UCSF Career Pathway Initiative Dashboard | August 2025

The UCSF Career Pathways Initiative (Initiative), launched in 2024 to connect historically marginalized San Francisco residents to high-wage careers in healthcare. Recruitment is focused on San Francisco community members facing the most barriers to jobs in the health field. Two of the main goals include (1) closing the local income gap and (2) addressing the healthcare workforce shortage. This dashboard offers a snapshot of the progress as of July 2025

Exposure & Recruitment

Participants are recruited for enrollment in targeted training programs that align with identified workforce needs.



Enrollment & Retention

Support services such as career coaching and mitigation of barriers (e.g., transportation assistance and access to childcare) are provided to increase participation enrollment and retention.



Completion & Pathway Progression

As participants complete training, they are linked to career opportunities within the pathway.

















Overall Progress Towards Goals

Mission Bay Hub (MBH)

Goal: 1,320 students during grant period

Actual: 146 students during grant period

4-year goal progress:

August 2025 milestone

29%

Center for Science and Education Outreach (CSEO)

Goal: 200 students during grant period

Actual: **80** students during grant period

4-year goal progress:

August 2025 milestone progress:

40%

100%

Jewish Vocational Service (JVS)

Goal: 200 students during grant period

Actual: 69 students during grant period

11%

92%

4-year goal progress:

35% August 2025 milestone

progress:

progress:

Bay Area Medical Academy's (BAMA)

Goal: 200 participants during grant period

Actual: 177 participants during grant period

4-year goal progress:

89%

August 2025 milestone progress:

100%

UCSF Practice Coordinator Program



Goal:

70% completion rate



96% completion rate

4-year goal progress:

August 2025 milestone progress:

100%

100%

Goal: 80% placement rate at UCSF



Actual: **50%** placement

rate at UCSF

*Includes internships and employment

4-year goal progress:



62%

August 2025 milestone progress:

62%

Exposure & Recruitment

Partners are actively creating opportunities for community exposure and are diversifying recruitment strategies to ensure a diverse sample of San Francisco residents are encouraged to join the Initiative.

Community Outreach

Partners engage in a range of community outreach efforts to connect individuals with workforce programs and supportive services. Outreach efforts include:

- presentations to community-based organizations
- participating in job fairs and community events
- sharing information through flyers, email newsletters, social media and word of mouth
- hosting one-on-one interactions with walk-in clients or through case management
- serving as key connectors for participants
- building relationships with community partners
- providing visibility of available programs
- increasing networking opportunities with community-based organizations

Mission Bay Hub (MBH) and **Center for Science and Education Outreach (CSEO)** are primary youth recruitment partners within the initiative aiming to provide exposure experiences promoting the possibility of entry into the Initiative.

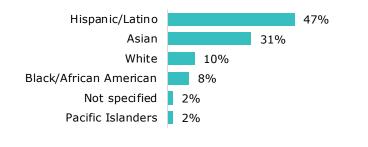
MBH has reached

146

high schoolers

97

students engaged in short term exploration or supplemental programs designed to build awareness of healthcare careers **49 students** participated in primary career pathways programs



Of the 49 students who completed MBH's primary program,



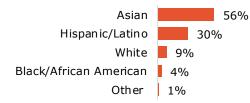
students completed internship experiences to gain hands-on exposure in professional settings:

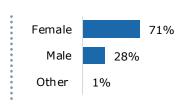
35 students at UCSF and 9 students at non-UCSF organizations

CSEO has trained

82

high schoolers





299

Community members have expressed interest in enrolling in **UCSF Radiology** Technician training since the initiative's launch which will begin accepting applications in Fall 2025 and officially launch in Summer 2026.

70% of those who expressed interest are **UCSF** staff

Enrollment & Retention

Initiative partners provide tailored services to participants based on individual needs. This eliminates barriers to participation and increases retention.

Jewish Vocational Service (JVS) Practice Coordinator Training program offers three comprehensive courses including an occupation specific course, a job search skills course, and a course on emotional intelligence/soft skills.

69

participants were enrolled in Practice Coordinator training program



75% of participants identify as women

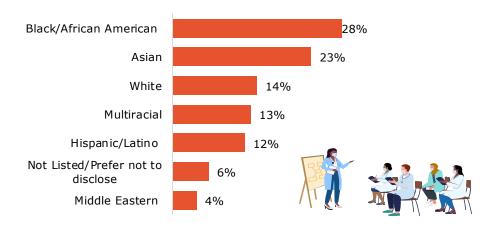


20% of participants identify as men



2% identified as genderqueer, transgender, non-binary, gender fluid, genderless, gender-free, and/or gender nonconforming or identified with more than one gender identity

1% preferred not to disclose





\$62,483 per year*

For participants who were unemployed when the program began (n=48), average income reflects earnings from their most recent job before training

*Assuming full time employment



\$48,692 per year*

For participants who were employed when the program began (n=19), average income reflects earnings from their most recent job before training

*Assuming full time employment



agreed that they **felt comfortable approaching JVS instructors/staff**when they had questions, 86% when it
directly affected their well-being or ability
to attend class or complete the training
program¹. 86% agreed that they have a
positive relationship with instructors/staff,
91% agreed they have a positive
relationship with at least one person in
their cohort, and 84% feel supported by
other learners in their cohort.

100%

of participants at JVS received support services to ensure barrier removal. Support services utilized included coaching, financial support, transportation, childcare, mental health resources, or access to professional attire.

95%

was the average attendance rate across the three courses

 $^{^1}$ Among the 32 participants from Cohorts 3 and 4 who completed a feedback survey one month after starting training and 12 participants from Cohorts 5 and 6.

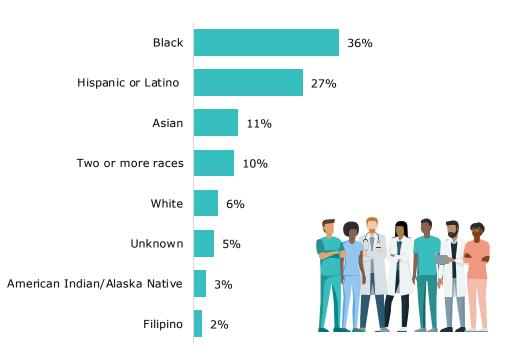
Bay Area Medical Academy's (BAMA) Medical Assistant Training Program is structured into nine distinct learning units covering key dinical and administrative competencies essential for entry-level medical assistant roles. Upon successful completion, students transition to a 200-hour clinical externship, which provides handson experience in a hospital, clinic, or laboratory environment. This practical training allows participants to apply their knowledge in real-world healthcare settings and further prepare for employment.

participants qualified for the Medical Assistant 3 in 1 Program

participants enrolled in the Medical Assistant 3 in 1 Program



This includes 154 community participants² and 23 incumbents



84% of participants identify as women





16% of participants identify as men



Participants average income at training program start

1% identify as neither female or male

1% unknown

Average course grade for Cohort 1 participants

82.6%

Average course grade for Cohort 2 participants

85.8%



of participants across the six cohorts are 93% actively progressing through the program.

106

community participants received support services from YMCA including starter kits, grocery bags, gift cards, clipper cards, parking passes, rental and utility payment support, hotspots, laptops, and mental wellness support

23

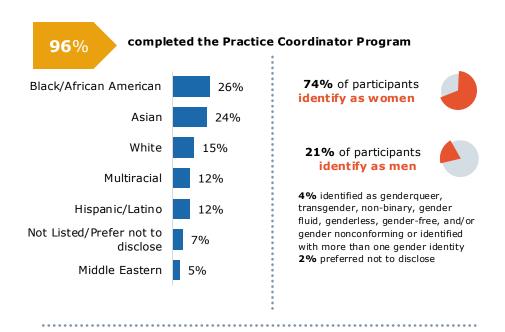
community participants received supportive services from **YCD** including transportation assistance and gift cards to purchase tablets or laptops



² Community - Unemployed or low-income individuals, immigrants, refugees, and system-impacted persons

Completion & Career Pathway Progression

Participants who enroll in training are successfully on track to complete training or have completed their program commitments. Completion varying across programs. Practice Coordinator Program requires participants to complete course work, certification, or get placed in a training-related job to be considered completed. Medical Assistant Program requires completed of all its training modules and externship. There are early indicators of successful progression within the pathway, with several participants who completed training receiving additional support services post-training and successfully transitioning into UCSF roles.



of participants who completed their Practice Coordinator Program are placed in a UCSF Practice Coordinator internship³ or UCSF full employment including Practice Coordinator positions and a Security Guard position.

3 PC Internships are short-term paid opportunities that provide practical experience



(n=24) when

the program

began

of participants who completed their Medical Assistant program are placed in UCSF Medical Assistant employment.



Average wage for UCSF **Medical Assistants**

*Pre-program income data is not currently available for MA participants who secured placements at UCSF

(n=8) when

the program

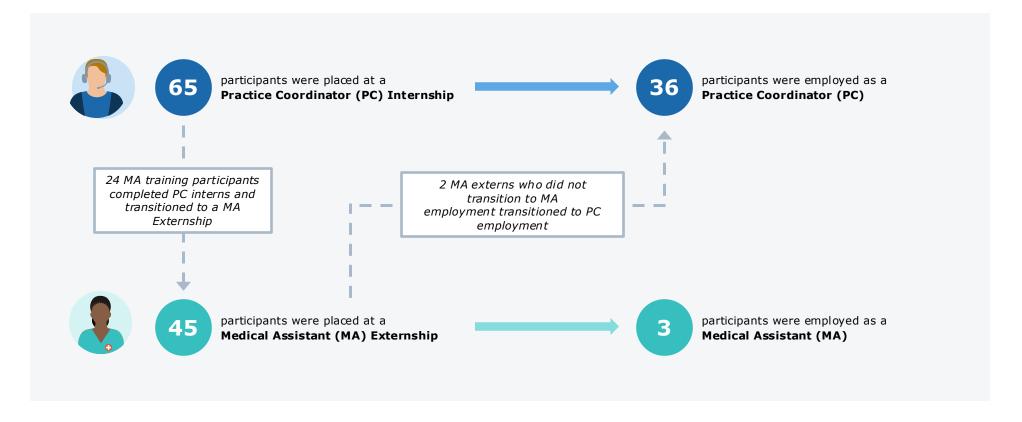
began

50%

completed the Medical Assistant Program 20% *Note: The Medical Assistant Program runs for 18 months. While the completion rate may currently appear low, participants are progressing as expected and remain on track to finish the program 42% 83% of participants Black/African American identify as women Hispanic/Latino 28% White 11% 17% of participants identify as men Asian Multiracial 6% American Indian/Alaska Native Unknow 2%

Across the Initiative

Planned (\blacksquare) and Unplanned (-) Pathways Through the Initiative:



This initiative supports three main healthcare career pathways: **Practice Coordinator (PC), Medical Assistant (MA), and Radiology Technician (RT)**. At present, participants are actively training in the PC and MA programs, while the RT pathway is planned for future cohorts. Importantly, these careers are **stackable**, allowing participants to build skills and advance along the pathway: from PC training to MA training, and ultimately to RT.

Participants are already progressing along these steps. Several who completed PC training advanced into PC internships and have since transitioned into PC roles at UCSF. Within the MA program, many trainees are completing externships—an essential part of their training—and some have already finished their externships and secured MA positions.

Additional cross-pathway opportunities are also emerging. For example, some MA trainees have completed PC internships, which has strengthened their preparation for MA externships and employment. In some cases, MA graduates have also pursued and secured PC jobs, demonstrating the flexibility and interconnection of these career pathways.