

# WPHCA's Medical Assistant Apprenticeship (MAA) Program

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## Introduction

### Current Environment

A small pool of available candidates has created a competitive environment for Medical Assistant (MA) positions in Wisconsin. Nationally there is a projected 18% growth in Medical Assistant positions from 2020 – 2030, which is significantly faster than the average for all occupations<sup>1</sup>. Many of these openings are expected to result from workers who are leaving the medical field due to burnout or retirement. In Wisconsin, 1,680 MA positions are expected to open statewide each year.<sup>2</sup> Given the high demand for these health care roles, many candidates select positions at higher paying private clinics or health systems. The number of open positions and high turnover rate serve as a limiting factor to the number of patient encounters a Health Center may schedule. Additionally, inexperience in the MA positions due to high turnover rates limits the productivity of health care teams.

Based on WPHCA's research, the development of a Health Center focused MA apprenticeship program could expand the pool of candidates with a close connection to Community Health Centers at a greater retention rate than currently experienced. Additionally, an apprenticeship program model could create employment opportunities otherwise unavailable to community members experiencing barriers such as limited education, employment history, and/or criminal records, not to mention those suffering from historical and current structural racism.

### Background

At the April 2021 Workforce Task Force meeting WPHCA staff presented a menu of options to address the challenges Health Centers face in the recruitment and retention of MA staff. The Task Force recommended WPHCA explore opportunities and partnerships with various organizations around the development of a Health Center focused MA apprenticeship or training program. WPHCA staff met with a wide variety of partners, including MA staff from the following Health Centers: Progressive, Lakeshore, Partnership, Sixteenth Street, and Marshfield. During our MA Health Center staff calls, WPHCA heard support across the board in exploring Health Center specific apprenticeship programs; support for apprentices to receive certification as part of the program; and there were no significant concerns that the development of a WPHCA apprenticeship/training program would lead to conflict with already established local MA technical college training programs.

### Assessment

Based on outreach calls, partner discussions, and conversations with the Workforce Task Force and WPHCA Board of Directors, WPHCA is pursuing the development of a Community Health Center focused apprenticeship program for Medical Assistants. Exploratory conversations with the Washington PCA (Washington Association for Community Health, WACH) have provided context for how WPHCA might start an apprenticeship program in Wisconsin. Through our partnership with WACH, WPHCA will be able to access their well-established In-Reach program MA apprenticeship curriculum and materials, which are specifically designed for Community Health Centers. WPHCA sees significant value in partnership with WACH on our MA Apprenticeship program as WACH supports Washington Community Health Centers in the same way WPHCA supports Wisconsin Community Health Centers and has created a curriculum and program based on the Community Health Center model of care.

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<sup>1</sup> US Bureau of Labor Statistics, Occupational Outlook Handbook: Medical Assistants; <https://www.bls.gov/ooh/healthcare/medical-assistants.htm>

<sup>2</sup> MedAssistantEdu.org, Medical Assistant Salaries in Wisconsin; <https://www.medassistantedu.org/wisconsin/wisconsin-salary/#:~:text=According%20to%20the%20Wisconsin%20Department,in%20just%20a%20couple%20years.>

## Medical Assistance Apprenticeship Return on Investment (MAA ROI)

In 2016, Case Western Reserve University did a study of the benefits and costs of apprenticeship with the Department of Commerce<sup>3</sup>. The report identified a more robust list of common benefits of apprenticeship:

- Employee engagement and loyalty.
- Greater problem-solving ability and adaptability.
- Reduced turnover.
- Pipeline of skilled employees.
- Better matching of employee skills and character with Employer needs and firm culture.
- Lower recruiting costs.
- Development of future managers.
- Output during the apprenticeship at a reduced wage.
- Higher post-apprenticeship productivity relative to similarly tenured employees.
- Reduction in mistakes or errors.
- Increased ability of the apprentices to diagnose potential problems before they occur because they understand why a task needs to be performed as well as how to perform it.

This study also found that most companies with apprentices were not tracking or calculating a detailed ROI on their apprenticeship programs. Dartmouth-Hitchcock Medical Center had enough data for the researchers to do a robust analysis:

Dartmouth-Hitchcock Medical Center in Lebanon, New Hampshire, found that apprenticeship was essential to a major expansion and re-organization of its provision of medical services. The apprenticeship program cost of \$59,700 per medical assistant (MA) apprentice was offset by a \$48,000 per apprentice reduction in overtime costs and \$7,000 per apprentice in increased revenue from medical appointment bookings. **The program nearly paid for itself within the first year and had an internal rate of return of at least 40 percent.** In addition, reducing the long-term use of overtime helped relieve staff burnout and turnover. Their analysis also showed that the quality of care was at least as high after the MA apprentices were introduced. Dartmouth was able to put local qualified candidates to work, when it had difficulties recruiting from higher density urban areas along the Atlantic Seaboard.

To see more about the Return on Investment for WPHCA's MAA program check out the program ROI and editable spreadsheet on [WPHCA's MAA Program Page](#).

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<sup>3</sup> Case Western - US Dept. of Commerce, Office of the Chief Economist, Economics and Statistics Administration: *The Benefits and Costs of Apprenticeships: A Business Perspective*, p. 23 (November 2016).

## About the Medical Assistant Apprenticeship (MAA) Program

The Medical Assistant Apprenticeship (MAA) Program is a 12-month program that prepares participants to take the Certified Clinical Medical Assistant (CCMA) test through the [National Healthcareer Association](#). The program:

- Is an in-house apprenticeship program through the Wisconsin Primary Health Care Association (WPHCA) and is not registered through the Wisconsin Department of Workforce Development.
- The curriculum is leased from the Washington Association for Community Health's In-Reach Medical Assistant Apprenticeship Program.
- The pilot cohort begins Fall 2022 and will be accepting 20 Medical Assistant (MA) Apprentices.

## TUITION COST

The tuition is \$5,000/apprentice in the pilot year for community partners. Tuition costs may increase in subsequent years.

The tuition does not cover each apprentice's wage and benefits, or any travel expenses associated with the program's 3 in-person lab days.

## EMPLOYER RESPONSIBILITIES

- Hire and/or identify the individual who will be participating in the program; recruitment is 100% responsibility of the Employer.
- Provide a 1:1 MA coach for each participating apprentice.
- Allow apprentices and coaches adequate time to meet and practice skills on the job.
- Pay apprentices for on-the-job (OTJ) training.
- Pay tuition for each apprentice participating.

## EMPLOYER STAFF ROLES

- Apprentice: individual being trained on-the-job to become an MA.
- Coach: Provides hands on guidance, training, and mentorship, generally a peer.
- Supervisor: Provides more formal supervision (i.e., if all MAs are supervised by the clinic manager, the clinic manager would also supervise the apprentice). In smaller clinics or locations, the supervisor and coach may be the same person.
- Administrator: Admin staff, generally HR or COO, who provides feedback and data on the apprentice to WPHCA (i.e., wages and career progression, disciplinary concerns, etc.). Often serves as the designated contact person at the organization who will receive regular communications about the program and forward them as needed to appropriate team members. In some clinics the supervisor and administrator may be the same person.

## APPRENTICE RESPONSIBILITIES

- Complete 2,000 hours of paid on-the-job (OTJ) training with the support and guidance of an experienced 1:1 MA coach.
- Complete 410 hours of unpaid supplemental online coursework.
- Attend 3 in-person lab days with the course instructor to practice and demonstrate mastery of hands-on technical skills.
- Log and report on-the-job hours and skill practices as required.

## WPHCA RESPONSIBILITIES

- Develop the necessary partnerships with program stakeholders.
- Design and build the infrastructure for a Wisconsin specific MA apprenticeship program (with support from program participants and the Washington Association for Community Health).
- House the MA apprenticeship program on our Learning Management System (LMS) and track program requirements.
- Contract with an MA instructor to provide curriculum instruction.
- Provide support to participating Employers, apprentices, and instructor.

## Important Program Dates

Action Items	2022 Program Dates
<b>Remaining Program Slots Will Be Opened Up to Community Partners</b> – Health Centers can still sign up to participate in the program, but requests will be accepted on a first come first serve basis amongst Health Centers and Community Partners	August 1 <sup>st</sup> , 2022
<b>Virtual Coach Professional Development</b> Optional training opportunity for MA coaches	August 31 <sup>st</sup> , 2022
<b>Apprentice Registration Closes</b> – To ensure sufficient lead time, program staff prefer to have all apprentices registered 1-month in advance of the program start. Invoices for the final number of MA Apprentice slots awarded to an Employer will be sent after September 1 <sup>st</sup> .	September 1 <sup>st</sup> , 2022
<b>Virtual Coach Orientation</b> – All coaches are required to attend.	September 27 <sup>th</sup> , 2022
<b>Virtual Apprentice Orientation</b> – All apprentices are required to attend.	September 30 <sup>th</sup> , 2022
<b>First Day on Site as an Apprentice</b> – Apprentice's first date with Employer in the MA apprentice role.	October 3 <sup>rd</sup> 2022
<b>Final Date to Receive a Full Refund</b> – Employers may receive a full tuition refund if their apprentice leaves the program, voluntarily or involuntarily, within 2 weeks of the program's start.	October 14 <sup>th</sup> , 2022
<b>Final Date to Receive a 67% Refund</b> - Employers may receive a 67% tuition refund if their apprentices leave, voluntarily or involuntarily, the program within 10 weeks of the program's start.	December 9 <sup>th</sup> , 2022
<b>Lab Day #1 (in person)</b> – Location TBD, held on a Saturday	TBD ~ January 2023
<b>Lab Day #2 (in person)</b> – Location TBD, held on a Saturday	TBD ~ April 2023
<b>Lab Day #3 (in person)</b> – Location TBD, held on a Saturday	TBD ~ July 2023
<b>Final Canvas Module Due Date</b> – All online course materials are due.	TBD ~ July 2023
<b>6-week NHA Study Course Opens</b> – The apprentice must meet all program requirements before study course registration is approved. Taking the CCMA study course is optional.	TBD ~ August 2023
<b>Study Course Closes</b>	6 weeks from Start
<b>First Opportunity to Register for CCMA Exam</b> – taking the CCMA exam is optional.	TBD

## Becoming an Employer

### What are the benefits to me as an Employer?

- Employers don't have to lose great employees while they work toward becoming an MA. Entry level clinical or non-clinical staff can be trained while still working full time.
- Employers can recruit new employees from the local community who already know the patient population, or select apprentices with a certain skill (e.g., bilingual in a particular language) that is not available in the current MA applicant pool.
- Employers get to train MAs in the way things are done at their clinic. No re-training hassles.
- MAs in apprenticeship programs get extensive hands-on experience compared to technical college programs.
- There is a 10-week trial period, so Employers can be sure the MA is a good fit for the organization.
- In addition to technical skills, MAs are trained in Patient Centered Medical Home (PCMH) concepts. If the Health Center is transitioning to a PCMH model, direct service staff will understand PCMH principles and skills.

### To become an Employer with WPHCA's MAA program the following requirements must be met:

- Provide a 1:1 coach to apprentice ratio. Coaches provide hands on guidance, training, and mentorship for the apprentice.
- Provide and pay apprentices for 2,000 hours of on-the-job (OTJ) learning hours and three 8-hour lab days hosted on Saturdays.
- Pay tuition for each apprentice participating.
- Hire and/or identify the individual who will be participating in the program; recruitment is 100% responsibility of the Employer.
- Allow apprentices and coaches adequate time to meet and practice skills on the job.

### Optional, but HIGHLY encouraged

- Require apprentices take the CCMA exam upon completion of the program.
- Commit to wage progression schedules as the apprentice advances in the program.
- Provide wage increases and/or additional benefits for MA coaches.

### If your organization would like to apply to become an Employer for WPHCA's MAA program, please complete and return the following paperwork to Kysa Monette:

- A Signed copy of this MAA Employer Manual
- Completed Employer Information Form



## Employer Onboarding

### Employer Orientation

Once the organization has officially signed this manual and decided to become an Employer for the MAA program, a member of the WPHCA staff will set up a one-on-one Employer orientation. During this virtual meeting WPHCA staff and Employer staff will discuss the following:

- Review MAA Employer Manual
  - Employer and WPHCA roles and responsibilities
  - Reporting and data collection
- Program due dates & timelines
  - MA coach selection
  - Apprentice recruitment strategy (apprentice recruitment is 100% the responsibility of the Employer).
- WPHCA staff will share supporting document examples such as apprentice contracts and job descriptions.

### Selecting a Coach

When selecting MA coaches consider the following:

- Qualities & characteristics of a coach
  - 2+ years as a MA at the organization
  - Are they certified? If apprentices are required to be certified, coaches should also be certified
  - Passionate about their work
  - Proactive with a positive attitude
  - Willingness to help others reach their goals
- Consider the current advancement opportunities for MAs within the organization. Are there pathways for career growth and development? How can this coaching opportunity be built into those opportunities for advancement?
- What supports does the organization need to build for MA coaches to make sure they have the support they need in their new role?
- If possible, have the coaches attend the apprentice's orientation to understand the expectations for all apprentices.

### Virtual Coach Orientation (required)

A virtual orientation for all MA coaches will be held in September 2022. This orientation is required for all coaches.

### Virtual Professional Development Opportunities for New Coaches (optional)

Over the summer WPHCA will offer one optional virtual professional development opportunity for coaches. These opportunities are available for coaches who are new to a supervisory/mentorship role and are looking for additional support and guidance as they take on new responsibilities.

As a special offer during the pilot year any coach that is not CCMA certified, and would like to become certified, can participate (free of charge) in a 6-week training course and take a first attempt at the CCMA exam.

## Apprentice Onboarding

Apprentice recruitment is **100%** the responsibility of the Employer.

The apprenticeship model allows organizations to recruit for mission minded individuals with a passion for service. Because all training is done on the job, there is no need for previous clinical experience, which allows for Employers to significantly expand their applicant pool from within the community.

### Selecting an apprentice – tips for success

- Be clear about the expectations and requirements of the program up front for both coaches and apprentices.
- Ask apprentices what their long-term career goals are – show them how the organization can support them in those goals.
- Consider including language in an apprentice's contract that outlines how long they are required to work at the organization post program completion.
- If a candidate is not an incumbent employee (someone already working at the organization) have them start a few weeks in advance to ensure time to fully onboard them to the organization. This allows the Employer and the candidate to determine if they are a good fit for the organization and the program before it begins. It also helps reduce feelings of being overwhelmed with the new job and program requirements.

### What are the benefits to the apprentice?

- No need to travel or move to another area to attend college, as all course work and training is completed virtually or onsite with the Employer (with the exception of 3 in-person lab days).
- The program is structured so that the apprentice can work full time while completing the program.
- MAA tuition is typically less than a community or charter college.
- Extensive hands-on experience in technical skills.
- A broad skill set that ensures the MA is a valued member of the care team.

### The apprentice must meet the following requirements (in addition to any requirements of employment your organization may have):

- 18 years of age
- Have received their GED or High School diploma

## Apprentice expectations for participation in the program

- Over the course of a 12-month time period the apprentices will
  - Complete 2,000 hours of on-the-job training (paid) with the support and guidance of an experienced one-on-one MA coach
  - Complete 410 hours of supplemental, online coursework (unpaid).
  - Attend 3, 8-hour in-person lab days with an expert instructor to practice and demonstrate mastery of hands-on technical skills.
  - Log and report on-the-job hours and skill practices and submit to MAA program staff.

## Virtual Apprentice Orientation

All apprentices are required to attend WPHCA's virtual apprentice orientation in September.

## Curriculum Structure

- 12-month program that includes on-the-job training, supplemental online courses, and lab days.
- On-the-job training
  - Apprentices are paired with an MA coach from the employing organization.
  - The MA coach will answer questions and guide practice of hands-on skills.
  - Apprentices are responsible for tracking their work hours and skills practice, which the MA coach will monitor and sign off that they have been satisfactorily completed.
  - On the job training consists of 2,000 hours covering 6 areas of skills practice:
    - Patient Interaction (1125 hours)
    - Clinical Procedures & Diagnostic Tests (350 hours)
    - Data Entry (190 hours)
    - Miscellaneous Procedures & Cleaning (160 hours)
    - Quality Improvement (50 hours)
    - Care Team Interactions (125 hours)
- Supplemental online courses
  - Participants will spend ~10 hours a week on online coursework.
  - Coursework is a combination of assigned reading, review of PowerPoint slides, articles, videos, and supplemental sources.
  - There are a variety of required activities for participants to engage in:
    - **discussions** (post comments on the discussion forum and respond to other posts)
    - **hand-in activities** (download, complete, and submit a worksheet)
    - **quizzes** (may include matching, ordering, true/false and multiple-choice activities)

- **practicums** (special hands-on activities that will be completed in the workplace)
  - **module quizzes** (tests at the end of each module.).
  - Participants are also required to complete timesheets, skill logs, and evaluation forms.
  - All assignments for each module must be completed.
  - Quizzes must have a score of at least 80% to pass
- Lab Days
    - 3 mandatory 8-hour lab days throughout the year, which will be held on Saturdays.
    - Lab days are designed for apprentices to learn & practice skills with the instructor and allow the instructor time to ensure mastery of the required skills.

## Program FAQs

### As an Employer, what do I have to provide?

- **A dedicated coach**, ideally an MA with at least 2 years of experience. The coach must share the apprentice's work schedule at least 75% of the time. The coach and apprentice do not need to work together as a single unit, but the coach should be available (in the vicinity) to answer questions and supervise new skills practice. If there are multiple apprentices on site, each apprentice must be assigned their own coach.
- **Scheduling considerations and time for skill practice.** It is very important that apprentices and coaches have the time to practice skills together. The model used depends on clinic needs and set-up, but the following is recommended:
  - A daily or weekly schedule review to identify learning opportunities for the apprentice.
  - At least 1-2 scheduled hours per week for the apprentice and coach to meet one-on-one to work on skills.
  - A float who can cover for the coach or apprentice on the above occasions.
  - The apprentice should NOT be a lead/primary assigned to a single provider, if possible, as this limits their flexibility. Also consider carefully whether coaches who are leads or RNs will have enough time to spend with the apprentice.
  - The apprentice should NOT be used as a regular translator, as this takes up a lot of time they could be using practicing technical skills.
- **General support.** Although the program is designed to involve minimal work on the part of Employer, it is important that the apprentice's direct supervisor and other administrators know what is going on in the program. WPHCA recommends a **monthly check-in meeting** with everyone at the clinic who is involved in the program (apprentices, coaches, supervisors, and administrators), to review the apprentices' progress and troubleshoot any problems.
- **Roles**

- Apprentice: individual being trained on-the-job to become an MA.
- Coach: Provides hands on guidance, training, and mentorship, generally a peer.
- Supervisor: Provides more formal supervision (i.e., if all MAs are supervised by the clinic manager, the clinic manager would also supervise the apprentice). In smaller clinics or locations, the supervisor and coach may be the same person.
- Administrator: Admin staff, generally HR or COO, who provides feedback and data on the apprentice to WPHCA (i.e., wages and career progression, disciplinary concerns, etc.). Often serves as the designated contact person at the organization who will receive regular communications about the program and forward them as needed to appropriate team members. In some clinics the supervisor and administrator may be the same person.
- **Data and feedback.** Throughout the program year WPHCA will ask Employers to submit information on the wages and career progression of current and past apprentices. Employers and apprentices will be asked periodically to complete a brief survey on the organization's experiences with the program.

### **Do I need to provide a wage progression scale as apprentices advance through the program?**

It is not required that Employers provide a wage progression scale, but it is recommended. For new hires, apprentices are typically paid 92% of the starting MA salary (or minimum wage, whichever is greater). There is generally wage increase to 96% at the midpoint of the program.

### **How much paperwork does the Employer have to complete during the program?**

Outside of providing data and feedback (as outlined above), Employers don't have to do any paperwork related to the online coursework. Apprentices do need to keep timesheets and skill logs documenting their skill practice. Timesheets and skill logs are signed off by a coach or supervisor.

### **How much work is this for the apprentice?**

It is a lot of work. The apprentice must be very dedicated and committed to finishing the program. The online coursework is designed to take about 10 hours/week, but may take more than that, and are to be completed outside of OTJ training hours. The 3 lab days are scheduled on Saturdays.

### **How much travel is involved for the apprentice?**

All OTJ hours will be performed on site with the Employer. All supplemental online coursework is completed after hours on the apprentice's own time. The only travel required for the program is for the 3 in-person lab days which will be held on Saturdays. The program will do their best to host the lab day in as central a location as possible.

### **Who pays the tuition fee?**

WPHCA requires that the Employer cover the tuition fee, as an investment in a committed, quality workforce. Most Employers participating in this program in Washington state ask their apprentices to sign a 1- to 2-year commitment contract in exchange for this investment in their education. An example contract will be provided as part of the onboarding meeting with each new Employer.

### **Is there a refund if the apprentice voluntarily or involuntarily exits the program?**

The refund schedule for both voluntary and involuntary program exits is as follows:

- Full refund within 2 weeks of program start
- 67% refund within 10 weeks of program start
- No refund after probationary period (10 weeks)

### **Are coaches paid?**

While it is not required that Employers increase the MA coaches pay, it is HIGHLY recommended. Participation in the MAA program provides opportunities for growth and career development, not only for the apprentices, but also current MAs. Becoming a coach is an added responsibility and does take additional time and effort to mentor and guide a new staff person. By increasing a coaches pay and/or providing additional benefit options, Employers acknowledge the time and effort MA coaches are putting into training a new workforce.

### **What benefits are available to coaches?**

During the pilot year any coach that is not CCMA certified, and would like to become certified, can participate (free of charge) in a 6-week training course and take a first attempt at the CCMA exam. WPHCA will also provide an optional professional development webinar over the summer as well as a mandatory orientation for all coaches in the fall. Throughout the year there will be peer learning opportunities for coaches across the program to connect and discuss strategies, tips, and resources for supervising/coaching their MAs.

### **What credential do program graduates receive?**

After completing this program, MAA graduates are prepared to take the Certified Clinical Medical Assistant (CCMA) exam administered by the National Healthcareer Association. MAA graduates are not required to take the CCMA exam, but the program will provide the opportunity for participants to take a 6-week study course and take the first attempt at the CCMA exam. The CCMA is a national credential. While there are no requirements in the state of Wisconsin for Medical Assistants to be certified, the additional credential is a great professional development opportunity and quality improvement strategy. Successful program graduates who pass the CCMA exam will obtain a national credential, which is accepted by many (but not all) Employers in other states.

### **Can apprentices take the AAMA certification test if they want?**

No, the apprenticeship program has not been approved as an AAMA training program. The only MA Certification testing program that currently accepts this program is the National Healthcareer Association.

**What skills can an MA apprentice perform during their apprenticeship?**

MA apprentices can perform any skills a Medical Assistant can perform from the first day of their apprenticeship WITH DIRECT VISUAL SUPERVISION provided by a coach or supervisor in the room watching the procedure. Employers can determine their own policies regarding whether they wish to train apprentices in new skills right away or have them wait until lab day. For certain skills like injections, and sterile procedures, it is recommended that apprentices do not perform the procedures on patients until after they have learned correct technique at lab day.

After apprentices have completed all the required skills practice and been signed off as competent by their MA coach AND the course instructor at a lab day, they can perform these skills under DIRECT SUPERVISION (with a qualified supervisor on the premises and within immediate reach).

**Do MA apprentices need to hold any previous clinical credential to participate?**

No, apprentices do not need to hold any credential while they are enrolled in the program. They should sign off as “MA Trainee.”

**What happens if the apprentice is having problems in the program?**

WPHCA will be in regular contact with apprentices and Employer staff and can help troubleshoot problems. The course Instructor can help if the apprentice is having problems with the coursework.

**How can I guarantee that the apprentice won't take their certification and go somewhere else?**

Employers who pay an apprentice's tuition often ask the apprentice to sign a 1- to 2-year commitment contract in exchange for the investment in their education. While the apprenticeship model is not a full-proof guarantee that an apprentice will stay past a commitment date, the program model encourages investment in the apprentice and is an opportunity for the organization to show the individual that they are a valued member of the team. Staff who feel valued and see that their organization wants to continue to grow and develop them are more likely to stay.

**How much support can I expect from WPHCA?**

WPHCA has two dedicated staff co-leading the program: Kysa Monette and Kirstie Yu. Staff are in close contact with all apprentices and Employers and can help resolve program concerns. Employers may contact staff at any time with questions; remember, there is no “wrong door” at WPHCA. The course Instructor is also available to answer apprentices' questions about technical skills they are learning.

## Program Staff Roles

### **Kysa Monette**

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### **Kirstie Yu**

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For questions about...	... ask:
The apprentice program in general	Kysa
Technical questions about using Canvas (LMS)	Kirstie
Questions about reporting	Kirstie
Technical/clinical skills questions	Instructor
The online coursework	Instructor
Lab days	Instructor or Kysa



## Signature Page

### Wisconsin Primary Health Care Association

Signed: \_\_\_\_\_

Name: Stephanie Harrison

Title: CEO

Date: \_\_\_\_\_

Please sign below to acknowledge you have received the Employer manual and understand the Employer requirements of this program. You agree that participation in this program does not change your responsibilities or role as the Employer of the participants and all matters related to performance and qualifications shall be your responsibility.

**[Insert Employer Name Here]**

Signed: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_