

VCHA: 2025 Annual Membership Meeting and Conference

Session topic:

The value of microcredentials to
improve employee retention

Presented by

Heather E. Millar, PhD, MBA | Millar Institute

Linda D. Wilkinson, MPA, CFRE | LDW Consulting

AGENDA

Introductions

Healthcare workforce retention data/trends

Microcredentials

Case study review

Strategies and resources

Introductions

Heather E. Millar, PhD, MBA
President, Millar Institute



Linda Wilkinson, MPA, CFRE
President, LDW Consulting





Healthcare workforce - clinical data/trends

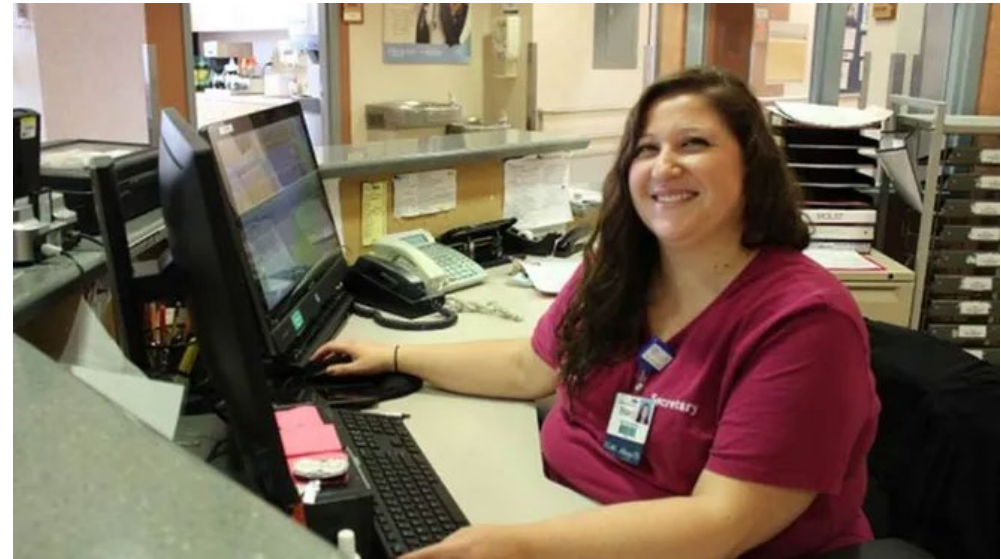
- 32% of CNAs in Virginia are satisfied w/ profession (median age 38)
- 96% of dental hygienists are satisfied w/profession; 26% expect to retire in 10 yrs (2032; median age 42)
- **30% of physicians expect to retire in 10 yrs. (2032); 35% in SWVA**
- **HRSA forecasts nursing shortage 'peaking' in 2027!** w/downstream affects (i.e. documentation integrity, case management, insurance appeals)

Source: Virginia Health Workforce Development Authority, Regional Careforce Snapshot, 2022

Profession Type	Licensees	New Licenses	Licenses Not Rene..	Virginia's Workforce	Full-Time E quivalenc..	Licensees per FTE
Behavioral Health	26,282	11%	4%	18,982	15,424	5.23
NP, MD, DO, and PA	77,842	11%	7%	45,546	41,354	3.66
Nursing	218,361	8%	9%	190,112	164,216	3.85
Oral Health	14,757	6%	5%	11,589	8,552	3.48
Pharmacy	30,888	8%	8%	21,861	17,444	3.67

Healthcare workforce –*non-clinical* data/trends

- Unemployment rates trending below the May 2025 national rate of 4.2%.
- Rate for medical secretaries and administrative assistants was 3.0% in Q1 2025,
- Claims adjusters - 1.8%
- Revenue cycle specialists - 1.4%
- Medical and health services managers - 0.9%



Source: U.S. Bureau of Labor Statistics

Healthcare workforce – non-clinical data/trends

- The following positions are the top nonclinical healthcare roles in demand:
 - ✓ Patient registration/intake/admissions specialist
 - ✓ Billing
 - ✓ Patient access/services specialist

Source: Robert Half



Healthcare workforce – non-clinical trends



- Professionals who combine healthcare support knowledge with technical expertise.
- Reliance on platforms like Notable's AI Agents to pre-populate registration forms, verify insurance in real-time and identify eligibility issues before patient visits.
- Demand for staff who can manage new systems is increasing — but 71% of nonclinical healthcare leaders report skills gaps in data analytics and digital business strategy.
{source: Robert Half}
- Nonclinical roles require increasingly complex abilities but compensation packages haven't kept pace with market demand. This gap between required expertise and salaries makes hiring (and retention) challenging (*DUH!*)



Healthcare workforce – trends

- Attracting and retaining top nonclinical healthcare professionals requires a mix of strategies:
 - ✓ Salaries & Benefits
 - ✓ Workplace flexibility
 - ✓ Work-life balance & wellness
 - ✓ Work with emerging technologies – (e.g. AI -OpenAI, ChatGPT, CoPilot, Notable AI)
 - ✓ Professional Development
-



Train people
well enough so
they can leave,
treat them well
enough so they
don't want to

-Richard Branson

dontgiveupworld.com

Why do employees leave?

Research says ...



In a 2021 study, 30%-50% of respondents had the perception of not feeling valued by their employer (Sinsky et al., 2021)



A study in 2021 found that the more dysfunctional the organizational culture, the higher the relationship to worker burnout (Seay-Morrison, 2021).



Lack of support from leadership is a significant factor contributing to a negative work culture (Venegas et al., 2023; Sinsky et al., 2021).

Why do employees leave?

Poor morale

Lack of manager or employer support

Compensation

Communication (too much or too little)

Job satisfaction (unfulfilled potential, misaligned strengths/tasks, opportunities for growth, promotion, lack of recognition/appreciation)

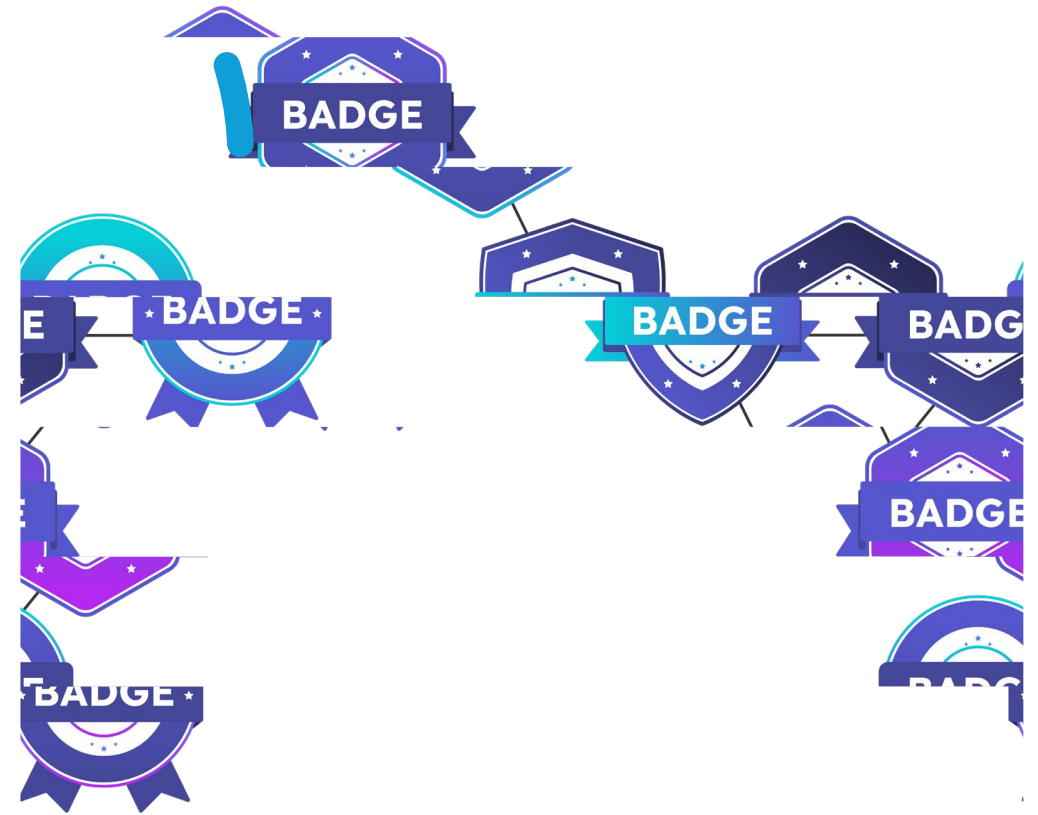
Workplace violence

Microcredentials



Microcredentials

Microcredentials can be a valuable tool in preventing and addressing burnout by fostering a culture of continuous learning, skill development, and employee well-being.



Microcredentials

Skill enhancement
and empowerment

Promoting a culture
of continuous
learning and growth

Flexibility and
accessibility

Addressing specific
areas related to
burnout



Examples



University of California, Davis

Emotional and Social Intelligence

Skills you'll gain: Active Listening, Emotional Intelligence, Relationship Management, Empathy, Social Skills, Communication Strategies, Perso...

★ 4.7 · 1.6K reviews

Beginner · Course · 1 - 4 Weeks



LearnKartS

Emotional Intelligence in the Workplace

Skills you'll gain: Self-Awareness, Emotional Intelligence, Conflict Management, Social Skills, Personal Development, Empathy, Self...

★ 4.6 · 8 reviews

Beginner · Course · 1 - 4 Weeks



Case Western Reserve University

Inspiring Leadership through Emotional Intelligence

Skills you'll gain: Emotional Intelligence, Compassion, Coaching, Leadership Development, Organizational Change, Personal...

★ 4.7 · 1.7K reviews

Beginner · Course · 1 - 3 Months

Case study review

AACSB International study with CMSWire

Association to Advance Collegiate Schools of Business

Survey Methodology

Organization size – over 500 employees

58% survey respondents at director level or higher

34% represented organizations with some global presence

30% work in the healthcare, manufacturing and business service industries



Accreditation 

**Shaping the next generation of
great leaders.**

Case study review

81% of organizations surveyed currently use microcredentials

57% say most roles have microcredential requirements

38% say some roles have microcredential requirements

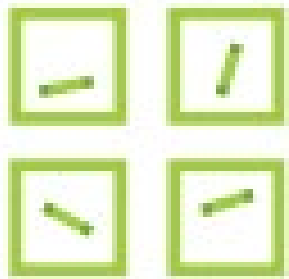
97% of respondents believe microcredentials are useful for their employees' professional development.

Survey results suggest that microcredentials are a preferred skill credential for both team managers and entry-level posi

Case study review

Those surveyed presented several common use cases for microcredentials.

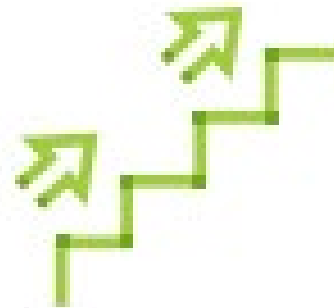
Example microcredential use cases



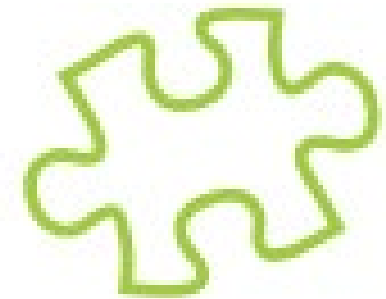
Cataloging current
skills/proving skills
knowledge



Upskilling/
reskilling



Promotions



Filling skill
gaps

Case study review

Responding organizations identified certain business concepts and skill areas that are well suited for microcredential learning



Employees can increase their value to organizations by upskilling/reskilling which adds employee value to the organization - which has been shown to increase retention.



HEALTH DATA
ANALYTICS



HEALTH
INFORMATION
MANAGEMENT



PRIVACY
REGULATIONS



HEALTH
INFORMATICS



DIGITAL HEALTH

Strategies and resources

Each organization should evaluate their own immediate skill development needs, prioritize goals and the role microcredentials can play in fulfilling those goals.

Distinction between industry association credentials/licensed credentials and microcredentials

Determine resources needed (budget)

Strategies and resources

Specialized “credentialing” vendors such as Credly and Canvas credentialing (digital badges)

Learning platforms (or LMS) such as Canvas or Blackboard

Consultants or individual contractors

Higher ed institutions (continuing education and workforce development)

Private industry such as Coursera or LinkedIn Learning

Any combination of the above

Microcredentials in the wild ...

File **Message** Insert Options Format Text Review Help Adobe PDF Tell me what

Paste Cut Copy Format Painter

Arial 10 A⁺ A⁻ B I U

Basic Text

Address Book Check Names Attach File Attach Item Signature

Send

From buildingofficial@iccsafe.org

To...

Cc...

Subject

Building Code Official
Chicago District Office
4051 Flossmoor Road
Country Club Hills, IL 60478 USA
1.888.ICC.SAFE (422.7233) ext. 4448

 Certified
Certified
Building Code
Official

Microcredentials in the wild ...



← Licenses & certifications

 **CFRE Certification**
CFRE International
Issued Aug 2023 · Expires Sep 2026
[Show credential](#)

 **Diversity, Equity and Inclusion in the Workplace Certificate**
USF Corporate Training and Professional Education
Issued Feb 2023 · Expires Dec 2033
[Show credential](#)

 **Health Insurance Billing & Denial Certificate**
Patient Advocate Foundation
Issued Apr 2021

 **Board Governance/Education**
BoardSource
Issued Jul 2019

 **Mental Health First Aid**
Mental Health America
Issued Jun 2017

 **Patient-Centered Medical Home**
NCQA
Issued Apr 2015 · Expired Apr 2017



This badge was issued to [Linda D Wilkinson](#)

Date issued: February 07, 2023

 [Verify](#)

 [Celebrate](#)



Diversity, Equity and Inclusion in the Workplace Certificate

Issued by [USF Office of Microcredentials](#)

Earners of the Diversity, Equity and Inclusion in the Workplace Certificate have learned the essential practices and tools designed to increase employee diversity and to create a business model that embraces equity and inclusion. The seven-week program, created in partnership with the Tampa Bay Lightning and Jabil, focuses on ways for organizations to create diverse workplaces, address equity issues, and foster inclusivity. This program is no longer offered by the USF Muma College of Business.

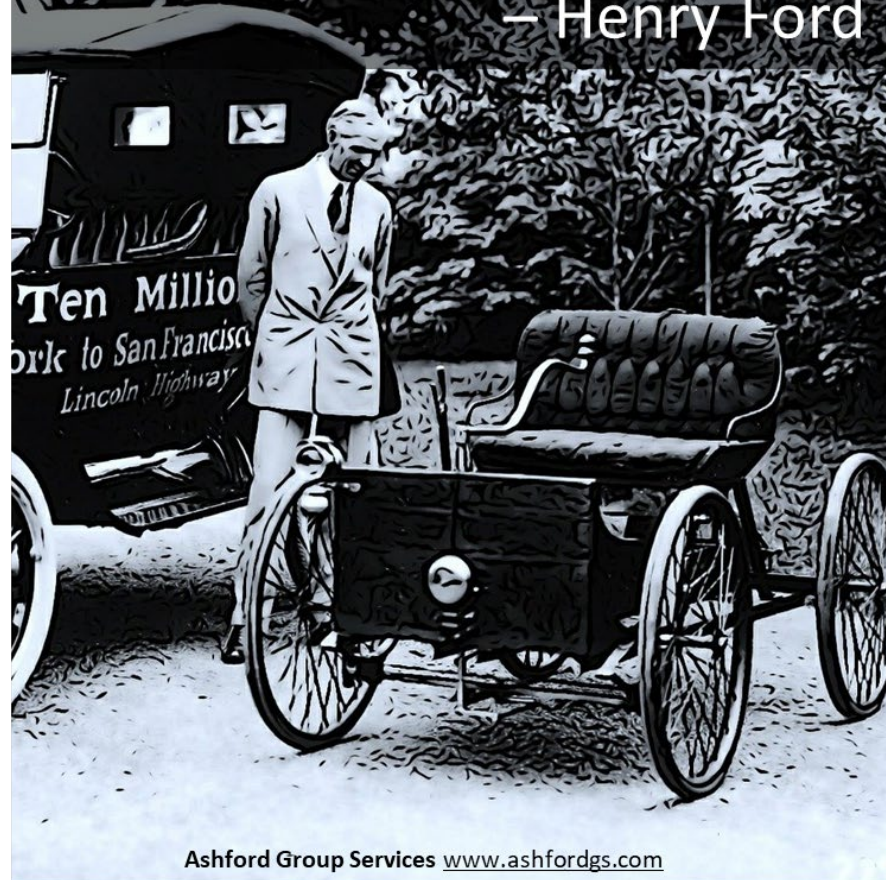
[Learn more](#)

Questions?



“The only thing worse than
training your employees
and having them leave
is not training them
and having them stay.”

— Henry Ford



Thank you!!

Let's connect ...

Heather E. Millar, PhD, MBA
President, millarinstitute.org
heather@millarinstitute.org



MILLAR
INSTITUTE



Linda D. Wilkinson, MPA, CFRE
President, LDW Consulting
LDWilkinson@gmail.com



References & Resources

1. Claude Moore Opportunities lead by former Secretary of Health & Human Services, Dr. Bill Hazel

<https://cm-opportunities.org/preliminary-landscape-of-virginia-health-science-human-services-workforce-initiatives/>

2. Virginia Health Workforce Development Authority, Regional Careforce Snapshot, 2022

3. Robert Half Workforce In Demand Survey – Roles & Hiring Trends, 2025

<https://www.roberthalf.com/us/en/insights/research/data-reveals-which-healthcare-support-roles-are-in-highest-demand>

4. Bureau of Labor Statistics, Healthcare <https://www.bls.gov/ooh/healthcare/>