

# UCSF Workforce Pathways Initiative

Year One  
Implementation  
Findings Report

September 2025





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# Executive Summary

## Building Equitable Career Pathways in San Francisco's Healthcare Sector

San Francisco faces a pronounced divide between prosperity and poverty, shaped by decades of structural inequity, discriminatory practices, and recent economic shifts. Compounding the city's economic disparities is an urgent healthcare workforce shortage. The local system struggles to meet the needs of a growing, diverse, and aging population, with delays in emergency services and frequent diversions at San Francisco General Hospital. These issues have heightened the urgency for solutions that foster equity and strengthen the city's health infrastructure.

## The UCSF Workforce Pathways Initiative

In 2024, the University of California, San Francisco Anchor Institute (UCSF Anchor), with support from the Crankstart Foundation, launched the UCSF Workforce Pathways Initiative. This multi-year effort is designed to address both healthcare staffing needs and economic mobility for historically marginalized residents, providing access to stable, high-wage careers in healthcare.

### The Initiative's core features:

- Sector-based training in three career pathways: Practice Coordinator, Medical Assistant, and Radiology Technologist
- Comprehensive wraparound services (career coaching, resume support, transportation, equipment assistance)
- Collaboration with diverse community partners for training delivery and support

### The Evaluation Approach:

Harder+Company Community Research led a culturally responsive, mixed-methods evaluation, incorporating:

- Surveys of student experience and satisfaction (n=70)
- Focus groups with students for in-depth feedback (2 sessions, n=10)
- Monthly and quarterly partner meetings to refine practices and assess impact
- Secondary data tracking on applications, attendance, completions, internships, and job outcomes

## Key Year One Highlights

Initial challenges included building collaborative partnerships and managing data completeness, typical for new initiatives.

### Diversity and Recruitment

Targeted outreach resulted in strong representation from Hispanic/Latino, Black/African American, Asian, and gender-diverse populations:

- 49 MBH students enrolled; 44 completed hands-on internships
- 69 JVS Practice Coordinator trainees
- 177 BAMA Medical Assistant trainees

### Barrier Removal and Satisfaction

Wraparound services—such as transportation, technology, childcare, and meal support—were essential to participant success:

- 91% reported positive cohort relationships
- 86% felt comfortable seeking staff/instructor support
- 84% felt peer support within cohorts
- 83% of JVS students reported proactive staff assistance
- 65% of JVS and 63% of BAMA students are satisfied with barrier-removal services

### Skill Development and Career Readiness

Participants acquired practical skills in practice

management, clinical techniques, confidentiality, and communication:

- 91% believed program learning would benefit their career
- 90% motivated to pursue further healthcare training
- 87% understood career steps and felt equipped for advancement
- 84% are confident pursuing healthcare careers
- 82% saw clear links between training and workplace scenarios

### **Internships and Employment**

Internships proved vital for on-the-job skill-building and career pathway development:

- 70% of BAMA and 48% of JVS students were offered internship opportunities
- 50% of Practice Coordinator graduates transitioned to UCSF roles/internships
- 24% of Medical Assistant graduates secured UCSF full-time employment
- Some Medical Assistant graduates advanced into Practice Coordinator roles, highlighting career flexibility

### **Lessons Learned and Recommendations**

Year One underscored the importance of collaboration, comprehensive support, and ongoing improvement. Strategic recommendations for continued progress include:

- Expand formal, paid internship opportunities to ensure job readiness
- Standardize instructional frameworks for consistency and quality
- Strengthen early, tailored support to remove participation barriers
- Broaden employer partnerships for career exploration and placement

- Continue refining infrastructure for pathway advancement and results tracking

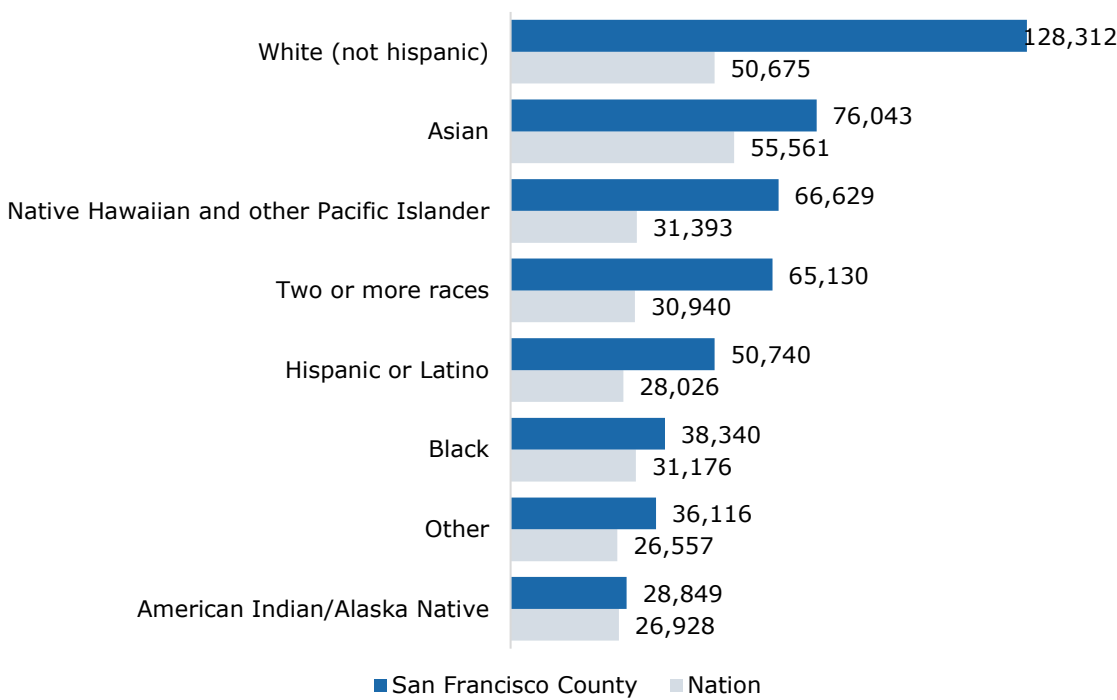
### **Conclusion**

The UCSF Workforce Pathways Initiative's inaugural year laid the groundwork for a transformative effort to promote equity and opportunity in San Francisco's healthcare sector. Early results demonstrate improved outreach, support, satisfaction, and job placement among marginalized communities. Ongoing investment, strategic partnership, and rigorous evaluation will be essential as the Initiative advances its mission—creating sustainable, stackable career pathways that serve both the workforce and the community for years to come.

# Introduction

San Francisco County showcases stark economic contrasts, where great wealth stands beside deep poverty. Historically marginalized groups earn less than half of what White residents earn.<sup>1</sup> California, and particularly San Francisco, faces a critical shortage of qualified healthcare professionals amid rising demand. As the population ages and diversifies, the need for skilled workers increases, but career pathways remain limited. According to a 2024 report, *"California is not producing enough healthcare workers to meet the needs of a growing, aging, and rapidly diversifying population."*<sup>2</sup> This state-wide healthcare workforce crisis is particularly pronounced in San Francisco due to the already severe wage gap that makes it extremely challenging for individuals in lower-wage industries to afford the cost of living in the area.

**Per Capita Income in the Past 12 Months (in 2023 Inflation-Adjusted Dollars)**



This landscape of income inequality and limited workforce opportunities underscores the urgency for the collaboration between University of California, San Francisco Anchor Institute (UCSF Anchor) and Crankstart Foundation through the **UCSF Workforce Pathways Initiative (Initiative)**.

<sup>1</sup> American Community Survey 1-Year Estimates, Tables B19301B-I, 2023.

<sup>2</sup> <https://www.chcf.org/resource/bridging-the-care-gap/>

## About the Initiative

Launched in 2024, the Initiative connects historically marginalized San Francisco residents to high-wage healthcare careers, addressing both workforce shortages and the local income gap. Funded by the Crankstart Foundation, the Initiative unites UCSF Anchor and community organizations to engage youth and adults, with an emphasis on communities traditionally excluded from these opportunities.

The model integrates wraparound services—such as career coaching, resume support, and assistance with transportation and equipment—ensuring participants have the tools for success. Workforce training is provided in three pathways: Practice Coordinator, Medical Assistant, and Radiology Technologist, with options for immediate employment and advancement. Key partners deliver training and support services that expand economic opportunities for under-resourced Bay Area populations, including:

### Pipeline Partners

- **The Center for Science Education & Outreach (CSEO) at UCSF** is a key player in guiding students toward academic success in STEM fields. CSEO collaborates with K-16 students and their families by offering programs that foster academic development and prepare students for higher education. CSEO aims to set up San Francisco Unified School District (SFUSD) high school juniors and seniors for matriculation into the Initiative's planned pathways for summer 2025. CSEO provides a comprehensive and supportive educational experience to the high school students to promote the overall success and sustainability of the program.
- **Mission Bay Hub (The Hub)**, partially staffed by CSEO, is an advanced bridge into Health, Life Sciences, and STEM fields. The Hub supports students as change agents, tackling real-world challenges and enhancing their readiness for future careers in these fields.

### Wraparound Services Partners

- **YMCA Bayview Family Resource Center (YMCA Bayview)** serves as a crucial support hub, connecting families with local and citywide resources.
- **Young Community Developers (YCD)** emphasize sustainable and generational economic mobility and are partnering with Neighborhood Job Center (NJC) to offer employment services.

### Training Partners

- **Bay Area Medical Academy (BAMA)** provides vital healthcare career training, provides Medical Assistant (MA) training, and offers comprehensive approaches preparing students for rewarding careers in healthcare.
- **Jewish Vocational Service (JVS)** specializes in closing employment opportunity gaps by supporting job seekers with skills and confidence to secure quality careers with family-sustaining wages. JVS offers a Practice Coordinator (PC) Training intended to prepare students for enrollment into the UCSF Practice Coordinator Academy.
- **UCSF Radiology** is in the process of creating an Imaging Tech Program.

## About the Evaluation

Harder+Company Community Research evaluated the Initiative to measure its impact and guide equitable future improvements. Using culturally responsive, mixed-methods approaches, the evaluation focused on identifying system-level inequities and gathering both quantitative and qualitative data to capture lessons learned. The evaluation team synthesized data from multiple sources through regular, collaborative sessions with Initiative partners. Data sources included:

- **Student Experience and Satisfaction Survey:** 70 students who completed at least half of their Practice Coordinator or Medical Assistant training participated in a survey assessing program satisfaction, skill development, and career outlook.
- **Two virtual focus groups** with 10 students from partner sites (BAMA and JVS) provided in-depth feedback on motivation, training quality, support services, and career goals.
- **Monthly evaluation sessions** with Initiative partners focused on data collection strategies and strengthening program delivery.
- **Quarterly Evaluation Advisory Committee meetings,** involving representatives from each partner organization, reviewed service models, logic frameworks, and dashboards, offering feedback to enhance implementation and evaluation.
- **Secondary Program Data:** Partners tracked key data such as applications, attendance, completion, internships, and employment outcomes. These data and student surveys informed the evaluation team on program engagement and effectiveness.

## Limitations

First-year formative evaluations often face expected constraints. Establishing collaborative partnerships across multiple organizations took time and scheduling challenges sometimes delayed consensus on data collection protocols. Limited staff capacity also led to incomplete datasets and gaps in reporting, making it difficult to conduct a rigorous return-on-investment analysis or assess long-term impact. To address these issues, the evaluation team will streamline communication and provide additional training on data collection in Year Two. These early limitations are typical and highlight that Year One findings should be viewed as foundational insights rather than definitive results.

## About this Report

This Year One report provides a formative evaluation of the Initiative's implementation from its launch through August 2025, highlighting key accomplishments, lessons learned, and opportunities for sustainability. While many evaluation questions will be examined across the full grant period, this report focuses on early implementation progress, celebrates initial successes, and offers actionable recommendations to strengthen program effectiveness and ensure long-term impact.

## Guiding Research Questions

### Year one examines:

- ▶ To what extent is the Initiative implemented as intended?
- ▶ What is the effectiveness and strength of the collaborative relationship between the partners to support sustainable career pathways within the healthcare system?
- ▶ How satisfied are the participants with programming and where do they see room for improvements?

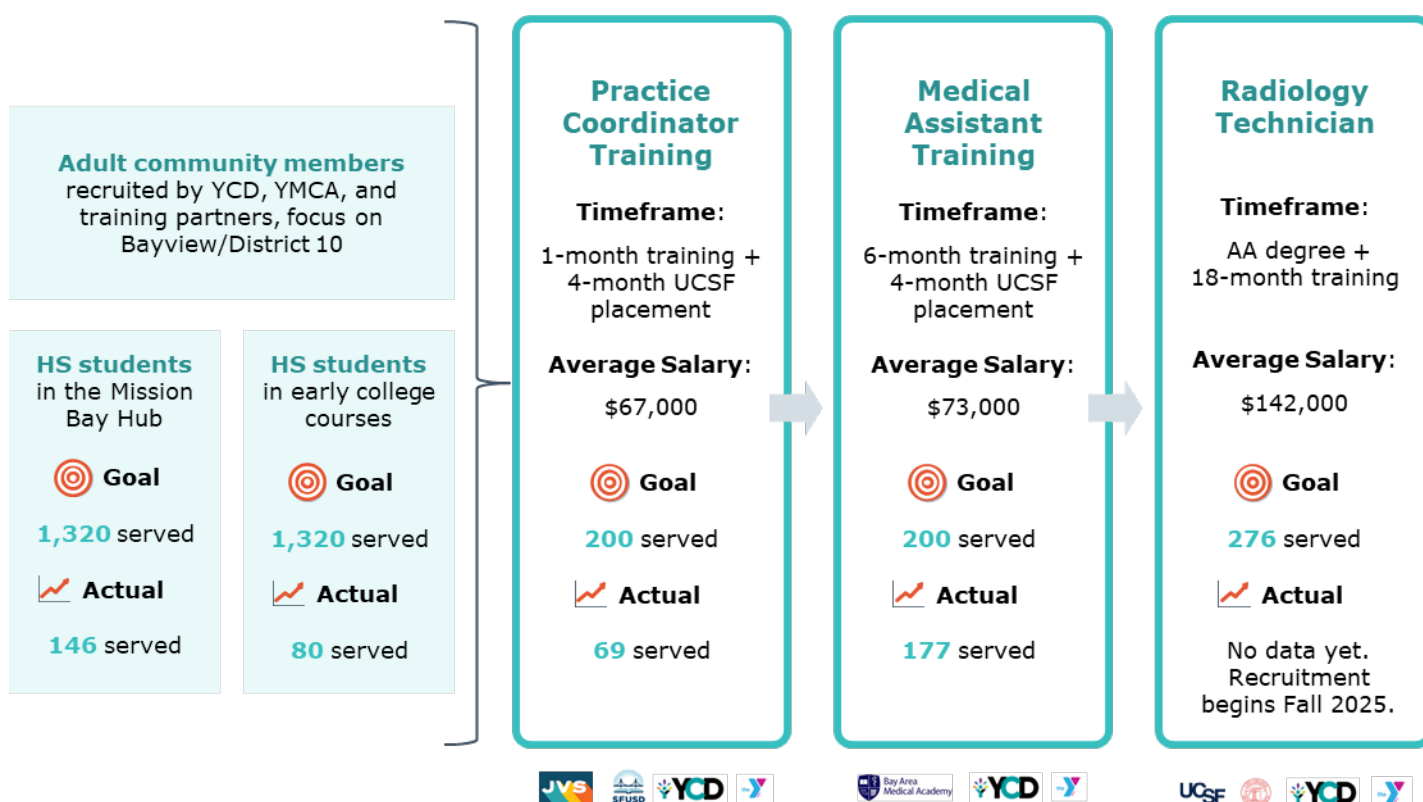
### Years two and beyond will exam:

- ▶ What skills are participants developing and how quickly/efficiently are participants advancing through the pathways as imagined?
- ▶ What is the financial return on investment for this initiative in terms of growing wages and career advancement?
- ▶ What is the Initiative's ability to promote equitable access to workforce training?

# Emerging Strengths in Outreach and Engagement

Despite being in its early stages, the Initiative is already showing promising signs of progress. Early achievements highlight the effectiveness of the collaborative approach and lay the groundwork for lasting impact by demonstrating progress toward long-term goals. Partners engaged in a range of community outreach efforts to connect individuals with workforce programs and supportive services.

**Exhibit 2: Initiative Participant Flow from Exposure and Recruitment to Career Pathways**



## Effective strategies drive tailored outreach, engaging students and residents in healthcare careers they might not have previously considered.

By tailoring outreach, the Initiative ensures students and residents, especially those unfamiliar with healthcare careers—are informed and supported to pursue these opportunities. Meeting communities where they are expands awareness, builds trust, and opens pathways to high-wage healthcare jobs, diversifying the local workforce and strengthening the healthcare talent pipeline.

According to the **309 prospects** who completed UCSF website's interest form:

#### Areas of Interest

- 2** were interested in the **high school**
- 39** were interested in the **Practice Coordinator** program
- 72** were interested in the **Medical Assistant** program
- 299** were interested in the **Radiology** program



#### Referrals

- 38** were referred to the initiative by their **manager**
- 123** were referred by a **peer or colleague**
- 111** were referred by an **online resource**
- 38** were referred by **someone in the community**
- 55** were referred by some **other source**



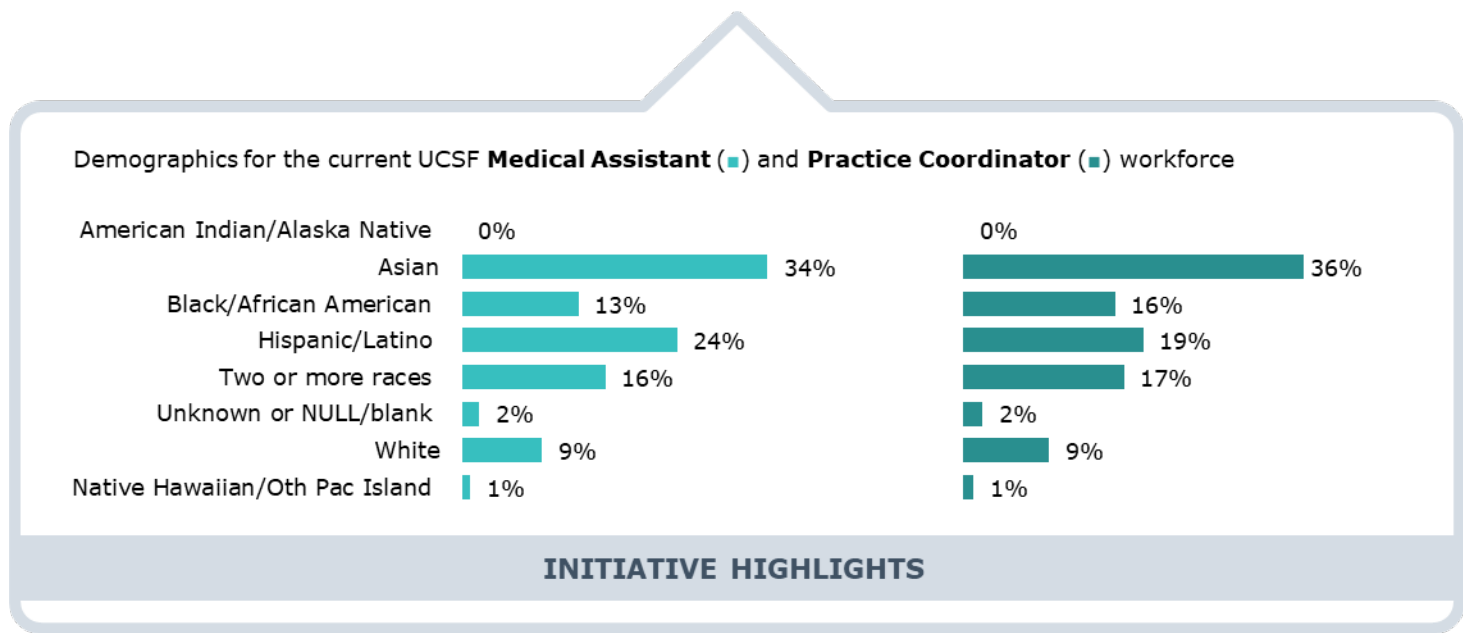
#### INITIATIVE HIGHLIGHTS

**Exposure and recruitment efforts ensure potential enrollees reflect San Francisco demographics.** Demographic data shows that recruitment efforts are effectively reaching diverse, historically marginalized groups in San Francisco (see Exhibits 3 and 4).

**Exhibit 1. Race and Ethnicity of San Francisco County and Initiative Participants**

| Race/ethnicity                             | San Francisco County <sup>3</sup> | MBH enrollment | CSEO enrollment | JVS enrollment | BAMA enrollment |
|--------------------------------------------|-----------------------------------|----------------|-----------------|----------------|-----------------|
| White                                      | 37%                               | 10%            | 9%              | 14%            | 6%              |
| Asian                                      | 36%                               | 31%            | 56%             | 23%            | 11%             |
| Hispanic/Latino                            | 16%                               | 47%            | 30%             | 12%            | 27%             |
| Multiracial                                | 6%                                | -              | -               | 13%            | 10%             |
| Black/African American                     | 5%                                | 8%             | 4%              | 28%            | 36%             |
| Native Hawaiian and Other Pacific Islander | <1%                               | 2%             | -               | -              | -               |
| American Indian/Alaska Native              | <1%                               | -              | -               | -              | 3%              |
| Middle Eastern                             | -                                 | -              | 4%              | -              | -               |
| Other/Not specified                        | -                                 | 2%             | 1%              | 6%             | 5%              |
| Filipino                                   | -                                 | -              | -               | -              | 2%              |

<sup>3</sup> American Community Survey 1-Year Estimates, 2023.



**Exhibit 2. Gender of San Francisco County and Initiative Participants**

| Gender                                                                                                   | San Francisco County <sup>4</sup> | CSEO | JVS enrollment | BAMA enrollment |
|----------------------------------------------------------------------------------------------------------|-----------------------------------|------|----------------|-----------------|
| Female                                                                                                   | 49%                               | 71%  | 75%            | 84%             |
| Male                                                                                                     | 51%                               | 28%  | 20%            | 16%             |
| Genderqueer, transgender, non-binary, gender fluid, genderless, gender-free, and/or gender nonconforming | -                                 | 1%   | 1%             | 1%              |
| More than one gender identity                                                                            | -                                 |      | 1%             | -               |
| Prefer not to disclose                                                                                   | -                                 |      | 1%             | 1%              |

<sup>4</sup> American Community Survey 1-Year Estimates, 2023.

# Promising Practices Emerging to Improve Initiative Access and Completion

## Removing Barriers to Participation and Success

In its first year, the Initiative prioritized enrollment and retention by providing tailored support services, including transportation, childcare, and technology access. By addressing these barriers, partners enabled participants to focus on training and career advancement, promoting equitable access and improved program completion.

Enrollment Highlights include:

### Pipeline Participants Enrolled in Exposure Programs

49

**students** initially enrolled in MBH

- Of those 49 students, 44 completed internship experiences that provided hands-on exposure in professional settings.
- All MBH students participated in an internship with a local health or life science partner.

### Participants Enrolled in Practice Coordinators Programs

69

**participants** enrolled in the JVS Practice Coordinator training

### Participants Enrolled in Medical Assistant Programs

177

**participants** enrolled in the BAMA Medical Assistant training

### Holistic approaches boost participation, retention, and satisfaction.

Research shows peer support and structured learning communities boost student success by fostering belonging, accountability, and confidence. Wraparound services—including study groups, mentoring, and regular check-ins—reduce barriers and strengthen readiness for healthcare careers. Community-building activities and CSEO resources (daily lunches, laptops, textbooks, clinical scrubs) supported 82 participants, ensuring engagement and preparation for advancement. A CSEO staff member shared, *"One of the most affirming outcomes has been hearing directly from students that they now feel more confident and inspired to pursue careers in health as a result of the program."*

In-house supports eliminate referral barriers and normalize service use. All JVS Practice Coordinator participants accessed resources like coaching, childcare, transportation, and financial aid, enabling them to stay focused on training and career preparation.

**91%** agreed they **have a positive relationship with at least one person** in their cohort

**86%** agreed that they **felt comfortable approaching JVS instructors/staff** when they had questions

**86%** agreed that **they felt comfortable approaching JVS instructors/staff** when it directly affected their well-being or ability to attend class or complete the training program<sup>8</sup>

**86%** agreed that they **have a positive relationship with instructors/staff**

**84%** feel **supported by other learners** in their cohort

By coordinating seamlessly, partners make it easier for students to access resources like coaching, financial aid, and academic support without complex referrals. This streamlined approach reduces delays and lets participants focus on their training and career goals.

**64** participants **received job linking support** directly from UCSF

Job linking support includes:

- resume & CV building
- cover-letter building
- application & referral process discussion
- mock interview practice
- interview tips (including wage negotiation)
- interview preparation
- talent marketplace exploration
- UCSF application updates
- PC internship application support
- job search strategy assistance
- PC/RT pathway information
- UCSF MA externship Q&A



#### INITIATIVE HIGHLIGHTS

BAMA partners with YMCA and YCD to deliver targeted support services and retention strategies as part of its Medical Assistant training program.

- 69% of 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.
- 15% of participants received supportive services from YCD including transportation assistance and gift cards to purchase tablets.

High satisfaction with supportive services drives strong attendance.

Student feedback shows a strong link between satisfaction with wraparound services and consistent attendance. Most participants were satisfied with supports such as transportation assistance, coaching, and peer-led activities, confirming these services effectively address their needs and support program completion.

Supportive services contributed to training completion, with 62% of survey respondents satisfied with barrier removal supports. Satisfaction with training elements ranged from 58-74%, indicating that multiple aspects of the model were well-received and likely aided program completion.

- 83% of JVS students said staff proactively offered support for their needs.
- 65% of JVS students were satisfied with barrier removal services.
- 68% of BAMA students said staff proactively offered support for their needs.
- 63% of BAMA students were satisfied with barrier removal services.
- YMCA provided community events for stress relief and wellbeing (e.g., Bike Giveaway, Family Fest, Wellness Event).

Adapting services to meet evolving student and workforce needs is essential.

In Year One, Initiative partners demonstrated this adaptability by adjusting service models in real time. BAMA addressed retention challenges in Cohort 1 by revising recruitment and onboarding strategies for Cohort 2, including structured interviews and barrier assessments to better match participants with program expectations. BAMA also enhanced support by providing case management from the start and strengthening campus safety through improved infrastructure and staff training.

Similarly, MBH continually refined its approach to meet the changing needs of high school students, helping them view healthcare careers as attainable and realistic. MBH has demonstrated the capacity to meet students where they are in their career journey:

- MBH is piloting a “near peer model” where a group of professional UCSF students work with MBH students weekly on college and career readiness activities.
- MBH team added a Head Counselor to coordinate with partner high schools, lead student support meetings, and monitor progress through academic and behavioral contracts.

Exhibit 3. Exit Survey Highlights from 2024-25 Cohort

| % of Students Who Agreed or Strongly Agreed                                   |       |
|-------------------------------------------------------------------------------|-------|
| The MBH helped me enjoy learning                                              | 100%  |
| The MBH helped me better communicate, work with, and learn from my classmates | 97.5% |

|                                                                                                         |     |
|---------------------------------------------------------------------------------------------------------|-----|
| The MBH helped me understand complex scientific concepts                                                | 95% |
| The MBH helped me better communicate, work with, and learn from adults                                  | 95% |
| The MBH helped prepare me as a future health professional and/or scientist                              | 95% |
| I would recommend the Mission Bay Hub experience to future students.                                    | 95% |
| The MBH helped prepare me to make positive change in my community                                       | 90% |
| Planning to pursue a career in health science, biotechnology, life sciences, or a different STEM sector | 77% |

## From Skill Building to Career Mindset: Changing How Participants See Their Potential

**Encouraging a career-focused mindset though skill development is demonstrating effectiveness.** Participants report strong skill development and increased confidence in pursuing healthcare careers thanks to the Initiative. While most feel well-prepared for next steps, some highlight the need for greater consistency among instructors to ensure uniform support. Overall, the Initiative is seen as effective in preparing participants for career advancement.

- 91%** agree that what they learned in **this program will help them** in their career
- 90%** **feel motivated to pursue additional training or education** in the medical/healthcare field
- 87%** **agree they have a clear understanding of the steps needed** to achieve my career goals
- 87%** **agree they have the skills needed to advance** in their medical/healthcare career path
- 84%** **feel confident pursuing a career** in the medical/healthcare field
- 82%** **can see clear connections** between what they learned in the program to real-life scenarios in the workplace

Focus group participants reported developing key skills such as billing, coding, confidentiality, record keeping, practice management, interview preparation, emotional adaptability, and manual clinical techniques like taking vitals. Program staff confirmed these skills matched the program's intended outcomes, indicating participants gained relevant and transferable abilities for career advancement.

Some students noted inconsistent teaching methods and uneven skill instruction across courses, causing frustration. One student shared *"It seems like everyone has their own way of doing a procedure."*

**Career exploration deepens, signaling strong interest in healthcare and opportunities to expand job placement support.** Most participants report greater clarity and interest in healthcare careers, but job market uncertainty, especially at UCSF—shows the need for broader employment support.

### Exhibit 4. Perceived Initiative Impact on Career Goals

| How have your career goals evolved as a result of participating in the program? | Percent | Percent of Cases |
|---------------------------------------------------------------------------------|---------|------------------|
| I'm still exploring my career options and gaining clarity.                      | 27.1%   | 41.4%            |
| My goals have become clearer.                                                   | 26.2%   | 40.0%            |
| I have set new career goals.                                                    | 24.3%   | 37.1%            |
| My goals have stayed the same.                                                  | 14.0%   | 21.4%            |
| I've chosen to pursue a different career path than I originally planned.        | 5.6%    | 8.6%             |
| I'm unsure about my career goals at this time.                                  | 2.8%    | 4.3%             |

Several focus group participants reported that their career goals have shifted due to the UCSF hiring freeze, which has created uncertainty about available healthcare positions. One student shared *"It filled the knowledge gap for me that I had, but the only question that I had, even when taking the course, was more along the lines of the selection process for UCSF."* Another student shared *"I felt discouraged that more people weren't accepted because I felt like everyone was working so hard."*

### **Building skills, confidence, and motivation is making a difference in Initiative progression and workforce entry.**

Most participants in the Practice Coordinator and Medical Assistant programs are on track or have completed their training. The PC program exceeded its completion goal (96% vs. 85%) for its inaugural year, while the MA program has 20% completed early in its 10-month cycle. Differences in program length and completion requirements account for variations in participant progress.

- 96% of enrollees completed the Practice Coordinator Program,** which meets goals for the expected completion rate
- 20% of enrollees completed the Medical Assistant Program,** which falls short of expected completion rates. Note: completion was impacted by leaves, cohort transfers, externship delays, and student barriers.

# Lessons Learned & Recommendations

Cohesive collaboration and equitable evaluation are key to the Initiative's success. This section summarizes Year One lessons and offers recommendations for its continued growth and sustainability.

## ▶ Lessons Learned

- ▶ *Collaborative coordination builds a cohesive Initiative.*
- ▶ *Addressing barriers through trust and targeted support promotes student success and Initiative goals.*
- ▶ *Ensuring consistent and effective instruction across programs increase Initiative success and facilitates career pathways for students.*
- ▶ *Access to internships enhances participants' readiness for employment and is a key driver of placement success.*
- ▶ *Supporting career exploration through expanded placement and guidance helps support confidence in the healthcare workforce.*
- ▶ *Year One accomplishments and pathway progress were slow to ramp up and are showing promise for future years.*

## ★ Recommendations

- ★ Hold monthly partner meetings and implement a formal continuous quality improvement (CQI) process across the Initiative to regularly assess and adapt programs, coordinate service delivery, monitor progress, evaluate outcomes, and improve overall effectiveness.
- ★ Invest in staff training and resources so they can quickly identify and address participant barriers. Focus on building trust early to encourage open communication and timely support.
- ★ Implement a standardized instructional framework with regular cross-partner coordination and professional development to ensure consistency, align with healthcare standards, and boost student career readiness.
- ★ Expand and formalize internship opportunities, ideally paid opportunities, as part of the program to ensure all participants gain hands-on experience, build professional networks, and enhance readiness for employment, thereby increasing job placement success.
- ★ Partners should expand employer connections beyond the initial pipeline, share labor market insights, and guide participants toward alternative healthcare pathways to support placement and long-term career success.
- ★ Strengthen coordination across partner organizations and continue refining the pathway infrastructure to enhance system alignment, remove barriers, and increase student progression rates in year two.

## **Internships strengthen job placement and facilitate career pathways**

As the Initiative progressed, partners actively refined their approaches in response to lessons learned about what supports are most critical for participant success. A key area of growth has been the recognition of internships as a core component of the program model, serving both to develop technical and workplace skills and to enhance participants' job placement outcomes.

The JVS Practice Coordinator training did not include internships as a standard offering in early cohorts. Amongst respondents of the student survey, 48% of JVS students reported that they were offered an internship opportunity as part of their training program. Program staff integrated internships as a standard offering for later cohorts based on insights gained about their potential to strengthen students' trajectories.

Preliminary data already indicate an increase in internship participation across Practice Coordinator training students, with early signs indicating stronger placement outcomes as a result. As the Initiative progresses with more consistent internship and externship opportunities, partners expect long-term improvements in job readiness and employment opportunities. These adjustments demonstrate a responsive approach to program design, with placement outcomes likely to improve as the strengthened model becomes fully embedded across cohorts



**Goal:** 80% placement rate at UCSF



**Actual:** 50% placement rate at UCSF

**Progress towards goal:**



62%

### **INITIATIVE HIGHLIGHTS**



Despite challenges presented by a University of California system-wide hiring freeze beginning March 19, 2025, several participants who completed their training program successfully transitioned into UCSF roles:

- 65 participants were placed at a **Practice Coordinator Internship**
- 36 participants were **placed at a Practice Coordinator employment**
- 45 participants were **placed at a Medical Assistant Externship**
- 24 participants **transitioned to a Medical Assistant Externship** from a Practice Coordinator Internship
- 3 participants **transitioned to Medical Assistant employment**

#### INITIATIVE HIGHLIGHTS

UCSF Anchor leads career pathway development and hiring within the Initiative. Initiative activities involved the coordination of multiple efforts aimed at integrating various components of the pathway, including the following:

- **Developing, launching, and expanding over 8 training programs** supporting incumbents and community members.
- **Expanded** Clinical Research Coordinator (CRC) program to support incumbent and community members + offered scholarships for upskilling to incumbent CRCs.
- In partnership with YCD and UCSF Police Department, **launched** the Security

Officer Training program.\*

- **Developed** a simplified process, in partnership with UCSF Temporary Employment Program to support managers with internship onboarding.
- **Expanded** UCSF's flagship entry level admin/clerical workforce development program (EXCEL) by 50% to serve 45 participants annually.
- In collaboration with JVS and UCSF IT teams, **expanded** the number of IT Interns hosted each year.\*

*\*These programs are "offramps to success" alternatives for participants that do not want to continue the program.*

Participants in the Initiative showed measurable but modest progression through the Initiative's defined pathways. Specifically, half (50%) of those who completed the Practice Coordinator training program transitioned into a UCSF Practice Coordinator internship or full-time role, while only a quarter (24%) of those who completed Medical Assistant training secured UCSF full-time employment. In addition to the initiative's intended pathways, a few additional progressions have emerged. Eleven participants in the MA training completed UCSF Practice Coordinator internships prior to finishing their externship, an experience the UCSF team noted as producing stronger Medical Assistant candidates. Another unexpected pathway was observed as several MA program participants who completed their training secured UCSF Practice Coordinator roles, demonstrating the flexibility and stackable nature of the model.

Preliminary results show **evidence of wage growth** for participants

**\$64K**



**\$63K**

According to data collected by JVS, PC enrollees who completed training had an average income of \$62,816 per year at their last place of employment before the training program. Based on UCSF reported hiring data the average income of those who placed in PC full-time jobs is \$64,376.

**18%**

report their **wage is higher after the program** compared to before the program (39% report their wage is about the same)

Indicating **growth in career opportunities**,

**14%**

report they **have received a promotion** as a result of participating in the Initiative

#### INITIATIVE HIGHLIGHTS

# Conclusion

Year One of the Career Pathways Initiative has established the foundation for a transformative, four-year effort to create equitable, sustainable healthcare career pathways in San Francisco. While long-term outcomes like wage growth and career advancement will take time to measure, this evaluation shows meaningful progress in implementation, partnerships, and participant satisfaction.

This report highlights early successes and lessons that have built a strong foundation for growth. In the next phase, the Initiative aims to improve student outcomes, strengthen organizational capacity, and drive systems-level changes that advance equity and workforce alignment. Recommendations will guide refinements to maximize impact and sustainability.

## Considerations for Sustainability of Initiative

**Addressing staff turnover and competing priorities to strengthen Initiative implementation is essential.** High staff turnover and competing priorities hinder consistent program delivery, disrupt continuity, and strain capacity—challenges seen in Year One with key vacancies that impacted service delivery. Addressing these issues is critical to ensure quality, fidelity, and long-term success.

**Strengthening internal capacity for Initiative oversight is a critical step for long-term success.** Year One focused heavily on coordinating external partners, limiting internal infrastructure development. Recent team growth shows progress, but stronger onboarding and capacity-building—like regular internal meetings—are needed to build cohesion.



**Leveraging established partnerships enhances sustainability, sharpens collaboration, and aligns career pathways efficiently.** Strong existing partnerships enabled the Initiative to move quickly from planning to implementation, fostering early progress and collective ownership. Continued investment in these relationships will deepen alignment, strengthen accountability, and ensure efficient use of resources to support participant success.

**Continue to leverage the Initiative's unique positioning.** By linking academic training directly to UCSF jobs, the Initiative offers participants a clear, stackable career pathway that supports both entry-level employment and long-term advancement. This unique model strengthens workforce development but requires sustained coordination and investment to remain aligned with UCSF's evolving needs.

**Continue using evaluation to guide continuous improvement and demonstrate impact.** Ongoing evaluation is essential to keep the Initiative aligned with its goals and to demonstrate measurable outcomes. Systematic tracking and analysis allow for real-time adjustments, stronger sustainability, and clear evidence of return on investment. Partners should continue investing in robust evaluation over the next three years, focusing on long-term outcomes, sustainability, and community impact, and using findings to refine programs and communicate value to funders and stakeholders.





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Harder+Company Community Research works with public- and social-sector organizations across the United States to learn about their impact and sharpen their strategies to advance social change. Since 1986, our data-driven, culturally-responsive approach has helped hundreds of organizations contribute to positive social impact for vulnerable communities. Learn more at [www.harderco.com](http://www.harderco.com).

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