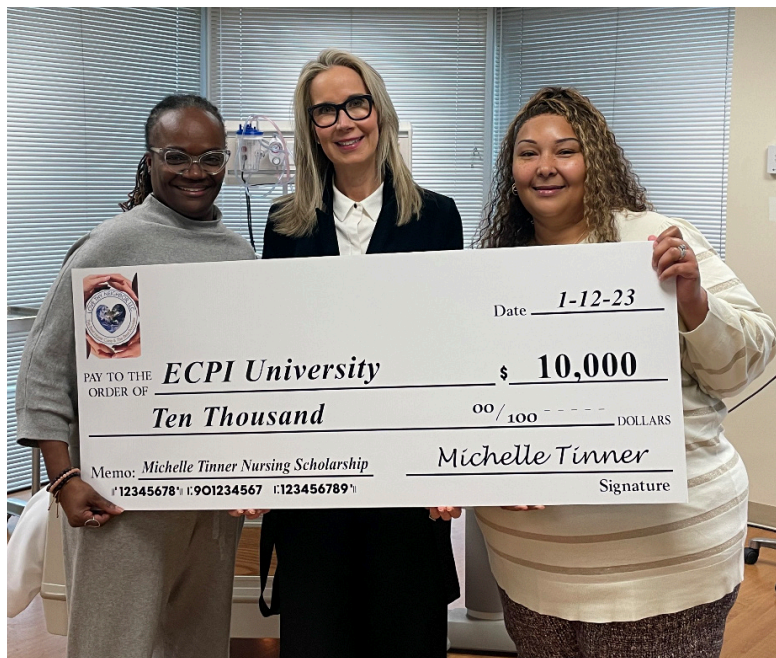
On the day of eviction, as the sheriff arrived, Michelle asked for a moment to explain the situation to her mother. In the midst of this distressing moment, Bonnie Schneider, the Student Success Coordinator, made an unexpected appearance. Schneider traveled from Hampton to Portsmouth to provide a check for \$1,800, allowing Michelle and her mother to stay in their apartment. Overwhelmed by this act of kindness, Michelle expressed her inability to repay the amount. In response, Schneider insisted that Michelle pay it forward.

ECPI extended their assistance a second time, providing Michelle with an additional \$1,200 for rent. With the unwavering support from ECPI's instructors and staff, Michelle remained in school, allowing her to successfully graduate as a registered nurse. "Because ECPI helped me, the instructors and the president helped me, I was able to stay in school so I could graduate and become a registered nurse," said Michelle.

Reflecting on the extraordinary care she

experienced, Michelle expressed her appreciation for ECPI's exceptional instructors and their genuine concern for their students. She acknowledged that while other educational institutions may offer classes and degrees, it was ECPI's compassion and assistance during challenging times that set them apart. To show her gratitude, Michelle donated \$10,000 to ECPI to create the Michelle Tinner Nursing Scholarship Fund. The fund was later matched by the institution, resulting in a total contribution of \$20,000. "I am forever grateful for ECPI," said Michelle.

Michelle's journey after graduating from ECPI took her on a remarkable path as an entrepreneur and a leader in the healthcare industry. With her home care agency, Love Thy Neighbor, she has made a significant impact on the lives of countless individuals by providing quality care and employment opportunities for 300 dedicated professionals. Additionally, as the owner of Pretty Girl Scrubs, Michelle has created a space where healthcare workers can find stylish and comfortable attire that caters to a wide range of sizes. Her success in these ventures is not only a testament to her determination but also a reflection of the skills and mindset fostered during her time at ECPI. The institution's emphasis on focus, support, and the drive to make a difference has shaped Michelle into a resilient and compassionate leader who believes she can overcome any obstacle. Grateful for the care and guidance she received, Michelle recognizes the transformative impact of those who genuinely care about their students' success, and she continues to carry that spirit in her own endeavors.



Michelle pays it forward by donating \$10,000 to ECPI University creating the Michelle Tinner Nursing Scholarship Fund



**Leticia Maya**  
**2018 Medical Assistant Graduate**  
**2021 Nursing Graduate**  
**Graduated 2018 and 2021**

## **A Journey From Certificate to Associate Degree Provided this Graduate a Solid Foundation for her Healthcare Career**

Leticia Maya had long been interested in the medical field but was struggling academically at the local community college. She said she knew something had to change, and after hearing an ad on the radio, she made an appointment and enrolled in Pima Medical Institute's medical assistant (MA) program at its flagship Tucson, Arizona, campus. Leticia thrived in this particular educational environment. By starting her medical classes immediately and having her prerequisites incorporated into the program, she was able to focus on what she loved right away. Her class sizes were small, and she received a lot of support from her many dedicated instructors, who were always available. With instructors who established careers in the medical field, they helped cater to Leticia's learning style and told her they were invested in her success.

Leticia completed her externship at a family practice and, even though she was nervous when she began, she found she was prepared and good at her job! The practice hired her. Being an MA helped her get her feet wet in the medical field, but she always knew she wanted to be a nurse. So, after a year working in the field, Leticia made her way back to Pima Medical Institute and met with her original admission advisor. He walked her through the process (something the community college did not do) to enroll in Pima Medical Institute's nursing program.

Leticia says, "It was a very challenging program, and our instructors kept telling us to trust the process. Partway through, COVID hit. We went from in-person to distance learning practically overnight and I began caring for COVID patients at my urgent care job. Adjusting to schooling at the height of the pandemic was difficult, but our instructors did a great job of helping us transition. Our whole cohort

is proud to say we went through nursing school during a pandemic, and I know that the struggles will make me more resilient as a nurse. I am proud of our entire class!"

During her clinical experience, Leticia found she had a passion for working with critical patients. Because of that, she was excited to begin her nursing career in a neuro ICU. She says, "I am a success because of the support I received while attending Pima Medical Institute."

Leticia was able to complete her MA program and begin working in the field quickly. While she had always dreamed of nursing, she knew becoming a medical assistant would not only help prepare her for the next stage; it would be a great stepping-stone for her professionally.

For anyone considering a career in healthcare, Leticia says, "There is never a right or wrong time to follow your dream. You just have to go for it. Choosing Pima Medical Institute was the best decision I have ever made!"



**Leticia Maya**



**Jennifer Jones**  
**2010 Nursing Graduate**  
**Platt College - Greenwood Village, CO**

## From Motherhood to Nursing: An Inspiring Journey of Balancing Family and Career

Jennifer Jones, a dedicated nurse and mother of four, has successfully navigated the demanding world of nursing while raising her children as a single mom. Jennifer's journey is a source of inspiration, starting from her initial fascination with nursing, progressing through her experiences at Platt College in Greenwood Village, Colorado, and continuing with her commitment to the nursing profession. Despite facing numerous obstacles, Jennifer's determination, the support she received from Platt College, and her passion for helping others have propelled her to achieve great success in her career.

Nursing became her second career after working as a case manager in foster care. Balancing the responsibilities of motherhood and a demanding job proved to be challenging. However, it was during the extraordinary experience of her second child's birth that she encountered nurses who profoundly transformed her life. Feeling somewhat adrift and uncertain about her career path, she had always harbored a desire to be part of the service industry, providing assistance and healing to others. The exceptional care she received from those nurses during a difficult delivery left an indelible mark on her, sparking a strong sense of inspiration. Motivated by this transformative experience, she explored various programs and ultimately discovered Platt College, which appeared to be the ideal choice as a mother returning to school. And so, her journey into the realm of nursing began.

Balancing the responsibilities of raising her four young children, who were essentially growing up alongside her during nursing school, was a tremendous challenge. Sleep deprivation and moments of tears became her companions during this demanding period. However, fueled by her commitment and the belief that pursuing nursing would benefit her family, she persevered. Rather than being overwhelmed, she found herself more excited than stressed, ready to embrace the challenges that lay ahead. The fit between her aspirations and the nursing field felt right.

The supportive structure of Platt College proved invaluable. Platt College made every effort to accommodate

her role as a mother while studying. She also worked full-time during this period. With the program's setup and the ability to integrate general education courses and prerequisites throughout the curriculum, she could attend classes and clinicals two to four days a week while adjusting her schedule accordingly. In contrast, other programs she considered lacked the necessary flexibility to accommodate her circumstances, whereas Platt College's structure proved to be a perfect fit.

Platt College played a crucial role in Jennifer's success, providing not only a flexible educational program but also a supportive and close-knit community. With small class sizes, Jennifer was able to establish strong connections with both her classmates and instructors. The dedicated faculty went above and beyond to offer guidance, support, and personalized assistance, fostering a family-like atmosphere at the college. Jennifer's positive experience at Platt College inspired her to give back by teaching and supporting current students.

After graduating from Platt College, Jennifer wasted no time entering the nursing field. She secured a job in the emergency department of Centura Health, where she began her career as a critical care nurse. With a commitment to continuous learning and professional growth, Jennifer expanded her expertise through cross-training in various areas of critical care. Her dedication and passion for education eventually led her to assume a role in managing two remote emergency urgent care centers, while also spearheading the development of an education platform for Centura's ambulatory services.

Jennifer's inspiring journey from being a single mother of four to a successful nurse and educator exemplifies the resilience and dedication of healthcare professionals. Her story highlights the importance of support, both personal and institutional, in overcoming obstacles and achieving one's goals.

## **Jordain Diaz** **2023 Vocational Nurse** **North-West College - Riverside, CA**

### **A Journey From Certificate to Associate Degree Provided this Graduate a Solid Foundation for her Healthcare Career**

Jordain Diaz's story is one of unwavering determination, relentless perseverance, and a strong passion for nursing. Despite facing numerous challenges, including pregnancy, illness, and the demands of raising three children, she successfully navigated her way through nursing school at North-West College. Her remarkable journey exemplifies the power of resilience and the fulfillment that comes from pursuing one's dreams.

Jordain's dream to become a labor and delivery nurse ignited when her oldest daughter was born nine years ago. "It is that typical story of how I got bad care and had this passion to help other pregnant women bring their little ones into this world with very little stress from the nurse," said Diaz. Determined to turn her dream into reality, she enrolled at North-West College in Riverside, California, inspired by the institution's positive reputation and excellent reviews.

Juggling the responsibilities of being a mother to three beautiful daughters and working full-time in a busy Emergency Room, Jordain embarked on her nursing journey with a clear purpose. "I had my mind set that I could do this for myself, my husband, and our girls, so the fact I was working full-time and busy with little ones would not get in the way," said Diaz. Despite the demanding schedule, she remained resolute, driven by her desire to provide a better future for herself, her husband, and their girls. Jordain made the difficult decision to reduce her work hours to part-time to accommodate her rigorous school schedule.

March of 2022 brought unexpected news for Jordain and her husband – they were expecting their fourth child. Undeterred by the challenges this presented, Jordain remained determined not to let her nursing career take a backseat. However, her pregnancy took an unforeseen turn when she was diagnosed with hyperemesis gravidarum, a condition marked by severe nausea and vomiting. Despite constant sickness, she continued attending classes and pushing forward.

Juggling the demands of a pregnancy plagued by continuous vomiting and nausea, Jordain faced exhaustion while simultaneously caring for her three children. "I was exhausted and sick all the time, and I was still chasing

three kids around while trying to read, study, and turn in assignments on time," stated Diaz. But she refused to succumb to these challenges. With sheer determination, she pressed on, studying, submitting assignments on time, and caring for her family. The peak of her struggle arrived during the fourth term of her program, which included obstetrics, pediatrics, and medical/surgical rotations.

Concerns arose as Jordain's due date coincided with her obstetrics and pediatrics clinical rotations. Fearful that labor might interrupt her clinicals and potentially delay her graduation, she tirelessly sought guidance from the clinical nursing supervisor and associate director. Diaz said, "I thought to myself I did not get through the whole program just to push graduation back." Determined to see it through, she hobbled around the labor and delivery floor during her obstetrics clinicals at 37 weeks pregnant. Her dedication and commitment to her education were evident to her instructors and fellow students.

Despite the challenges, Jordain remained resolute. Just four days after completing her clinicals, she went into labor. Even in the midst of the pain, she logged into class to avoid an absence before eventually having to sign off. Shortly after, Jordain welcomed her beautiful son, Jameson Alexander Diaz, into the world. Diaz exclaimed with pride, "I had done it! I had managed to go through school pregnant, sick, working for half the program, maintaining a household, and raising three kids." Her labor, coupled with her steady dedication, exemplified her unwavering commitment to her nursing journey.

Jordain's incredible journey has inspired not only her children but also her fellow classmates and instructors. Diaz stated, "I have demonstrated to my children that when you wholeheartedly pursue your dreams, work tirelessly towards them, and refuse to be deterred, they can absolutely be achieved." She demonstrated the power of determination, hard work, and the ability to overcome any obstacle. Throughout her 18-month educational odyssey, she received unwavering support from her husband, parents, classmates, and instructors, all of whom played instrumental roles in her success.



**Ciera Williams**  
**2022 Registered Nurse Graduate**  
**ECPI University - Charleston, SC**

## From Setbacks to Success: Pursuing a Passion for Nursing

Ciera Williams, a determined and resilient individual, recently achieved her lifelong dream of becoming a registered nurse (RN). Graduating from ECPI University's RN program in Charleston, South Carolina, in December 2022, Ciera's journey is a testament to her dedication and her ability to overcome challenges.

From a young age, Ciera knew that nursing was her calling. Inspired by her grandmother, who was also a nurse, she was captivated by the stories of compassion and care she heard growing up. Her experiences as a Certified Nursing Assistant (CNA) at Wingate University further solidified her passion for nursing and her desire to positively impact people's lives.

However, Ciera faced a significant setback when she failed out of the nursing program at Wingate University. Doubts and uncertainty crept into her mind, making her question whether she would ever achieve her goal of becoming a nurse. It was a challenging period that required immense courage and resilience to pick herself up and pursue her dreams once again.

That is when Ciera discovered ECPI, a renowned institution offering an accelerated nursing program. Recognizing the opportunity to fast-track her education and attain her degree in just a year and a half, Ciera seized the chance. The welcoming atmosphere, supportive faculty, and the prospect of starting classes in June motivated her to take the leap and join ECPI.

Transitioning to ECPI meant overcoming the challenges of her past academic setback and mustering the courage to pursue her dreams once again. The five-week class structure at ECPI presented a faster pace than what she was accustomed to, but Ciera found solace in the guidance and support of her instructors. They understood the unique demands of the program and encouraged her to take it week by week, ensuring she grasped the essential knowledge needed to excel as a nurse. Their reassurance and advice enabled her to navigate the intense program, reminding her to take it one week at a time while gradually assimilating the wealth of information being imparted.

ECPI also recognized the value of Ciera's previous academic accomplishments and granted her credits for

various courses, such as psychology and humanities, from her time at Wingate University. This credit transfer allowed her to bypass the need to retake those classes, streamlining her educational journey and empowering her to focus on the core nursing curriculum.

One of the highlights of Ciera's time at ECPI was the opportunity to participate in clinical rotations. She was able to apply the theoretical knowledge gained in the classroom to real-world healthcare settings, including esteemed institutions like the Medical University of South Carolina (MUSC). The clinical instructors provided invaluable guidance, answering questions, and offering insights as Ciera navigated her practical training. The hands-on experience in the field of nursing solidified her passion and reaffirmed her career choice.

Following her graduation from ECPI, Ciera wasted no time in finding employment. Securing a position at Northside Hospital in Georgia, she now works as an ER nurse in a Level 2 Trauma Center. Despite being a new graduate, Ciera's determination to work in the fast-paced environment of the emergency room paid off. She thrives on the adrenaline rush and the opportunity to make a difference in patients' lives during critical moments.

Reflecting on her educational journey, Ciera speaks highly of ECPI's program and the way it was structured. From the fundamentals of nursing to acute care, she found the curriculum well-designed, providing a comprehensive foundation for her nursing career. The guidance and mentorship she received from instructors and clinical preceptors were instrumental in her growth and development as a nurse.

“Transitioning to ECPI meant overcoming the challenges of her past academic setback and mustering the courage to pursue her dreams once again.”



**Jama Goers Ph.D. RN**  
**2009 Nursing Graduate**  
**Platt College - Greenwood Village, CO**

## From Nursing Student to Director of Nursing Education Research and Innovation

**I**n the field of nursing, there are individuals who go above and beyond their bedside duties, making significant contributions to the profession through education and research. Dr. Jama Goers, the Director of Nursing Education Research and Innovation at Denver Health, is one such individual. Dr. Goers' inspiring journey from her nursing school days at Platt College in Greenwood Village, CO, to her current role offers a glimpse into her motivations, experiences, and the profound impact her education has had on her professional trajectory.

Dr. Goers' passion for healthcare began at a young age when she participated in an explorer post program during high school. Initially interested in law enforcement, she discovered her true calling while working with emergency medical services in her county. Witnessing the exceptional care and advocacy provided by nurses, she was inspired to expand her scope of service. Dr. Goers embarked on her nursing journey, eventually graduating from Platt College in 2009.

When selecting a nursing program, Dr. Goers was drawn to Platt College due to its unique offering. The program allowed her to simultaneously take prerequisite classes while pursuing her nursing degree. This flexibility suited her lifestyle and provided the opportunity to connect with peers who were also enrolled. Dr. Goers found herself among like-minded individuals, creating a supportive environment for her educational journey. Dr. Goers explained, "I had my own cohort and I had a really good connection with my classmates, but I also connected with some of the other individuals that had enrolled before myself ... hearing about their experiences and their successes, and how they navigated the curriculum and how they navigated clinicals was always wonderful."

Throughout her career, Dr. Goers had a particular interest in trauma nursing. The dynamic nature of the emergency department, where no two cases are alike, appealed to her problem-solving nature. Driven by her passion, she pursued her goal of becoming a trauma nurse. During her time at Platt College, she found a mentor in Dr. Hollie Caldwell, the Dean of Nursing, who had previously worked as an emergency room nurse. The Dean

really made a difference. This connection and mentorship further solidified Dr. Goers' resolve to pursue a career in trauma nursing.

Reflecting on her education at Platt College, Dr. Goers highlights the close-knit student body and the connections she forged with her classmates and upperclassmen. These relationships provided a valuable support network and fostered a sense of curiosity and inquiry. Faculty members played a pivotal role in Dr. Goers' education. Their availability and mentorship helped her navigate obstacles and discover her strengths. The experience of being taught by a Dean actively engaged in teaching and administration enriched Dr. Goers' learning journey.

Platt College not only provided Dr. Goers with excellent nursing education but also expanded her perspective on the nursing profession. Through a research course taught by Dr. Caldwell, she realized that nursing encompassed more than just bedside care. Nurses possess valuable insights and best practices that can enhance professional practice and patient care. This realization ignited Dr. Goers' desire to disseminate knowledge and contribute to the broader field of nursing.

Following her graduation from Platt College, Dr. Goers continued her educational journey, enrolling in a Ph.D. program in nursing at the Medical University of South Carolina. This choice aligned with her interest in implementation science and social determinants of health. Dr. Goers credits her education at Platt College for instilling in her the belief that nursing is a continuously evolving profession with numerous avenues for professional practice.

In her current role as the Director of Nursing Education Research and Innovation at Denver Health, Dr. Goers plays a crucial role in advancing nursing education, research, and professional development. She leads the education arm of her department, providing support to undergraduate and graduate nursing students. Dr. Goers also oversees professional development opportunities and continuing education units for the hospital's nursing staff.

Under the research arm, Dr. Goers leads a dedicated research team that focuses on nursing quality initiatives,

inquiry, and evidence-based nursing research. Through their work, they strive to improve patient care outcomes and contribute to the advancement of nursing practice. Recently, Dr. Goers and her team were awarded a grant from the Colorado Department of Public Health and Environment (CDPHE) to develop a pipeline program into acute care nursing.

Dr. Goers maintains a strong partnership with Platt College, her alma mater. Denver Health supports Platt College's nursing students by providing clinical rotations and longitudinal clinical placements. This partnership allows student nurses to gain valuable experience and familiarity with the hospital's culture, processes, and patient population. Dr. Goers takes pride in seeing Platt College graduates at Denver Health and considers it a testament to the quality of education they receive. "When I see a student nurse from Platt College in the hall or in the cafeteria or in our education space, I smile. And it makes me feel proud of where I come from, and it really lightens my heart to see that Platt College logo on their scrubs," said Dr. Goers.

Dr. Goers' role at Denver Health, coupled with her dedication to nursing education and research, enables her to make a significant impact on the nursing profession. She continues to advocate for nurses' contributions to professional practice and strives to disseminate knowledge and best practices beyond the confines of the hospital. Dr. Goers' multifaceted approach to nursing education, research, and innovation exemplifies her commitment to advancing the field and improving patient outcomes.

## Denver Health By The Numbers



**1.2 million**  
Total patient visits in 2021



**1,500+**  
Medical Staff



**133,000**  
members covered  
by Denver Health  
Medical Plan



**7,500+**  
Employees



**\$120**  
**MILLION**  
in Uncompensated



## **Emily Miller** **2005 Medical Assistant Graduate** **Pima Medical Institute - Colorado** **Spring, CO**

### **A Search for Stability Led This Graduate to a Successful Healthcare Career**

Emily Miller is an example of a student who chose to re-career after many years in an industry outside of healthcare. She spent the first half of her career working in the semiconductor field. She went through several layoffs and made the decision that she needed something that would offer more stability. She chose to shift her career to healthcare and enrolled in the medical assistant (MA) program at Pima Medical Institute's Colorado Springs, Colorado, campus.

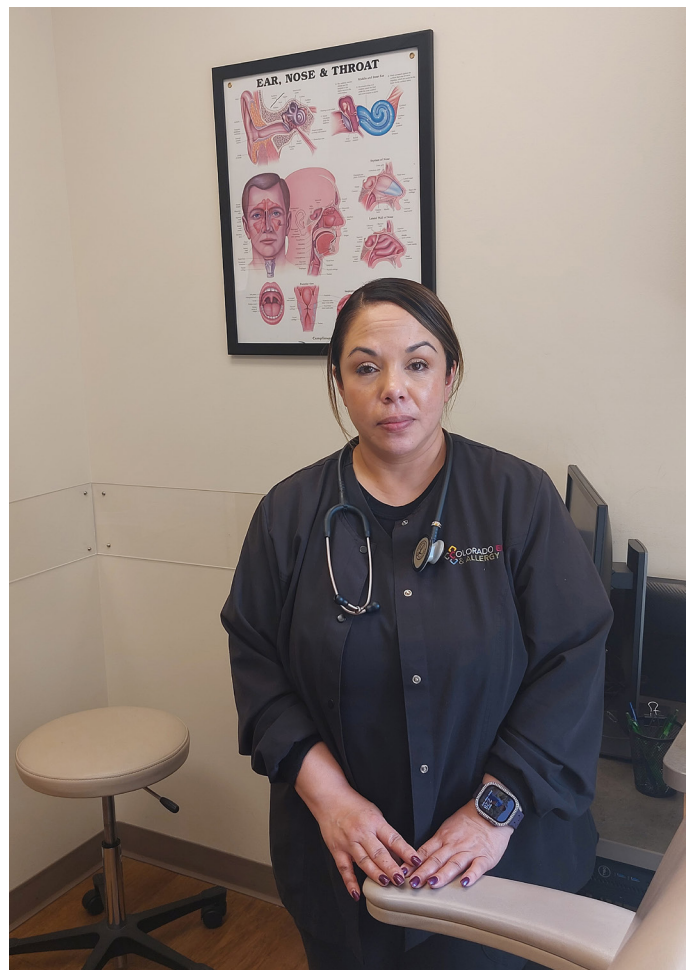
Emily knew she had her work cut out for her and says the program was a challenging time for her. She began her program as a single mother of two boys while pregnant with her third, and had to both work full-time and attend school full-time. During her program, she even had to take six weeks off to give birth to her son. She says despite the obstacles, she received so much support from instructors and staff. She says, "They provided me with the guidance and knowledge I needed to be successful in my career."

Emily was placed with Colorado ENT & Allergy for her externship. She was hired there as soon as her externship was completed. She says she found a job and practice she loved and never left. Emily began her career as a rooming MA for about two years and then worked with Dr. Bryan Davis for nine years as his Physician MA, along with being the Lead MA in the practice. In 2016, she had the honor of becoming the Clinical Manager. Emily says, "I have had the opportunity to grow as a person and become very knowledgeable in the otolaryngology world at Colorado ENT & Allergy."

She says, "I have had an amazing journey and career working for outstanding physicians." She is happy that she can now return that favor by hosting students from Pima Medical Institute for their externships. The practice has been an externship site for many years and Emily says she will continue to host Pima Medical Institute students because of the great MA program and qualified students Pima Medical Institute produces.

Emily says, "Pima Medical Institute offers so many different opportunities to become successful and I would recommend it without hesitation. I have to give a shout

out to my instructor, Shirley Jelmo. She is compassionate, caring and honest and she was such a huge part of my successful journey and it is an honor to partner with her to this day."



**Emily Miller**



**Leslie Lingren**  
**2020 Medical Assistant Graduate**  
**ECPI University – Charlotte, NC**

## From Hairstylist to Certified Medical Assistant

Leslie Lingren's remarkable transformation from a hairstylist to a certified medical assistant at CaroMont Health in Gastonia, North Carolina, is a testament to his determination and passion for the healthcare field. His journey, marked by personal challenges and unwavering support from ECPI University, showcases the profound impact that education can have on one's career trajectory. Through his dedication, interpersonal skills, and extensive knowledge gained from his medical assisting program, Leslie has emerged as a caring and knowledgeable healthcare professional.

Leslie, an RMA (Registered Medical Assistant) at CaroMont Health, embarked on his healthcare career after a significant life change. Moving from San Francisco to North Carolina due to his spouse's job transfer, Leslie found himself at a crossroads after his spouse's passing in 2018. As a hairstylist for 30 years, he struggled to establish himself in a new environment where personal connections were crucial for professional success. Motivated to create a new life and career, Leslie discovered his affinity for medical care and decided to pursue it further.

Leslie's journey led him to ECPI University, where he enrolled in the medical assisting program. During the program's open house, Leslie was intrigued by the multiple certifications offered, such as phlebotomy, EKG technician, and billing and coding specialist. These options provided him with a diverse skill set and career flexibility. Additionally, his previous experience working one-on-one with people as a stylist made him well-suited for ambulatory care, which resonated with his desire to interact closely with patients.

Returning to school after a 30-year hiatus presented challenges for Leslie. Grieving the loss of his spouse and lacking the support he had previously, he found the college environment overwhelming. However, ECPI's supportive faculty and resources made a significant difference in his academic journey. "The unique thing about ECPI is you have a lot of support educationally and they make sure if you desire to achieve or to succeed, they are there to help you succeed," said Leslie. Leslie had access to

professors who recognized his need for extra attention, offering guidance and assistance whenever necessary. The emotional and academic support systems in place at ECPI played a crucial role in Leslie's success.

Leslie highlights several faculty members who made a lasting impact on his education. His clinical director imparted comprehensive medical knowledge through rigorous lab courses, ensuring Leslie had a strong foundation. His English professor, known for her Oxford doctorate and passion for history, helped Leslie develop his writing skills and broaden his perspective. Additionally, his Algebra professor instilled discipline and perseverance, teaching him the importance of diligence and focus. These experiences shaped Leslie's approach to learning and prepared him for the demanding healthcare field.

Having graduated from ECPI's medical assisting program, Leslie emphasizes the practicality of the knowledge he gained. "Well, every single thing that I learned at ECPI, I use every day, every single day," said Leslie. His deep understanding of various medical procedures, such as EKG interpretation and injection techniques, sets him apart from other medical assistants. Leslie's comprehension of the "why" behind each task he performs instills confidence in both his patients and colleagues.

Leslie completed his degree amidst the COVID-19 pandemic, an unprecedented time that presented unique challenges. Fortunately, he finished his clinicals just before graduation when restrictions began to ease. Adjusting to wearing masks and working with precautionary measures became the norm for Leslie. The timing of his graduation allowed him to secure a position at CaroMont Health during the reopening phase, where he played an essential role in administering vaccines to the community and successfully administered a staggering total of 9,640 vaccines within a span of six months.

Throughout Leslie's career progression, he has gained valuable experience and expertise in various healthcare settings. Starting from urgent care facilities, where he

dealt with COVID testing and patients, he developed essential skills in triage and handling emergent cases. Working across different specialties provided him with a diverse range of knowledge and also helped him become more proficient in utilizing electronic healthcare systems, particularly the Epic system for patient charts. With each transition to a new office, Leslie actively absorbed relevant information and adapted to the specific requirements of the role. Consequently, when the opportunity arose to join his current position in family practice, he already possessed a comprehensive understanding of the office and its dynamics, enabling him to make an informed decision and excel in his role from the outset. Leslie's approach of gathering insights from each job he undertook has proven beneficial in shaping his career trajectory.

Leslie's remarkable transformation from a hairstylist to a certified medical assistant at CaroMont Health in Gastonia, North Carolina, is a testament to his determination and passion for the healthcare field. His journey, marked by personal challenges and unwavering support from ECPI, showcases the profound impact that education can have on one's career trajectory. Through his dedication, interpersonal skills, and extensive knowledge gained from the medical assisting program, Leslie has emerged as a caring and knowledgeable healthcare professional.

“The unique thing about ECPI is you have a lot of support educationally and they make sure if you desire to achieve or to succeed, they are there to help you succeed.”  
-Leslie Lingren



Let's work  
together to  
empower the  
next generation  
of leaders.

Discover our holistic suite of  
EdTech solutions and services at  
[anthology.com/empower](https://anthology.com/empower)



- 
- CANDIDATES YOU NEVER DREAMED EXISTED
  - GAME-CHANGING HIRES
  - UNPRECEDENTED TRANSPARENCY

Ed-Exec, Inc. is a boutique Executive Search Firm that gives you more.

In doing so, we consistently outperform traditional search firms by making search smarter – and significantly faster.



(860) 781-7641    [ed-exec.com](http://ed-exec.com)



**Growing enrollment.  
Creating graduates.  
Transforming higher education.**

**EducationDynamics.com**



**EDUCATION  
DYNAMICS/**

# **The Crucial and Evolving Role of Medical Assistants and the Implications of a Shortage**

*Proprietary Career Schools  
Produce 58% of Medical Assistants*



In the dynamic landscape of healthcare, medical assistants (MAs) play a vital role in ensuring the smooth functioning of medical facilities. Their diverse skill set, ranging from administrative tasks to clinical support, makes them an indispensable part of the healthcare team. The role of proprietary career institutions in the healthcare workforce cannot be overstated, as they graduated 58% of MAs in 2021. Removing these programs would create a significant shortage of MAs in the industry, presenting substantial obstacles for healthcare providers and compromising the overall provision of high-quality patient care.

MAs are multi-skilled professionals who assist physicians, nurses, and other healthcare practitioners in various healthcare settings. They perform an array of tasks, including patient intake, recording medical histories, taking vital signs, preparing patients for examinations, administering medications, performing basic laboratory tests, and assisting with minor procedures. Additionally, MAs manage administrative responsibilities such as scheduling appointments, maintaining medical records, and handling billing and insurance procedures. Their versatility and expertise in both clinical and administrative duties make them invaluable assets in healthcare facilities.

The potential consequences of a shortage in the MA workforce cannot be underestimated. Considering the crucial role MAs play as the frontline of patient care, it becomes evident how a shortage in their numbers would significantly impact healthcare organizations nationally. The potential consequences would include increased workloads for existing staff, longer wait times for patients, reduced efficiency in triage and other essential tasks, and a potential decline in the overall quality of care provided.

Ryan Lester, a Talent Acquisition Specialist with Pediatric Associates, a nationwide organization with locations across several states in the U.S., sheds light on the potential impact of a shortage of MAs on the functioning of medical facilities. He emphasizes that any insufficiency of MAs would have far-reaching consequences, affecting the overall efficiency, quality of care, and patient experience in medical physicians' offices and hospitals.

To address the demand for skilled MAs, healthcare providers rely on institutions such as The College of Healthcare Professions (CHCP) for hiring graduates. According to Lester, CHCP graduates possess comprehensive knowledge, readiness, and a strong work ethic. "Every time I send them [CHCP students] to the practice managers, they all love them. I always hear feedback on how great the interviews go, and not just the interviews, but once they get to the clinics, they are ready. They know all the basics. They get all the life skills that are taught that sometimes are not taught at other schools,"

said Lester.

They have received a well-rounded education that goes beyond the technical skills required for the job, Lester continued. The career advisors at CHCP campuses assist students in building essential life skills, such as time management, conflict resolution, and interview techniques. These additional skills contribute to the graduates' overall preparedness for the workforce.

Lisa Kircik, Nurse Manager at Atrium Health Levine Children's Primary Care, discussed the significance of MAs and the challenges faced due to ongoing shortages in the healthcare workforce. With oversight for 35 pediatric primary care practices, Kircik hires a range of healthcare professionals, including CMAs, RMAs, LPNs, and RNs.

The impact of MA shortages is already evident to Kircik, who took proactive measures by requesting data from her organization's HR department regarding the number of MAs applying for open positions. Kircik anticipates, "that there are 16 candidates for these 15 positions." Kircik continued saying, "I think it's really, a really tight market right now." She acknowledges the challenges posed by the current shortage of MAs, further emphasizing the need for qualified professionals in the healthcare industry.

Working with higher education institutions is one approach to addressing the shortage. Kircik highlights the positive impact of hiring graduates from ECPI University (ECPI). According to her experience, ECPI provides a well-rounded education that prepares graduates for success in clinical settings. The organization's focus extends beyond treating pediatric patients to ensuring a positive experience for their families. Kircik has observed that ECPI grads possess extensive clinical knowledge and excel in essential soft skills. Their effective communication within the healthcare team and understanding of patient choice contribute to the organization's reputation for delivering exceptional care. Upon joining the clinic, ECPI

“Every time I send them [CHCP students] to the practice managers, they all love them. I always hear feedback on how great the interviews go, and not just the interviews, but once they get to the clinics, they are ready. They know all the basics. They get all the life skills that are taught that sometimes are not taught at other schools.”

-Ryan Lester, Talent Acquisition Specialist, Pediatric Associates

graduates bring these valuable qualities, benefiting both patients and the entire healthcare team.

As the shortage of MAs continues to pose challenges for healthcare providers, it is essential to recognize the evolving roles that MAs are taking on. These dedicated professionals are expanding their scope of practice, assuming additional responsibilities, and adapting to modern technologies and healthcare practices. By embracing these evolving roles, MAs are playing a crucial role in bridging the gap created by the shortage and contributing to the overall delivery of quality patient care.

“Kircik highlights the positive impact of hiring graduates from ECPI. According to her experience, ECPI provides a well-rounded education that prepares graduates for success in clinical settings.”

-Lisa Kircik, Nurse Manager,  
Atrium Health Levine Children's  
Primary Care

**A HIGHER GRADE OF ACCOUNTANTS**

Experienced and trusted since 1975, McClintock & Associates is the ideal partner for meeting your Financial Aid audit, Financial Statement audit and Tax Service needs in the postsecondary education sector.

 **MCCLINTOCK & ASSOCIATES**

T 412.257.5980 | 1370 Washington Pike | Bridgeville, PA 15017

[www.mcclintockcpa.com](http://www.mcclintockcpa.com)

**ALMICH & ASSOCIATES**  
Certified Public Accounting and Business Services

We believe that providing value to our clients is the only way to conduct business. We do this by building a foundation of trust with each client and by fulfilling their unique business and personal needs. We also take great pride in offering large firm expertise, without the large firm fees.



**Our Services**

- ★ Financial Statement Audits
- ★ Student Financial Aid Compliance Audits
- ★ Single Audits
- ★ Tax Consulting, Compliance and Representation
- ★ Transaction Advisory Services
- ★ Merger and Acquisition Due Diligence
- ★ Employee Benefit Plan Audits
- ★ 90/10 Planning and Calculation
- ★ Composite Score Planning and Calculation
- ★ Website Disclosure Review
- ★ eZ-Audit Filing Assistance
- ★ Gainful Employment Evaluation & Surveys



(949) 600-7550 | [info@almichcpa.com](mailto:info@almichcpa.com) | [almichcpa.com](http://almichcpa.com)

## The Evolving Role of Medical Assistants

MAs are increasingly taking on diverse roles and responsibilities in the healthcare industry, including managing dialysis procedures, ensuring patients receive proper treatment and monitoring their well-being. MAs are also involved in performing fiber scans to aid in the diagnosis and treatment of various medical conditions. Another area where MAs contribute is in bone densitometry. They are even involved in DNA gene testing work, assisting with genetic research and analysis. Furthermore, MAs are involved in mental health, working alongside healthcare professionals to provide support, administer medications, and assist in therapy sessions. Some unique job opportunities for MAs, include assisting with aesthetic procedures, providing health coaching, supporting telemedicine consultations, working in medical cannabis settings, or serving in mobile health units. These expanding roles demonstrate the versatility and adaptability of MAs in meeting the evolving needs of the healthcare field.

Jessica Morgan, the District Manager for Texas at GeneID Lab, sheds light on the crucial role MAs play in their organization. GeneID Lab specializes in providing advanced genetic testing services. To ensure a seamless integration of their services into existing healthcare workflows, GeneID Lab seeks MAs from institutions such as CHCP.

GeneID Lab offers a range of genetic testing options. They provide Non-Invasive Prenatal Testing (NIPT), which detects chromosomal abnormalities in the fetus through a simple blood draw from the expectant mother at 10 weeks' gestation. In addition to the NIPT, GeneID Lab offers three cancer mutation tests, which are relevant for patients with a personal or family history of cancer. Another test focuses on identifying carrier status for recessive diseases that could be passed down to children. Lastly, GeneID Lab conducts pharmacogenetic testing, which determines how patients metabolize medications based on their genetic makeup, helping physicians personalize treatment plans.

Morgan explains that MAs at GeneID must be personable and friendly while ensuring patient comfort, explaining all the tests, performing the screening process, accurately collecting samples, and correctly handling the necessary lab procedures, which are integral aspects of this multifaceted role. Although it differs slightly from the typical MA position, it is crucial to find individuals who possess either valuable experience or the necessary knowledge to fulfill these responsibilities effectively.

The shortage of MAs in the healthcare industry would significantly impact GeneID Lab's operations. Morgan noted that since the onset of the COVID-19 pandemic, there has already been a noticeable change in the pool of candidates available. Without MAs, the organization

would face difficulties and challenges in maintaining the desired level of expertise and efficiency. Therefore, a shortage of MAs would undoubtedly have a significant impact on their operations.

The crucial and evolving role of MAs in healthcare cannot be overstated. With their diverse skill set and ability to adapt to changing healthcare needs, MAs play a vital part in ensuring the smooth functioning of medical facilities. However, a shortage of MAs would present significant challenges for healthcare providers, including increased workloads, longer wait times, reduced efficiency, and a potential decline in the quality of care. Proprietary institutions have been instrumental in producing well-rounded graduates who possess not only technical skills but also essential soft skills, enhancing patient experiences and improving overall care.

### Five Unique Job Opportunities for Medical Assistants

1. **Medical Spa Assistant** - Assisting with aesthetic procedures and providing patient care. (Source: The American Med Spa Association)
2. **Health Coach** - Providing guidance and support to patients in areas such as nutrition, exercise, and lifestyle. (Source: National Society of Health Coaches)
3. **Telemedicine Assistant** - Providing virtual patient support, assisting with telehealth consultations, and managing electronic health records. (Source: American Telemedicine Association)
4. **Medical Cannabis Assistant** - In states where medical cannabis is legal, MAs can work in dispensaries or medical cannabis clinics. (Source: Medical Cannabis Clinicians Society)
5. **Mobile Health Unit Assistant** - Work in mobile health units, providing healthcare services to underserved communities or remote areas. (Source: Health Resources and Services Administration)

## The Critical Role of Proprietary Career Schools in Producing 58% of Medical Assistants

Proprietary career schools are key players in the field of MA education, contributing significantly to the healthcare workforce. Their substantial role in producing MAs cannot be overlooked, as they account for 58% of graduates earning MA certificates and associate degrees.<sup>1</sup>

The healthcare industry has been experiencing a surge in demand for qualified MAs due to factors such as an aging population, increased access to healthcare, and advancements in medical technology. Proprietary career schools have stepped up to address this need by offering comprehensive MA programs that equip students with the necessary knowledge and skills to excel in the field.

In addition to their significant contribution to the overall number of MA graduates, proprietary career institutions have played a crucial role in promoting diversity within the medical assisting field. In 2021, 71% of all Black and African American graduates and 72% of all Hispanic graduates in the medical assisting field came from proprietary career schools.<sup>2</sup> These numbers underscore the importance of proprietary career schools in creating opportunities for people of color to enter and thrive in healthcare professions.

One of the distinct advantages of proprietary career

schools is their ability to provide flexible and accessible education. Many working professionals and individuals with other obligations find it challenging to pursue a traditional four-year degree program. Proprietary career schools often offer flexible scheduling, accelerated programs, and online learning options, making education more attainable for those who require flexibility in their studies. This accessibility allows aspiring MAs to balance their education with work or personal commitments.

Proprietary career schools understand the importance of offering industry-relevant curricula that prepare students for the realities of the MA profession. These schools actively collaborate with healthcare professionals, accreditors, states, credentialing agencies, employers, and other industry experts to develop programs that align with the needs of the healthcare sector. By incorporating hands-on training, clinical rotations, and up-to-date coursework, proprietary career schools ensure that their graduates possess the practical skills and knowledge required to excel as MAs from day one.

In addition to providing quality education, proprietary career schools often have robust career placement support services. These services play a vital role in connecting graduates with employment opportunities in the healthcare industry. By maintaining partnerships with local healthcare providers, hospitals, and medical facilities, proprietary career schools facilitate externship

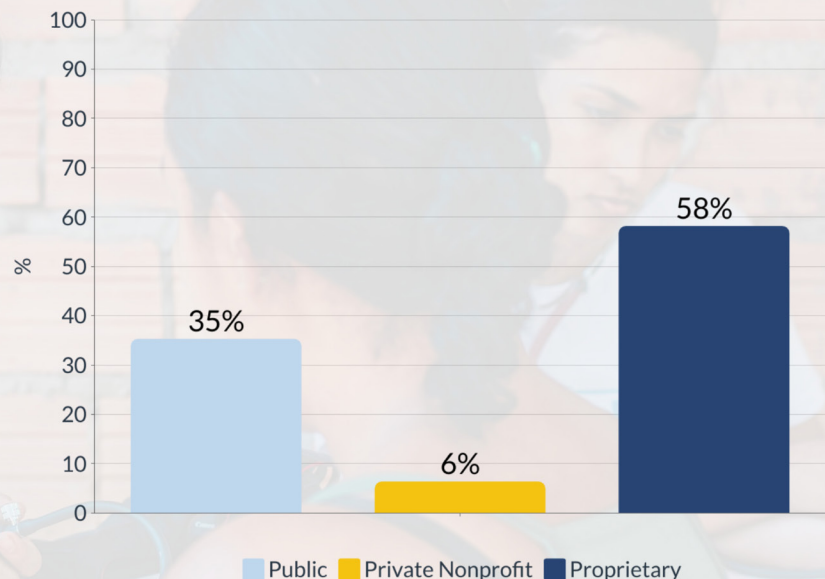
1. IPEDS 2021 survey report of completions. Awards/degrees conferred by program (6-digit CIP code), award level, race/ethnicity, and gender: July 1, 2020, to June 30, 2021

2. Ibid.

### Medical Assistant Certificate and Associate Degree Graduates by Sector, 2021

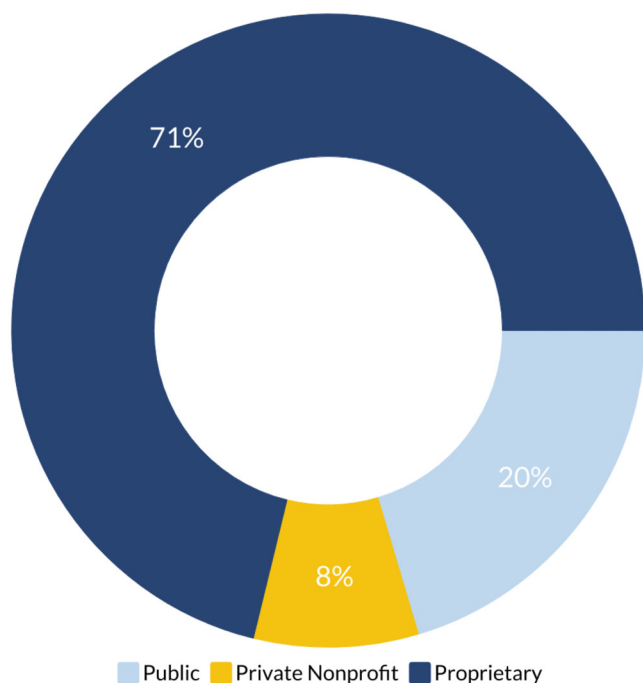


**58% of Medical Assistant Graduates Come from Proprietary Career Schools**

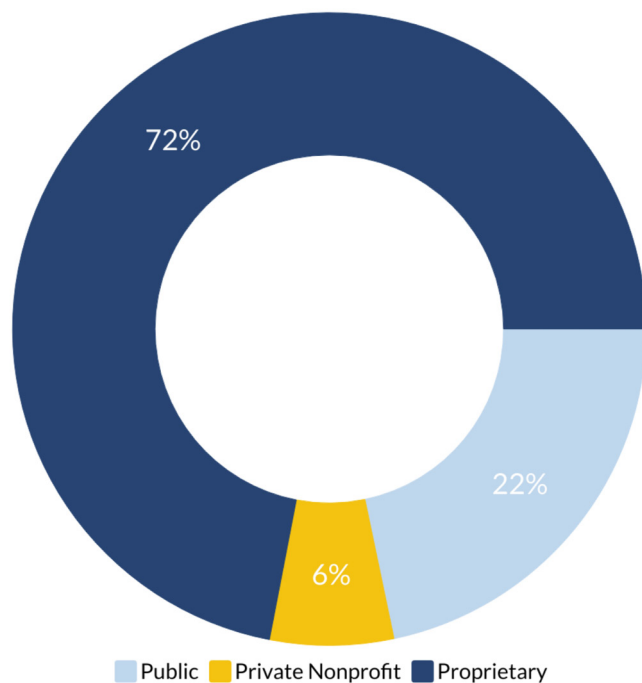


Source: IPEDS 2021 survey report of completions. Awards/degrees conferred by program (6-digit CIP code), award level, race/ethnicity, and gender: July 1, 2020 to June 30, 2021

## Percentage of Black and African American Medical Assistant Graduates by Sector, 2021



## Percentage of Hispanic Medical Assistant Graduates by Sector, 2021



Source: IPEDS 2021 survey report of completions. Awards/degrees conferred by program (6-digit CIP code), award level, race/ethnicity, and gender: July 1, 2020 to June 30, 2021

opportunities, job placements, and networking events. This comprehensive support system enhances the employability of their graduates, fostering a seamless transition into the workforce.

Students attending proprietary career schools often find themselves in a situation where they have attempted other forms of higher education that ultimately did not prove successful for them. These individuals may have explored traditional universities or community colleges but encountered challenges that hindered their progress. Issues such as rigid scheduling, limited program offerings, or a lack of personalized attention may have impeded their ability to thrive in those environments. These students seek educational opportunities that align with their goals and offer practical skills that can directly benefit their careers, and proprietary career schools often cater to these needs, giving them a chance to succeed and achieve their aspirations.

The significant role played by proprietary career schools in producing 58% of MAs cannot be downplayed. Through their flexible education options, industry-relevant curricula, career placement support, and commitment to diversity, these schools have become essential contributors to the healthcare workforce. Their focus on meeting the demands of the healthcare industry ensures a steady supply of skilled MAs who play a vital role in delivering quality patient care. As we recognize the critical role of proprietary career schools, it is crucial to continue supporting their efforts in preparing the next generation of MAs and meeting the evolving healthcare needs of our society.

# QUALITY LEADS FOR GREAT ENROLLMENTS

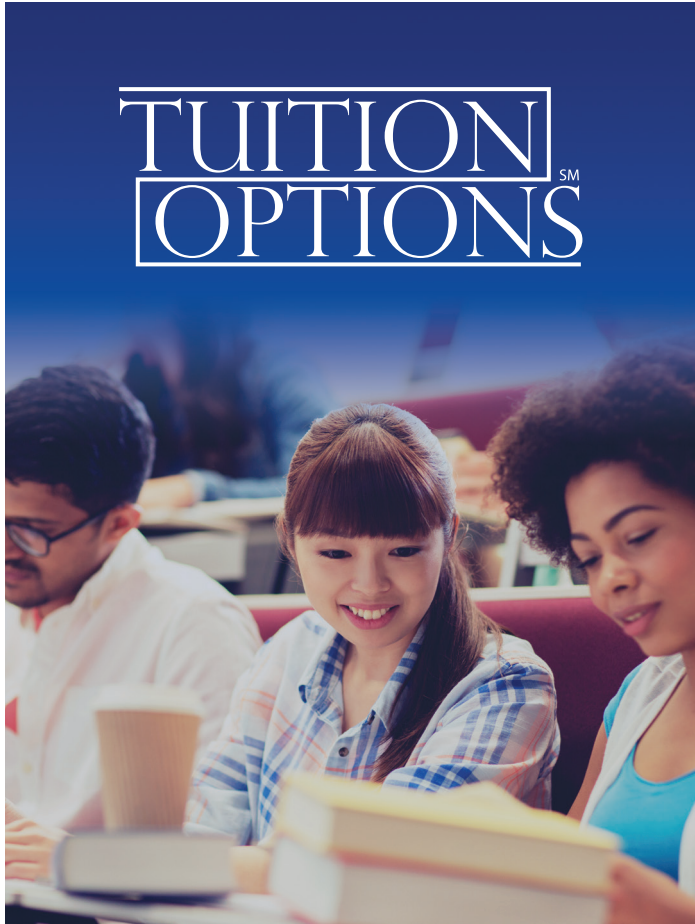
## GO WITH GRAGG WE GOT THIS

Starts are the name of the game in EDU marketing. And that's what you get with Gragg. We're a team of full-service experts who will make sure you're getting seen by the right people, at the right time, to get the right results. **See what we mean.**

**VISIT GRAGGADV.COM  
OR CALL 816.931.0050**

**EXPECTATIONS EXCEEDED**





Helping schools make  
tuition payments affordable  
for students

Learn more about Tuition Options'  
proprietary servicing platform and  
customized solutions for schools.

Learn more at  
[www.tuitionoptions.com/CER](http://www.tuitionoptions.com/CER)



**IMPROVE  
ADMISSIONS &  
COMPLIANCE  
PERFORMANCE**

Norton Norris is the leading provider of  
award-winning, compliant, and proven  
solutions including:

- **Mystery Shopping**
- **Faculty and Staff Training**
- **EnrollMatch® Admissions Training**
- **Leadership Development and Training**
- **24/7 Student Advising with  
MyGuidance Coach®**



[info@nortonnorris.com](mailto:info@nortonnorris.com)



**Public-Private  
Partnership Addresses  
Healthcare Workforce  
Needs in San Antonio**

In response to the economic impact of the COVID-19 pandemic, the City of San Antonio, Texas, initiated the Train for Jobs SA (TFJSA) program in the fall of 2020. TFJSA aimed to assist unemployed and underemployed residents in retraining for high-demand careers. With San Antonio serving as a healthcare hub with numerous unfilled medical assistant (MA) positions, Alamo Colleges District (ACD) recognized the need for expanded MA training beyond its own program. Through a public-private partnership with The College of Health Care Professions (CHCP), ACD created a successful model for collaborative higher education institutions to deliver outstanding workforce development and student outcomes.

One key objective of the partnership was serving traditionally under-resourced populations, including first-generation students and students of color who had limited postsecondary education. San Antonio has a significant percentage of adults without a high school diploma, making the program crucial for providing opportunities to these individuals.

Backed by a research study conducted by Rice University, CHCP has a well-established track record of serving underserved communities, as demonstrated by the substantial economic impact on Hispanic graduates. The study revealed that completing a degree or certificate at CHCP resulted in significant income gains, with certificate holders experiencing an average increase of \$17,479 in annual earnings and associate degree holders earning \$31,021 more compared to their pre-CHCP graduation income levels.

Notably, the partnership graduated 100% of the students in the pilot study cohort and secured MA job offers for each graduate, all at zero cost to the students. Adult learners were able to pursue a credential and become nationally certified while accommodating their personal circumstances and family responsibilities.

The collaboration between ACD and CHCP contributed to workforce development by creating more industry-credentialed talent for entry-level healthcare positions. The TFJSA program required residents to apply and then placed them in short- and long-term training programs tied to marketable skills and occupations. The demand for the MA certificate program exceeded the capacity of ACD, leading Dr. Sammi Morrill, Associate Vice Chancellor for Economic and Workforce Development at ACD, to partner with CHCP. CHCP's strong track record in graduating students and placing them in jobs made it an ideal partner for this initiative.

A suite of wraparound services was offered by the partnership to support students throughout their journey. This included a clear student support structure, holistic services encompassing academic and wellness support, and interventions to address attendance issues and ensure retention. CHCP's program director held

regular communication with ACD case managers to monitor students' progress and performance, ensuring a collaborative approach to student success.

Achieving remarkable results, all 10 students in the cohort completed their externships, received their nationally certified MA credentials, and secured full-time job offers from their externship companies. Graduates experienced improved career opportunities, economic stability, and the potential for further education at CHCP. The successful collaboration between CHCP and ACD serves as a model for other institutions, workforce development boards, and employers aiming to meet the demand for skilled healthcare professionals while offering comprehensive support to adult learners.

In San Antonio, the partnership between CHCP and ACD exemplifies how higher education institutions can collaborate to address workforce needs and provide valuable opportunities for individuals seeking career advancement. By leveraging each institution's strengths and offering flexible options for adult learners, the partnership successfully upskilled residents, filled MA

### **The partnership made a significant impact by:**

- Catering to students from traditionally underserved populations, including first-generation and students of color, who are adult learners with limited or no prior postsecondary education. In San Antonio, 15.7% of the population aged 25 and above lack a high school diploma (or equivalent).
- Achieving a 100% graduation rate for the students in the pilot study cohort and securing job offers as MAs for each graduate, all without imposing any financial burden on the students.
- Empowering adult learners to pursue a credential and attain national certification through a program specifically designed to support their unique circumstances and family responsibilities.
- Enhancing workforce development by fostering the creation of more industry-credentialed talent for entry-level healthcare positions.

positions, and contributed to the overall well-being of the community. This innovative and student-centric approach sets a promising example for institutions, employers, and workforce development entities looking to bridge the skills gap and create positive economic outcomes.

#### **Resource**

Stronger Together: How Two Colleges Enabled Adult Learners to Get High-Demand Healthcare Jobs  
<https://www.chcp.edu/new%20pdf/Stronger%20>

Together%20How%20Two%20Colleges%20Enabled%20Adult%20Learners%20to%20Get%20High-Demand%20Healthcare%20Jobs.pdf

Ekmekei, Ph.D., Odemis, A. (2021). *The College of Health Care Professions: Impact Study on Hispanic Students*. Rice University (available at: [https://rusmp.rice.edu/sites/g/files/bxs3761/files/2021-10/Ekmekei%26Odemis\\_2021-CHCP-Study\\_FINAL.pdf](https://rusmp.rice.edu/sites/g/files/bxs3761/files/2021-10/Ekmekei%26Odemis_2021-CHCP-Study_FINAL.pdf))

## **Five Important Findings from a 2021 Rice University Study Titled *The College of Health Care Professions: Impact Study on Hispanic Students***

The data set for CHCP programs between January 2012 and December 2018 included a total of 6,398 Hispanic students. Here are some key findings from the study:

1. The overall graduation rate for Hispanic students admitted to CHCP programs during this period was 78%.
2. Approximately 80% of CHCP graduates, including first-generation college graduates, found employment in their field of study.
3. On average, certificate program graduates experienced a \$17,479 increase in annual earnings.
4. Associate program graduates saw an average increase of \$31,021 in annual earnings.
5. Both certificate and associate program graduates experienced a significant rise in annual earnings, with post-graduation earnings reaching 300% of their pre-college earnings.

Source: Ekmekei, Ph.D., Odemis, A. (2021). *The College of Health Care Professions: Impact Study on Hispanic Students*. Rice University (available at: [https://rusmp.rice.edu/sites/g/files/bxs3761/files/2021-10/Ekmekei%26Odemis\\_2021-CHCP-Study\\_FINAL.pdf](https://rusmp.rice.edu/sites/g/files/bxs3761/files/2021-10/Ekmekei%26Odemis_2021-CHCP-Study_FINAL.pdf))

Enrollment  
Resources

VirtualAdviser

# The Hidden Motivations of Prospective Students

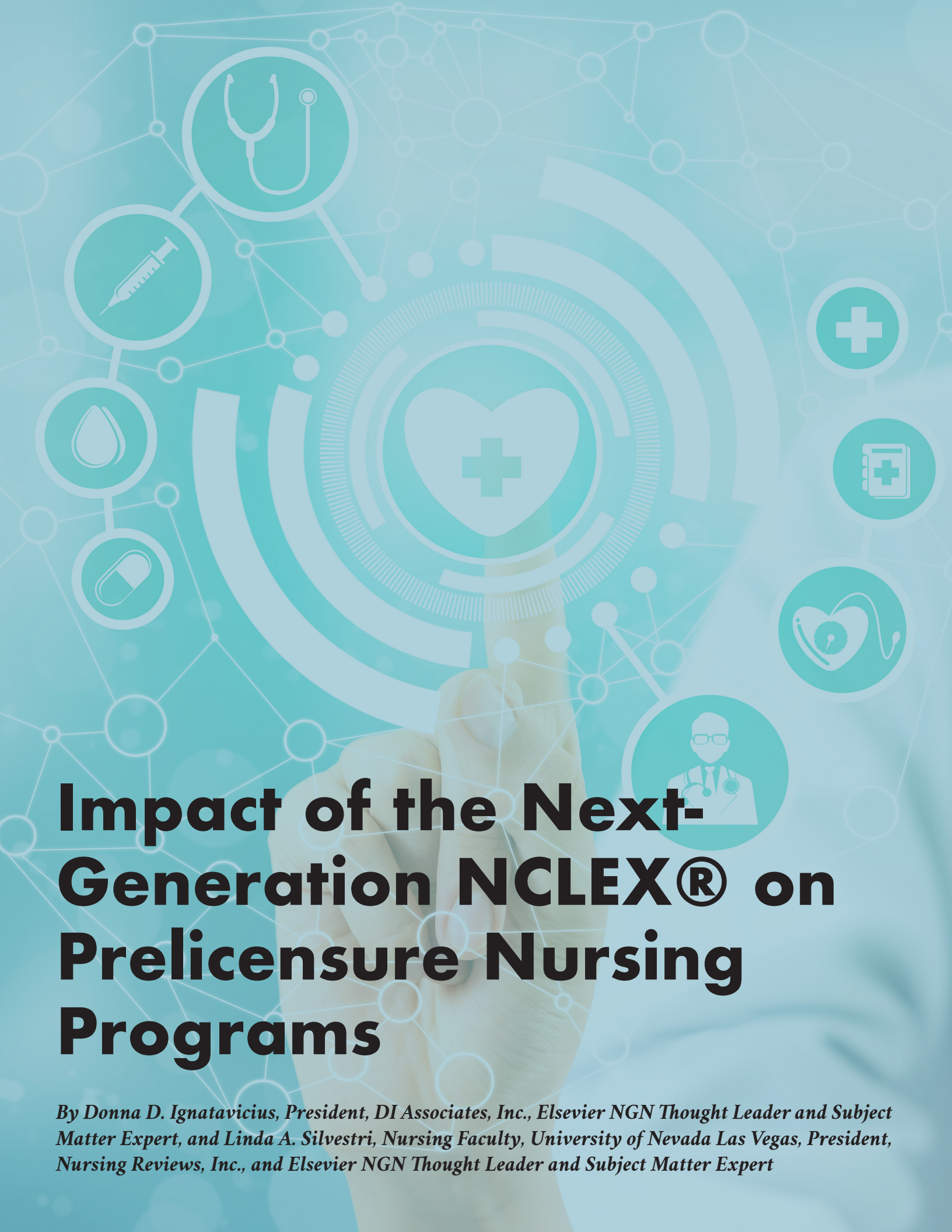
250,000 Career Education Prospects Reveal  
The Underlying Influences That Guide  
Their Buying Decisions

Get The Free Report Today!



[enrollmentresources.com/motivations](https://enrollmentresources.com/motivations)





# Impact of the Next- Generation NCLEX® on Prelicensure Nursing Programs

*By Donna D. Ignatavicius, President, DI Associates, Inc., Elsevier NGN Thought Leader and Subject Matter Expert, and Linda A. Silvestri, Nursing Faculty, University of Nevada Las Vegas, President, Nursing Reviews, Inc., and Elsevier NGN Thought Leader and Subject Matter Expert*

Graduates of registered nursing (RN) and practical/vocational nursing (LPN/LVN) programs are required to take the new licensure examination known as the Next-Generation NCLEX® (NGN), which was implemented on April 1, 2023. Like the previous NCLEX®, the NGN was designed by the National Council of State Boards of Nursing (NCSBN) to protect the public by ensuring new graduates have minimum safety competencies for entry into practice. In addition, the new NGN assesses the beginning ability of graduates to make sound clinical judgments for complex patients in an increasingly dynamic healthcare system. This article describes the major implications of the NGN on nursing programs, including potential financial impact.

### **Integrate Clinical Judgment into Nursing Curriculum**

Both RNs and LPNs/LVNs are faced with situations in which patients experience medical complications and clinical deterioration. All nurses, including new graduates, must be able to care for these patients competently and safely. According to the latest “Nursing Scope and Standards of Practice,” patient safety is the “condition of preventing harm or other undesirable outcomes” (American Nurses Association, 2021, p. 41). Current nursing research demonstrates that new graduates lack basic clinical judgment skills, resulting in patient errors and adverse outcomes, including death.

Clinical judgment is defined as “the observed outcome of critical thinking and decision-making. It is an iterative process that uses nursing knowledge to observe and assess presenting situations, identify a prioritized [patient] concern, and generate the best possible evidence-based solutions in order to deliver safe [patient] care” (NCSBN, 2023, p. 4). Academic nurse educators need to introduce the concept of clinical judgment in the first RN/LPN/LVN semester and assist students in developing clinical judgment skills throughout the entire program for practice and NGN readiness.

Most nurse educators currently emphasize the nursing process as the gold standard for decision-making because learning resources have been based on this 60+-year-old basic process. However, to be prepared for the NGN, educators need to select current textbooks and other learning resources that use clinical judgment as the framework for nursing practice. Nursing faculty may need professional development on how to integrate clinical judgment into their nursing curriculum, particularly if they are inexperienced educators.

### **Decrease Curricular Content**

Nurse educators often struggle with adding or integrating new concepts into their curriculum due to perceived lack of time to teach them. Current topics need to be integrated, such as clinical judgment, health equity, and care of patients from vulnerable populations,

including the unhoused, veterans, and physically and/or mentally disabled. Educators are obligated to balance curricular topics by deleting outdated and irrelevant content because content saturation leads to multiple lectures by educators and memorization by learners.

Although knowledge is needed to make safe, appropriate clinical judgments, having nursing knowledge does not guarantee that nurses can make sound judgments. Many educators rely on nursing textbooks to develop their curriculum rather than their experience and expertise. Although textbooks are vital learning resources, they often contain a vast amount of information. Educators should select the most important content and help students prioritize what they need to know to provide safe, high-quality patient care.

To determine the essential “need-to-know” curricular content for prelicensure nursing programs, the 2023 NCLEX-RN® and NCLEX-PN® Test Plans, available on [www.ncsbn.org](http://www.ncsbn.org), provide comprehensive lists of nursing competencies based on actual nursing practice of novice nurses. Essential curricular content should be focused on ensuring or maintaining patient safety. Mapping nursing curriculum to the appropriate NCLEX® Test Plan helps to emphasize the most important content nurses need for entry into practice as beginning practitioners. Nursing curricular topics should also align with other contemporary nursing standards, guidelines, and competencies published by nursing practice and educational organizations.

### **Increase Active Learning**

Clinical judgment requires thinking skills that must be practiced over time to gain confidence and expertise. Therefore, lecture time in class or online needs to be reduced and replaced with “thinking time.” Even though students are given textbook reading assignments before class, nurse educators often review the content of the readings using lecture and multiple PowerPoint slides. This teaching modality may be comfortable for educators but discourages students from preparing for class. Lectures are also passive and do not engage most students in the learning process.

Instead of multiple hours of lecture, nurse educators need to spend a majority of their didactic instruction time using active learning strategies that help students (1) gain, reinforce, and/or retrieve essential knowledge and (2) develop clinical judgment cognitive (thinking) skills. Examples of active learning strategies include games (for knowledge acquisition and retrieval) and case studies (for developing clinical judgment skills). An excellent nursing faculty resource for transitioning to active learning is the “NGN Faculty Resource Manual” (Ignatavicius & Silvestri, 2023).

Educators may need professional development to help move to a scrambled classroom, which combines active

learning strategies with short lecture bursts to summarize, highlight, and clarify content. Many conferences and webinars are available for faculty to network and learn the most current teaching/learning modalities, including the increased use of technology in the classroom.

### **Increase High-Fidelity Simulation**

In practice, nurses use their professional knowledge and clinical experience to recognize subtle changes in patients' conditions, interpret what these changes mean, and decide how to provide nursing care to prevent clinical deterioration. High-fidelity simulation (HFS) is commonly used for students to apply knowledge to analyze these patient changes, reason situations analytically, and develop clinical judgment through the integration of critical thinking and clinical reasoning. HFS imitates clinical practice through standardized patients or high-fidelity mannequins that simulate actual patients. Low- or mid-fidelity simulation is appropriate for learning clinical skills but does not help students develop the thinking skills needed to make sound judgments. Therefore, nursing programs need to begin or increase the integration of HFS throughout the curriculum. This initiative has a financial impact on programs that have not embraced the value of HFS because high-fidelity mannequins are expensive and need frequent maintenance and updating. A simulation coordinator and professional development for nursing faculty are also important to ensure the implementation of best practices that meet established standards for HFS.

### **Develop and Administer NGN Test Items**

The Next-Generation NCLEX-RN® and NCLEX-PN® consists of test item types administered before April 1, 2023, plus more than a dozen new test item types that are either part of Unfolding Case Studies or Stand-Alone items. NGN items should be practiced in the classroom, online, clinical post-conference, or laboratory setting before students are required to answer them for scoring credit. Nurse educators may need professional development to learn how to create these items, which can be very time-consuming. A handful of computer programs for developing test items are available to assist in writing NGN items.

Some nursing programs continue to administer paper-and-pencil testing, which is very cumbersome when integrating new NGN item types. NGN items are much easier to develop, read, administer, and score using an online platform or program. In some cases,

learning management system companies have added this testing feature. Institutional technology and instructional design experts may be able to build templates that can be used for test item development. Regardless of electronic platform, educational institutions will need to make a substantial financial investment in preparing both faculty and students for the NGN.

### **Summary**

The Next-Generation NCLEX® (NGN) is the new nursing licensure examination that measures the beginning ability of graduates to make sound clinical judgments for a variety of patients across the lifespan. This new exam has major implications for nursing programs and higher education institutions, including a potentially large financial impact as summarized in Table 1.

**Table 1. NGN Implications with Potential Financial Impact**

<b>NGN Implication</b>	<b>Potential Financial Impact</b>
<b>Integrate clinical judgment into nursing curriculum</b>	<ul style="list-style-type: none"> <li>• Professional development for nursing faculty</li> <li>• Selection of textbooks and other learning resources focused on clinical judgment</li> </ul>
<b>Decrease content in curriculum</b>	<ul style="list-style-type: none"> <li>• Additional time and resources for nursing faculty to map and desaturate curriculum</li> </ul>
<b>Increase active learning</b>	<ul style="list-style-type: none"> <li>• Professional development for nursing faculty</li> <li>• Time and support for making transition from lecture to active learning</li> </ul>
<b>Increase high-fidelity simulation</b>	<ul style="list-style-type: none"> <li>• Hiring of high-fidelity simulation coordinator</li> <li>• Purchase and maintenance of adequate high-fidelity simulators</li> <li>• Professional development for nursing faculty</li> </ul>
<b>Develop and administer NGN test items</b>	<ul style="list-style-type: none"> <li>• Professional development for nursing faculty</li> <li>• Purchase or development of computerized testing platform or program</li> </ul>

## References

American Nurses Association (ANA). (2021). *Nursing scope and standards of practice*. (4th Ed.). Silver Spring, MD: ANA.

Ignatavicius, D.D. & Silvestri, L. (2023). *Preparing for the Next-Generation NCLEX® faculty resource manual: A "how-to," step-by-step guide*. <https://evolve.elsevier.com/education/expertise/next-generation-nclex/ngn-faculty-resource-manual/#article-anchor-bottom>

National Council of State Boards of Nursing (NCSBN). (2023). *Next-Generation NCLEX®. NCLEX-RN® Test Plan*. Chicago, IL: NCSBN.



**Donna Ignatavicius,**

affectionately referred to as "Iggy," is a well-known author of multiple nursing textbooks, including the leading "Medical-Surgical Nursing: Concepts for Interprofessional Collaborative Care and

Developing Clinical Judgment for

Professional Nursing and the Next-Generation NCLEX-RN®." New editions of both books will be published in late 2023. She is also the author of "Developing Clinical Judgment for Practical/Vocational Nursing and the Next-Generation NCLEX-PN®." Additionally, Iggy is a co-author with Dr. Silvestri on the recently published "Strategies for Student Success on the Next-Generation NCLEX®" Examination. As President and owner of DI Associates, Inc., she is a national and international nursing educational consultant and speaker who provides professional development for nursing faculty. Founder of the *Boot Camp for Nurse Educators®*, Iggy is committed to educating nursing faculty to become excellent learning facilitators.

Iggy also serves as an Elsevier consultant, thought leader, and subject matter expert for the Next-Generation NCLEX®. In 2007, she was inducted as a fellow into the NLN Academy of Nursing Education and in 2021 was inducted as a fellow into the Academy of Associate Degree Nursing. Iggy is currently certified as an Academic Nurse Educator® and as an Academic Clinical Nurse Educator®.

### Contact information

Email: [donna@diassociates.com](mailto:donna@diassociates.com)



**Linda Silvestri** is a well-known nurse educator, entrepreneur, and philanthropist whose professional aspirations focus on assisting nursing students to become successful. Dr. Silvestri is currently a nursing instructor for

undergraduate and graduate courses

at the University of Nevada, Las Vegas (UNLV). She earned her PhD in Nursing from UNLV and conducted research on self-efficacy and the predictors of NCLEX® success. Her research findings are published in the "Journal of Nursing Education and Practice." Dr. Silvestri has received several awards and honors. In 2019, she was inducted as a Fellow in the American Academy of Nursing. In 2012, she received the UNLV School of Nursing, Alumna of the Year Award. In 2010, she received the School of Nursing Certificate of Recognition for the Outstanding PhD Student. Dr. Silvestri is a member of the Honor Society of Nursing, Sigma Theta Tau International, Phi Kappa Phi, the Western Institute of Nursing, the Golden Key International Honour Society, the National League for Nursing, the American Nurses Association, and the American Academy of Nursing.

Dr. Silvestri is a successful Elsevier author of numerous bestselling NCLEX® preparation and review resources on national and international levels. She also serves as an Elsevier consultant, thought leader, and subject matter expert for the Next-Generation NCLEX® and has presented numerous webinars to nursing students and graduates on NCLEX® preparation and success and to nursing faculty on preparing students for the Next-Generation NCLEX®. Dr. Silvestri is passionate about student success and assisting nursing students to achieve their professional goals. She is the President and Owner of Nursing Reviews, Inc., a company dedicated to helping nursing graduates achieve their goals of becoming licensed nurses.

### Contact information

Email: [nursingreviewsinc@gmail.com](mailto:nursingreviewsinc@gmail.com)

# Supplier Directory

## **Almich & Associates**

**Contact:** Ryan Malouf, Audit Partner

**Phone:** 949-600-7550

**Email:** [ryan@almichcpa.com](mailto:ryan@almichcpa.com)

**Website:** [www.almichcpa.com](http://www.almichcpa.com)

**Category:** *Accountants*

Focused on the specific financial and compliance needs of organizations involved in postsecondary education, Almich & Associates proudly serves for-profit and non-profit institutions nationwide. Our services include annual financial and SFA compliance audits, Single Audits, DOE attestations, merger and acquisition diligence and a full range of tax services.

## **Ambassador Education Solutions**

**Contact:** Steven M. Blicht, Chief Executive Officer

**Phone:** 800-431-8913

**Email:** [info@ambassadored.com](mailto:info@ambassadored.com)

**Website:** [www.ambassadored.com](http://www.ambassadored.com)

**Categories:** *Education & Training Materials, Software & Computer Services*

From print and digital to inclusive access, OER and more, Ambassador simplifies course materials adoption, management and delivery. Integrated with leading SIS, LMS, Financial Systems, eBook Readers, Publishers and Ambassador's Digital Content Platform, we connect students with course materials, driving down costs and improving outcomes. With Ambassador, course materials are simple, effective and affordable.

## **Anthology**

**Website:** <https://www.anthology.com/>

**Categories:** *Administrative Services, Information Technology Solutions*

Anthology offers the largest EdTech ecosystem on a global scale, supporting over 150 million users in 80 countries. The company's mission is to provide dynamic, data-informed experiences to the global education community so that learners and educators can achieve their goals.

## **Becker Media**

**Contact:** Brent Davis

**Phone:** 510-919-8807

**Email:** [bdavis@beckermedia.net](mailto:bdavis@beckermedia.net)

**Website:** [www.beckermedia.net](http://www.beckermedia.net)

**Categories:** *Advertising & Marketing Services, Internet Services*

Becker Media is a full-service marketing agency that specializes in marketing for higher education. We offer a full range of digital media services including pay-per-click, social media and SEO. We also provide all traditional media services including TV, Radio, and out-of-home. Becker Media has offices in Oakland, CA, Baltimore, MD, Long Island, NY and Santa Ana, CA.

## **Ed-Exec, Inc.**

**Contact:** Vincent Scaramuzzo, President

**Phone:** 860-781-7641

**Email:** [vincent@ed-exec.com](mailto:vincent@ed-exec.com)

**Website:** [www.ed-exec.com](http://www.ed-exec.com)

**Category:** *Education Search & Selection Services*

Ed-Exec, Inc. is a boutique Education Search Firm that gives you more. Candidates you never dreamed existed, Game Changing Hires, Unprecedented Transparency. In doing so, we consistently outperform traditional search firms by making search smarter and significantly faster.

## **EducationDynamics**

**Contact:** Tracy Kreikemeier, Chief Relationship Officer

**Phone:** 201-377-3000

**Email:** [tkreikemeier@educationdynamics.com](mailto:tkreikemeier@educationdynamics.com)

**Website:** <https://educationdynamics.com>

**Category:** *Advertising & Marketing Services*

EducationDynamics is the higher education leader in finding high-quality prospects, at scale, who are most likely to enroll and complete their degrees. We offer a full suite of enrollment management, marketing and inquiry generation services to help your institution tap into the post-traditional and online student market.

## **Enrollment Resources**

**Contact:** Shane Sparks, President & CEO

**Phone:** 250-391-9494

**Email:** [shane@enrollmentresources.com](mailto:shane@enrollmentresources.com)

**Website:** <http://www.enrollmentresources.com/>

**Categories:** *Admissions Support, Admissions Training, Advertising & Marketing Services, Consulting, Internet Services, Mystery Shopping, Online Development*

Since 2003, Enrollment Resources has outpaced the competition with proven and reproducible Marketing and Admissions systems that represent the very best practices the industry has to offer. Their core business mission is to find the most profitable, ethical, and effective avenues of improving Enrollment Management performance for their clients.

# Supplier Directory

## **Gragg Advertising**

**Contact:** Lisa Olmedo

**Phone:** 816-931-0050

**Email:** [lolmedo@graggadv.com](mailto:lolmedo@graggadv.com)

**Website:** [www.graggadv.com](http://www.graggadv.com)

**Category:** *Advertising & Marketing Services*

GRAGG ADVERTISING is a full service, integrated marketing EDU agency with expertise in all media channels and how each media channel works with others to give you the greatest results. We have expertise in creative and brand development, traditional media, PPI, PPC, Social, SEO, Web development, referral strategies, admissions training and a host of proprietary products and services. All in-house. No outsourcing.

## **MaxKnowledge, Inc.**

**Contact:** Tarlon Moghadam, Chief Learning Officer

**Phone:** 888-626-2407

**Email:** [info@maxknowledge.com](mailto:info@maxknowledge.com)

**Website:** [www.maxknowledge.com](http://www.maxknowledge.com)

**Categories:** *Admissions Training, Faculty Training, Student Retention, Training Providers Personnel*

Employee Training and Certification For Career Education Institutions – MaxKnowledge is the leading provider of online employee training solutions for career-oriented, higher education institutions. Over 2,000 institutions use MaxKnowledge to meet the professional development needs and continuing education requirements of their faculty and staff. Completion of MaxKnowledge certified courses provides credit toward the Certified Higher Education Professional (CHEP) certification.

## **McClintock & Associates, P.C.**

**Contact:** Dave McClintock, Managing Director

**Phone:** 412-257-5980

**Email:** [dmclintock@mcclintockcpa.com](mailto:dmclintock@mcclintockcpa.com)

**Website:** [www.mcclintockcpa.com](http://www.mcclintockcpa.com)

**Categories:** *Accountants, Acquisitions/Mergers & Financing, Compliance*

McClintock & Associates is a nationally recognized accounting firm leader, serving the postsecondary education market for more than 40 years. Our clients tell us we have a degree of consideration and passion that goes beyond our accounting work – we develop long-term, personal connections and work to solve your larger business challenges.

## **Norton Norris/Reality Based Group**

**Contact:** Dr. Jean Norris, Managing Partner

**Email:** [jean@nortonnorris.com](mailto:jean@nortonnorris.com) or [info@nortonnorris.com](mailto:info@nortonnorris.com)

**Website:** [NortonNorris.com](http://NortonNorris.com)

**Categories:** *Admissions Support, Admissions Training, Compliance, Faculty/Staff Training, Leadership Training, Mystery Shopping, Student Advising*

Norton Norris (Nn) provides award-winning, compliant, and proven mystery shopping and training solutions to improve admissions and staff performance. Over the past two decades, Nn has been the go-to resource for premier mystery shopping services, the legally endorsed *EnrollMatch® Admissions Training* solution, and 24/7 student advising with *MyGuidance Coach®*. In 2022, Nn joined forces with the Reality Based Group to expand resources to meet the dynamic, growing needs of the higher education space.

## **Powers Pyles Sutter & Verville, PC**

**Contact:** Sherry Gray, Principal

**Phone:** 202-466-6550

**Email:** [Sherry.Gray@PowersLaw.com](mailto:Sherry.Gray@PowersLaw.com)

**Website:** [www.powerslaw.com](http://www.powerslaw.com)

**Category:** *Legal Service*

As a higher education law firm, Powers employs a practical, creative and collaborative approach to helping colleges and universities, vocational schools, investment firms, lenders, servicers, and others active in postsecondary education design and implement strategies to achieve their educational and operational goals in a compliant manner within a highly complex regulatory framework.

## **Tuition Options LLC**

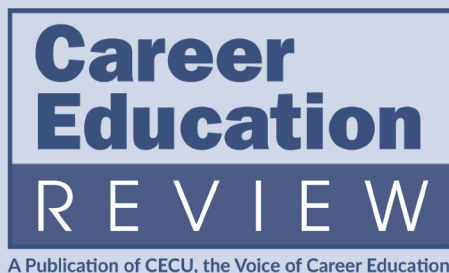
**Contact:** Tamela Butler, EVP – Administration and Compliance

**Email:** [tamela.butler@tuitionoptions.com](mailto:tamela.butler@tuitionoptions.com)

**Website:** [www.tuitionoptions.com](http://www.tuitionoptions.com)

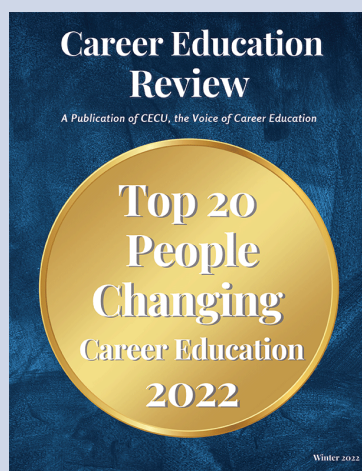
**Category:** *Financial Aid, Student Loan Services*

Tuition Options is a software provider and licensed third-party private student loan servicer. Through a compliant origination system, tailored servicing strategies, comprehensive reporting and flexible borrower repayment options, Tuition Options helps to relieve the administrative workload for schools to manage their AR which allows school administrators to remain focused on providing the best educational experience for their students.



## REACH HIGHER EDUCATION DECISION MAKERS ADVERTISE WITH CER

Career Education Review (CER), a publication of Career Education Colleges and Universities (CECU), is dedicated to providing top management, owners, sector leaders, and suppliers with the in-depth information required to operate a successful educational institution. With more than 95 years in circulation, CER is a trusted ally in the admission, retention, placement, and education of millions of prospective students every year. We serve as the daily pulse of the career education community – bringing a snapshot of the news, trends, research, and upcoming events.



### Career Education Review Readers



350+

CECU executive members receive the print issues.



1,100+

CECU campuses and affiliate members have access to online issues.



3,000+

Total distribution of print and online issues of CER

ADVERTISE WITH US!

Email Jenny Faubert at [Jenny.Faubert@career.org](mailto:Jenny.Faubert@career.org)

A black and white photograph of the Houston skyline, featuring several prominent skyscrapers. The Texas State Capitol dome is visible in the lower-left corner. The image is partially covered by a dark blue banner in the top right and a larger dark blue banner across the middle right.

**CECU** | Career Education  
Colleges and Universities

REGISTER  
TODAY!

---

# LEADERSHIP INSTITUTE

---

PIMA MEDICAL INSTITUTE  
HOUSTON, TX  
JULY 17 - 21, 2023

For more information and registration,  
visit [www.career.org/leadership-institute](http://www.career.org/leadership-institute)

Career Education Review  
1794 Allouez Ave, Ste C #225  
Green Bay, WI 54311

FIRST CLASS  
U.S. POSTAGE  
**PAID**  
GREEN BAY, WI  
PERMIT NO. 300

# Career Education REVIEW

A Publication of CECU, the Voice of Career Education

## CONTACT US

1530 Wilson Boulevard, Suite 1050  
Arlington, VA 22209



Phone: 571-970-3941  
Fax: 866-363-2181



[communications@career.org](mailto:communications@career.org)  
[www.careereducationreview.net](http://www.careereducationreview.net)  
[www.career.org](http://www.career.org)

