

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.



CRANKSTART

UCSF
University of California
San Francisco

YCD

JVS



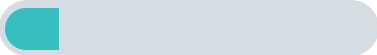
the **Y**
MCA

MISSION BAY
HUB
THINK. ACT. PIONEER. IMPACT.

Overall Progress Towards Goals

Mission Bay Hub (MBH)

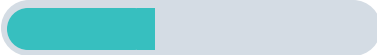


4-year goal progress:  11%

August 2025 milestone progress:  29%

Center for Science and Education Outreach (CSEO)

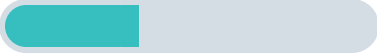


4-year goal progress:  40%

August 2025 milestone progress:  100%

Jewish Vocational Service (JVS)



4-year goal progress:  35%

August 2025 milestone progress:  92%

Bay Area Medical Academy's (BAMA)



4-year goal progress:  89%

August 2025 milestone progress:  100%

UCSF Practice Coordinator Program



4-year goal progress:  100%

August 2025 milestone progress:  100%



**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.

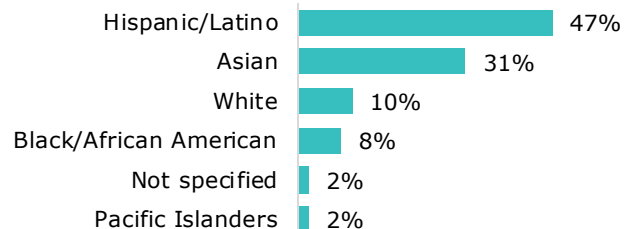
MBH has reached

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,

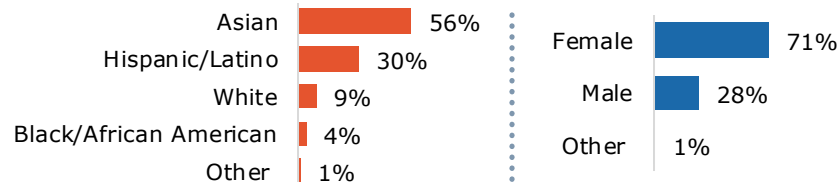
44

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



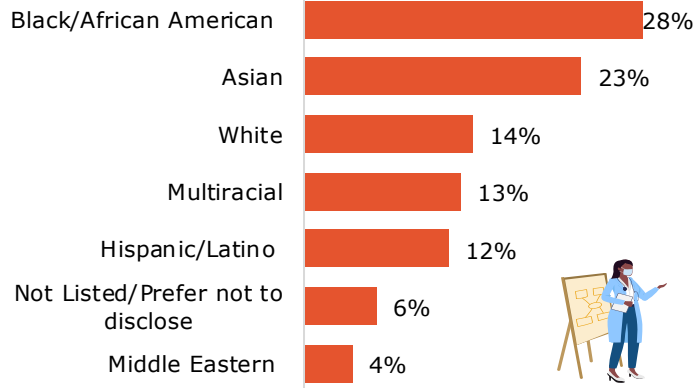
75% of participants identify as women



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*

86%



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

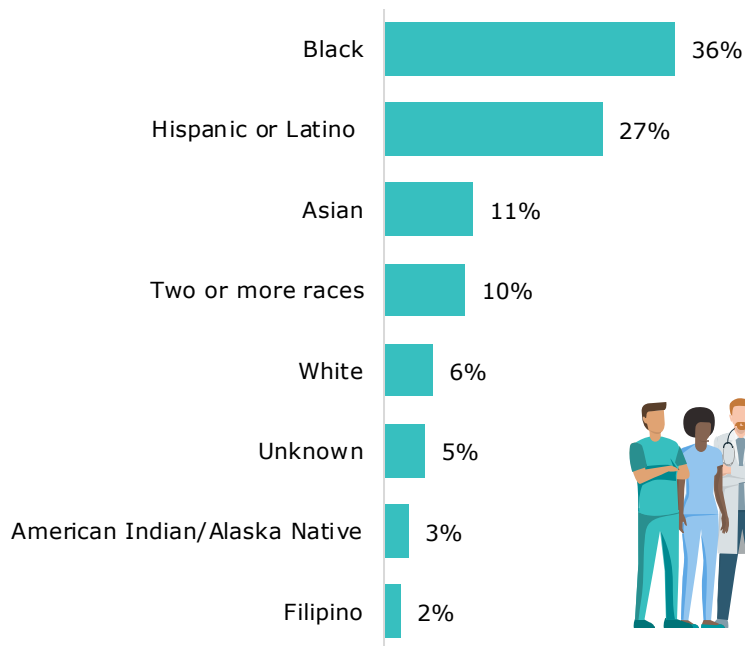
¹ Among the 32 participants from Cohorts 3 and 4 who completed a feedback survey one month after starting training and 12 participants from Cohorts 5 and 6.

Bay Area Medical Academy's (BAMA) Medical Assistant Training Program is structured into nine distinct learning units covering key clinical and administrative competencies essential for entry-level medical assistant roles. Upon successful completion, students transition to a 200-hour clinical externship, which provides hands-on 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.

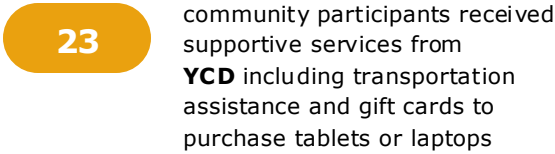
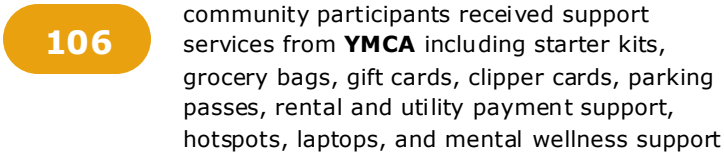
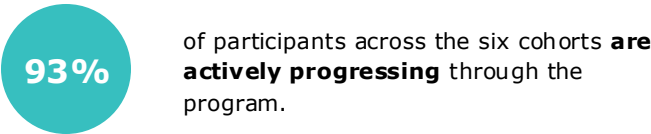
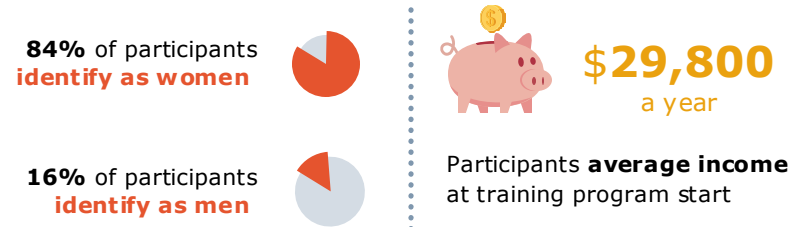
186 participants qualified for the Medical Assistant 3 in 1 Program

177 participants enrolled in the Medical Assistant 3 in 1 Program

This includes **154 community participants²** and **23 incumbents**



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

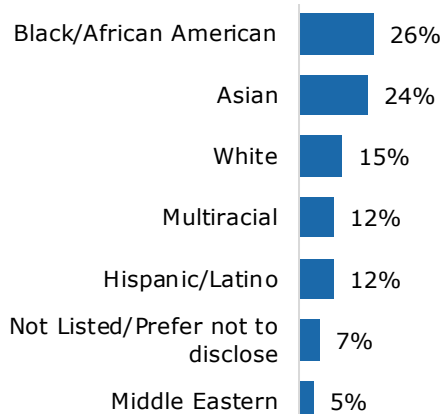


Completion & Career Pathway Progression

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.

96%

completed the Practice Coordinator Program



74% of participants **identify as women**



21% of participants **identify as men**



4% identified as genderqueer, transgender, non-binary, gender fluid, genderless, gender-free, and/or gender nonconforming or identified with more than one gender identity
2% preferred not to disclose

50%

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



\$67,371
per year*

For PC participants who were **employed (n=8) when the program began**

\$51,854
per year*

For PC participants who were **unemployed (n=24) when the program began**



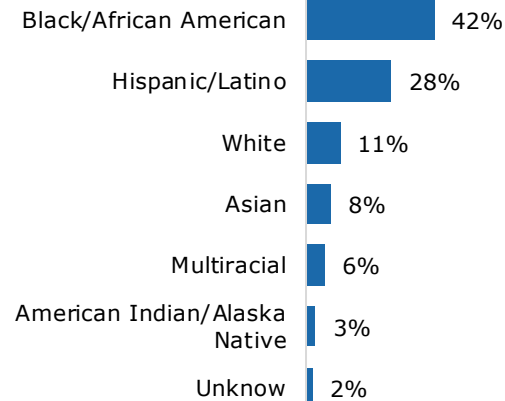
\$64,376
per year

Average wage for **UCSF Practice Coordinators**

20%

completed the Medical Assistant Program

**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*



83% of participants **identify as women**



17% of participants **identify as men**



17%

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



\$67,204
per year

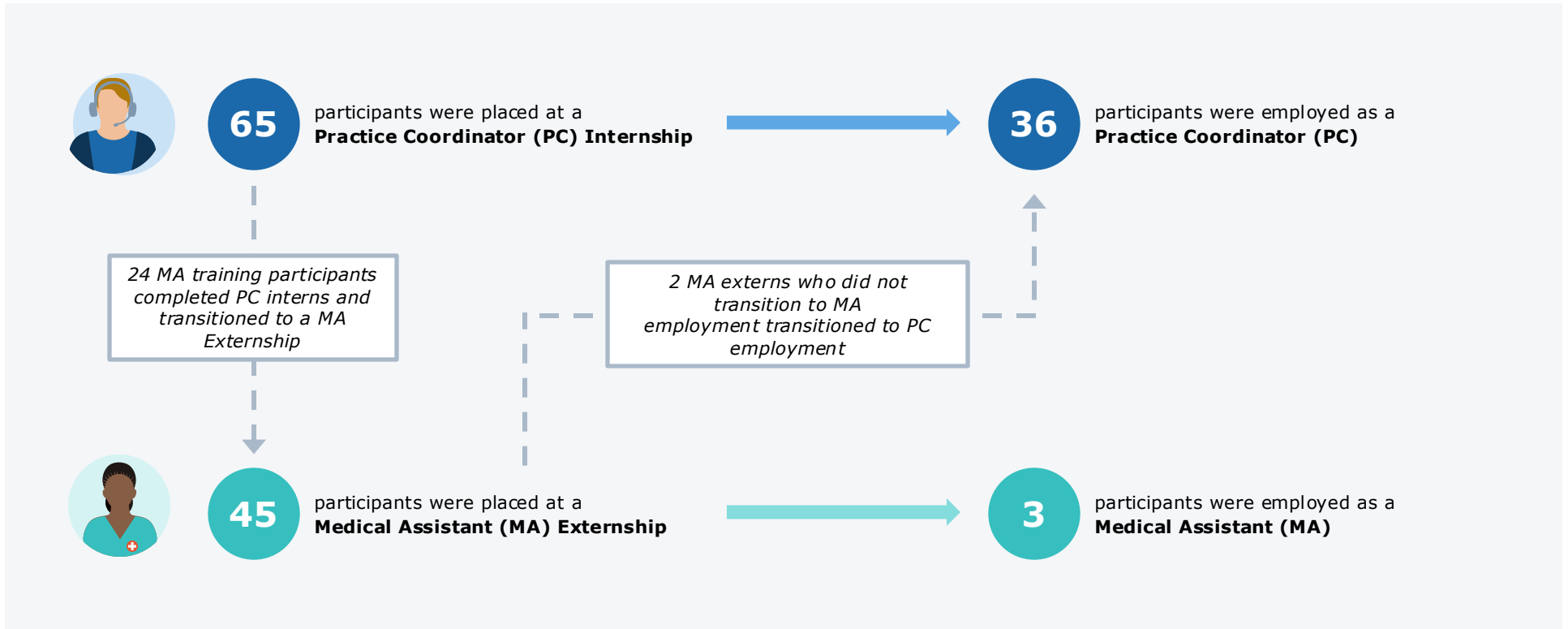
Average wage for **UCSF Medical Assistants**

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

**average income reflects earnings from their most recent job before training and assuming full time employment*

Across the Initiative

Planned (—) 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.