



**Written Statement Submitted to the Pennsylvania  
Senate and House Veterans Affairs & Emergency  
Preparedness Committees**

**Joint Informational Meeting  
“From Combat to Careers”**

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Thank you for the opportunity to provide a statement to the Joint Pennsylvania Senate and House Veterans Affairs and Emergency Preparedness Committees' informational meeting, "From Combat to Careers." My name is Daniel Perkins, and I am a distinguished professor and the principal scientist at the Clearinghouse for Military Family Readiness at Penn State (Clearinghouse). The Clearinghouse is an applied research center dedicated to helping professionals identify, implement, evaluate, and strengthen evidence-informed programs that support military Service members, veterans, and their families. As part of this work, we created the Penn State VETERANetwork in 2020 to consolidate the Clearinghouse's growing veteran initiatives. The VETERANetwork serves as a data-driven, collaborative effort to champion effective programs and services that support the well-being of veterans and their families. It also strives to promote evidence-informed, nonpartisan learning and collaboration among key veteran service organizations, policymakers, and funders. We leverage data to inform decisions and encourage evidence-based practices that support veterans and their families, with a special focus on post-9/11 veterans.

Our Veteran Employment Program Impact Evaluation provides one example of how the Clearinghouse translates research into practical insights to support veterans. The study examined four national veteran employment programs to determine whether they offered employment supports associated with positive outcomes identified through The Veterans Metrics Initiative (TVMI), a Clearinghouse-led longitudinal study tracking Service members' well-being during their transition to civilian life. The impact study found that all four programs provided key supports, including resume writing assistance, interview preparation, and career coaching, resulting in faster job attainment and higher starting salaries for transitioning veterans. More importantly, our study discovered that participants in the evaluated programs experienced meaningful employment advantages compared with similar veterans in the TVMI sample. Across the four programs, participants entered the civilian workforce with significantly higher starting salaries, earning approximately \$12,833 to \$48,124 more than comparable veterans. In two programs, participants were substantially more likely (2 to 9.6 times) to secure full-time employment within the first 15 months after military separation and program engagement.

Another example, using the same TVMI data, the Clearinghouse also developed the Veteran Transition Screener (VTS), an online free tool that veteran-serving providers can use to assess risk factors among their participants and better understand which program components are most effective. For more information about the Clearinghouse and the VETERANetwork, visit <https://militaryfamilies.psu.edu> and <https://veteranetwork.psu.edu/>

### **Supporting the Commonwealth and Veterans**

One focus of our work is examining Pennsylvania's workforce system and opportunities to connect veterans with the Commonwealth's workforce needs<sup>i</sup>. Currently, Pennsylvania is facing a workforce crisis. The state's working population is expected to decrease by 425,000 from 2020 to 2030<sup>ii</sup>, one of the most significant population declines in the nation. This decline is driven by outmigration, an aging workforce, and declining immigration. Pennsylvania currently has an unmet demand for roughly 105,000-110,000 workers<sup>iii</sup> in occupations spanning the educational attainment and wage spectrum. If the worker

shortage is not addressed, the state's economy will slow, Pennsylvania will be less competitive than other states, and consumers will face higher costs of goods and services. Among residents who left the state, more than a third cited employment as their main reason. For the Commonwealth to succeed, it must take steps to attract new employees and retain existing ones. Appendix A provides an overview of Pennsylvania's worker shortage, potential solutions, and recommendations for addressing the problem by leveraging veterans.

Transitioning Service members and veterans are a skilled and ready pool of talent. They are well-trained and ready to enter the workforce. They will contribute positively to Pennsylvania's economy and to their local communities. Veterans have higher income levels, employment rates, homeownership rates, and civic participation rates than non-veterans. For instance, Pennsylvania veterans aged 25 and older are more likely to be high school graduates or to have postsecondary education. Veterans also participate in the labor force at a higher rate than civilians and own more than 5% of Pennsylvania's small businesses.

Annually, approximately 200,000 Service members transition from the military. The TVMI study found that nearly a third stayed near their last installation, about a third moved back to the area where they grew up, and more than a third moved elsewhere. Veterans may choose where to resettle based on many factors, such as geography, family, and opportunities for education, employment, or retirement benefits. Only 4% of transitioning veterans settle in Pennsylvania. Pennsylvania is underperforming in attracting its share of talented transitioning Service members compared to other states. Given its aging population, its need to attract workers, and its historical connection to the birthplace of the U.S. Constitution, the Commonwealth needs to do more to position itself as an attractive destination for this talented population.

### **Veterans' Solutions Forum**

Recognizing this need, the Clearinghouse hosted the inaugural Veterans' Solutions Forum on December 10, 2025, at the Pennsylvania Capitol to bring veteran-specific issues to our stakeholders and share potential solutions that will benefit veterans and the Commonwealth. Ultimately, the goal is to bring together government officials, legislators, education providers, and employers to address these issues, better support our veterans, and strengthen our Commonwealth. Speakers at the forum described the workforce challenges affecting Pennsylvania, transitioning Service members and veterans, and illustrated how these veterans with military medical training can help mitigate statewide healthcare worker shortages. They also highlighted programs in other states that support veteran employment, with a specific focus on pathways into healthcare occupations. A recording of the forum is available on the Pennsylvania House of Representatives' [YouTube channel](#)<sup>iv</sup>.

The impacts of the workforce shortage are particularly evident in the healthcare industry because of the retirement of current workers and the increased healthcare needs of an aging population. Nationally, there will be a massive shortfall of almost 122,530 Licensed Practical Nurses (LPNs)<sup>v</sup> and 267,330 Registered Nurses (RNs)<sup>vi</sup> between now and 2028.

Reasons for this shortfall include the retirements of current nurses, nursing schools struggling to expand capacity due to limited faculty and clinical sites, and an increased need for nurses as our aging population requires more care<sup>vii</sup>.

In the Commonwealth, RNs and LPNs appear on each of Pennsylvania's 22 Workforce Development Areas' High Priority Occupation (HPO) lists<sup>viii</sup>. Careers on the HPO lists are in demand by employers, have higher skill requirements, and are eligible for training dollars to fund worker education.<sup>ix</sup> The need for healthcare care professionals, however, remains unmet, with 17% of nursing support roles and 19% of RN positions unfilled in 2024. In rural areas, the gap is even wider, with 21-23% of RN and medical assistant positions remaining vacant. The Pennsylvania Department of Labor and Industry (DLI) reports that between now and 2032, almost 9,000 nurses and 11,200 *more* nursing assistants will be needed to meet demand.<sup>x</sup>

Transitioning Service members and veterans with military medical training provides a skilled solution to healthcare worker shortages. In 2024, 61,676 (out of over 1 million) enlisted Service members were medical personnel working in a variety of roles and conditions, from providing patient care alongside doctors to delivering emergency medical treatment in combat zones, to specializing in dental or medical laboratory work.<sup>xi</sup> Many deliver hands-on patient care, often in settings with limited resources. Drawing on their military training, clinical and field experience, and professional qualifications, veterans with military healthcare backgrounds are well prepared and equipped to enter civilian healthcare roles. Critical healthcare staffing gaps can be closed by recognizing medical skills gained in the military and aligning state licensing requirements with current military training, rather than relying on outdated assumptions.

Of transitioning Service members who worked in healthcare occupations in the military, 50% want to continue working in healthcare post-service. Yet 50% of these veterans struggle to find roles in civilian healthcare.<sup>xii</sup> For instance, annually, over 16,000 former military medics and corpsmen separate from Active Duty, the National Guard, and the Reserves, with no clear civilian-equivalent pathway to employment in civilian medical occupations.<sup>xiii</sup> These men and women are leaving service every day with significant patient care experience (e.g., trauma care, diagnostic skills, patient management, emergency treatment), often exceeding what civilian entry-level training programs provide. Yet in most cases, bureaucracy forces them to start over.<sup>xiv</sup> This presents the Commonwealth with an opportunity to step in and create a clear pathway to attract and retain working-age, medically trained veterans to the state. This can be achieved by building partnerships and passing legislation to support the development of programs that accelerate veterans' certification and employment processes. Some programs have demonstrated, albeit in limited ways, the positive impact veterans have on this industry, both nationally and at the state level, and Pennsylvania can look to them for guidance.

Different states operate programs aimed at helping veterans find healthcare employment that utilizes their skills and experience. While researching these programs, three major elements were identified that helped these states provide the support and resources to reach that goal quickly and effectively: building partnerships, crafting policy, and creating

pathways. Developing learning and employment pathways for veterans must involve a variety of stakeholders, including public agencies, education systems, employers, and legislators. Through legislation and policy development, legislators play a direct role in creating supportive policies. This is a vital step to help shape the training and education requirements for veterans, to ensure healthcare systems and employers can appropriately and legally supervise and employ veterans before and after credentialing. Pathways is the third leg of a successful effort to open doors for veterans to secure the employment they need. A few states offer models that could be emulated, and three are presented below.

Kentucky operates the Kentucky [Veterans Accelerated Licensed Occupational Recruitment](#) (VALOR) program. The program began as Veterans Accelerated Learning for Licensed Occupations (VALLO), which was funded in 2018 by a \$1.5 million U.S. Department of Labor grant awarded to the Kentucky Science and Technology Corporation. The program intended to ease transitions for military Service members by overcoming burdensome disconnects between military training and civilian licensure requirements. In 2022, the Kentucky General Assembly passed legislation and began funding the VALOR program, allocating \$1 million in 2022 and 2024.

VALOR offers veterans and military spouses 44 pathways to enter 55 licensed occupations that are related to 180+ military occupational codes. Approximately 10% of career placements in Kentucky VALOR are in healthcare fields. Healthcare pathways include Nursing, Emergency Medical Technician (EMT), Paramedic, Medical Imaging and Radiology, Medical Assistant, and Social Work; with EMT, Nursing, Social Work, and Medical Assistant being the most popular among participants. Salaries range from \$33,000 to \$123,000, with the average salary of a medical field placement being \$52,000. Employer partners report 16% of open positions are in healthcare-related positions. Healthcare pathways are the #1 category used by veteran spouses (for both licensure reciprocity and new entry).

The Wisconsin [Military Medics & Corpsmen](#) (Wis-MAC) program facilitates a streamlined transition for military medics (e.g., Army Combat Medic, Navy Corpsman, and Air Force Medical Technician) within one year of discharge into the civilian medical workforce by offering accelerated pathways into healthcare careers. Supported by a 35-member coalition of healthcare and veteran organizations, bipartisan legislation was passed in 2022 that permits eligible veterans to work under supervision within the Licensed Practical Nurse scope of practice while enrolled in a Wisconsin college or university pursuing education in a healthcare field and ultimately state licensure. The program has successfully integrated more than 19 hospitals and 31 educational partners across the state to offer flexible employment and academic credit for prior military training.

Wis-MAC guides participants through a structured four-phase process that includes transition planning, enrollment with partner schools, employment preparation, and final licensure and placement. Veterans receive support with financial assistance, transcript evaluation, job matching, and relocation assistance of up to \$7,500. Through this model, Wis-MAC enables veterans to work in healthcare while completing their credentials and

to move efficiently into roles such as nursing, radiology, dentistry, and occupational health. The program serves as a critical bridge, helping veterans secure competitive wages while addressing staffing shortages within the Wisconsin healthcare system.

The Virginia Department of Veterans Affairs' [Military Medics & Corpsmen Program](#) (MMAC) began in 2016 and helps veterans, transitioning Service members, National Guard and Reserve members, and military spouses who have medical training continue practicing clinical skills in civilian healthcare settings while working toward full licensure. MMAC reviews candidates' military training and experience, connects them with healthcare employers, and clears a pathway into clinical or non-clinical roles that align with their background and interests. Legislation enabled the creation of a program that allows eligible veterans within 36 months of discharge to provide hands-on care under supervision without obtaining civilian credentials. This approach helps participants maintain proficiency while completing the education and certification requirements for civilian practice. The program also supports military spouses seeking healthcare careers and offers guidance, resources, and employer referrals to help participants transition smoothly into Virginia's healthcare workforce.

These programs from Kentucky, Wisconsin, and Virginia provide insight into how state-level initiatives can help transitioning Service members maintain critical skills while attaining civilian credentials. Additional information on the three programs is in Appendix B. Building on these examples, Pennsylvania stakeholders came together to explore opportunities to strengthen the Commonwealth's healthcare workforce and improve pathways for military-trained medical personnel entering civilian healthcare careers.

### **Veterans' Healthcare Career Acceleration Team**

Following the Veterans' Solutions Forum, a workgroup of interested stakeholders was formed to move from understanding the challenges to identifying solutions. The Veterans' Healthcare Career Acceleration Team (VHCAT) is an action-oriented workgroup focused on creating clear, accelerated pathways for military medics to transition into civilian healthcare roles. The group, established in February 2026, comprises stakeholders in the state government, corporate, association, and philanthropic sectors working to identify and implement strategies to help military medics, corpsmen, and medical technicians earn credentials to fill civilian healthcare positions in the Commonwealth. With support from The Heinz Endowments, the Clearinghouse team provides project support, research, and facilitation for the group.

The goals of the VHCAT center on both immediate and long-range efforts to support former medics' transition into civilian healthcare roles. In the short term, the focus is on gaining a clear understanding of medics' skills, training, and experience; determining which gaps can be addressed through targeted education or supplemental training; and expanding the number of partners willing to collaborate. Mid- and longer-term goals include developing and communicating pathways for EMT, AMET, and Paramedic credentials, as well as identifying or creating programs that award credit for prior learning, enabling medics to become licensed as nurses or allied health professionals.

As a first step in laying the groundwork for this work, the team reviewed the successful models from Wisconsin, Kentucky, and Virginia, noted above, and identified partnerships and legislative support as key factors in their success. Understanding the statutory framework in Pennsylvania came next, with the team examining Pennsylvania's laws affecting licensure and certification, paying particular attention to veteran-related licensure laws. Based on this examination, potential legislation to reduce licensure barriers and create a program to attract veterans to PA and support them in securing civilian employment was drafted. These drafted bills would establish accelerated and alternative pathways to civilian licensure, certification, and employment for veterans and military-connected individuals. They would also expand considerations of military experience across state licensing agencies and strengthen support for translating military training into civilian career opportunities. Along with these legislative considerations, members recognized the need to focus on pathways to occupations that provide compensation and advancement opportunities commensurate with military pay rates. Currently, careers of interest include nursing, MRI technicians, radiologic technicians, respiratory therapists, surgical technicians, and diagnostic medical sonographers.

Building on this review, military medics' training, civilian qualifications, and state Emergency Medical Technician (EMT) certification requirements were examined to assess civilian credentialing opportunities and identify gaps that could be closed through additional education and training. Pennsylvania EMT certification by endorsement is based on having a current National Registry of Emergency Medical Technicians (NREMT) certification or another state's EMT certification. Air Force Medical Technicians (Air Force Specialty Code 4N0) and Army Combat Medics (Military Occupational Specialty 68W) gain and maintain the National Registry of Emergency Medical Technicians (NREMT) while in the military, Navy Corpsmen (HM Rating) are not NREMT certified during service. Members of the team are working with the Pennsylvania Department of Health to publicize how NREMT-certified military medics can become certified EMTs in Pennsylvania. Moreover, the team engaged EMT education providers and accrediting bodies, sharing the curriculum used in the medics' formal training courses, to discuss creating bridge training programs that grant credit for prior learning in Advanced EMT and paramedic training programs.

The group is also exploring pathways into other healthcare careers. Nursing and allied health training programs in the state are interested in enrolling veterans as students, and at least two have created accelerated programs for military medics. Mount Aloysius offers a [Prior Provider to RN](#) associate's degree pathway, and UPMC [Jameson School of Nursing](#) offers advanced placement for military medics in the Registered Nurse program. The VHCAT team met with representatives from Lackawanna College and the Harrisburg Area Community College; both schools are exploring advanced standing for military medics in allied health training programs.

### **Next steps**

While the VHCAT focuses on supporting veterans interested in healthcare careers, the Commonwealth also has an opportunity to develop dedicated military-to-civilian recruiting and workforce initiatives to ease the workforce shortage it faces. Drawing from programs

like Kentucky VALOR, which provides a broad statewide model for aligning military experience with civilian licensure and employment opportunities, developing a similar program in Pennsylvania would help address workforce challenges. Specifically, creating a Veteran Accelerated Employment and Licensing Program would enable the state to streamline civilian career integration by mapping military occupational specialties to high-demand Commonwealth industries, removing unnecessary credentialing barriers, and creating accelerated education, licensing, and certification pathways based on military training. Furthermore, through a Commonwealth-administered SkillBridge Program, the state could actively recruit employers and state agencies to offer internships, apprenticeships, and job placements to transitioning Service members. These programs could conduct targeted outreach to Service members that highlights the benefits of living and working in Pennsylvania, provide personalized case management and benefit navigation for veterans, and improve employment support for veterans.

The work completed through the Veterans' Solutions Forum and the VHCAT demonstrates that the partnerships, stakeholders, and momentum already exist. The next step is creating a Pennsylvania VALOR framework that transforms military experience into civilian opportunity while helping the Commonwealth meet its workforce needs.

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<sup>i</sup> The Clearinghouse for Military Family Readiness report "An Examination of Pennsylvania's Workforce Development System: Supporting Veterans Employment in the Commonwealth" <https://militaryfamilies.psu.edu/resources/view/an-examination-of-pennsylvanias-workforce-development-system-supporting-veteran-employment-in-the-commonwealth/>

<sup>ii</sup> Pennsylvania Independent Fiscal Office Demographic Outlook <https://www.ifo.state.pa.us/releases/871/2025-Demographic-Outlook/>

<sup>iii</sup> Pennsylvania Independent Fiscal Office report "Where did the Workers Go?" <https://www.ifo.state.pa.us/releases/578/Where-Did-the-Workers-Go/>

<sup>iv</sup> Pennsylvania House of Representatives YouTube channel recording of the Veterans Solutions Forum <https://www.youtube.com/watch?v=ontaYmKfsUo>

<sup>v</sup> National Center for Health Workforce Analysis Workforce projections <https://data.hrsa.gov/topics/health-workforce/nchwa/workforce-projections>

<sup>vi</sup> American Association of Colleges of Nursing Fact Sheet <https://www.aacnnursing.org/Portals/0/PDFs/Fact-Sheets/Nursing-Shortage-Factsheet.pdf>

<sup>vii</sup> National Center for Health Workforce Analysis <https://data.hrsa.gov/topics/health-workforce/nchwa/workforce-projections> and American Association of Colleges of Nursing Fact Sheet <https://www.aacnnursing.org/Portals/0/PDFs/Fact-Sheets/Nursing-Shortage-Factsheet.pdf>

<sup>viii</sup> Pennsylvania High Priority Occupations lists <https://www.pa.gov/agencies/dli/resources/statistic-materials/products/high-priority-occupations>

<sup>ix</sup> Pennsylvania High Priority Occupations lists <https://www.pa.gov/agencies/dli/resources/statistic-materials/products/high-priority-occupations>

<sup>x</sup> The Hospital and Healthsystem Association of Pennsylvania report "Care Across the Continuum" <https://haponlinecontent.azureedge.net/resourcelibrary/workforce-survey-2025.pdf>

<sup>xi</sup> U.S. Bureau of Labor Statistics Occupational Outlook Handbook <https://www.bls.gov/ooh/military/military-careers.htm#tab-2>

<sup>xii</sup> Call of Duty Endowments report "Veterans Stand Ready to Fill Critical Healthcare Vacancies" <https://www.callofduty.com/cdn/code/CODE-White-Paper-10-29-21.pdf>

<sup>xiii</sup> U.S. Department of Veterans Affairs Intermediate Care Technician program <https://marketplace.va.gov/innovations/intermediate-care-technician>

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<sup>xiv</sup> Michael Bentley LinkedIn post [https://www.linkedin.com/posts/michael-bentley1\\_milspouses-veterans-healthcare-activity-7396721325119254528-vkea/?utm\\_source=share&utm\\_medium=member\\_desktop&rcm=ACoAAATr4F4BDhV6EpcFE4B0b7xtQWlp9LmL1c](https://www.linkedin.com/posts/michael-bentley1_milspouses-veterans-healthcare-activity-7396721325119254528-vkea/?utm_source=share&utm_medium=member_desktop&rcm=ACoAAATr4F4BDhV6EpcFE4B0b7xtQWlp9LmL1c)

## Appendix A

### Addressing Pennsylvania's Worker Shortage by Leveraging Veterans



# Addressing Pennsylvania's Worker Shortage by Leveraging Veterans



**PennState**

**CLEARINGHOUSE**  
FOR MILITARY FAMILY READINESS

#### Problem | Pennsylvania faces a workforce crisis

PA's working population  
will decrease by  
**425,000**  
from 2020 to 2030

These declines  
are due to



**Outmigration**



**Aging workforce**



**Declining immigration**



**More than 1/3**  
of residents cited  
**employment** as their  
reason for leaving

There is an **unmet**  
**demand** for roughly  
**110,000**  
workers

Workers are **needed in**  
**occupations** spanning the  
 **Educational attainment**  
and  **Wage** spectrum



The Commonwealth must be  
proactive to **attract new employees**  
and **retain existing ones**

#### Solution | Veterans are a skilled and ready pool of talent

**200,000**  
**veterans transition**  
from the military annually



Transitioning veterans are  
**well-trained** and  
**ready to enter**  
**the workforce**

**ONLY 4%**

of transitioning veterans  
settle in Pennsylvania

The Commonwealth is  
**underperforming in attracting**  
**its share of veterans**  
compared to other states

**Well-trained** in  
areas including  
but not limited to



**Information  
Technology**



**Electronics**



**Logistics**



**Medical**

**Ready to enter**  
**the workforce**  
with skills such as



**Communication**



**Critical thinking**



**Adaptability**



**Teamwork**

Compared to non-veterans,  
**veterans have higher**



**Income**



**Homeownership**



**Civic participation**



**Labor force  
participation**

**PA offers veterans**



**Plentiful jobs**



**World-class  
universities**



**State of the  
art healthcare**



**Retirement  
benefits**

#### Recommendations | Prioritize recruiting and retaining veterans to fill critical labor gaps

To address the current and future labor shortfall threatening PA's economic growth and stability, the PA government should:

**1**

Fund industry-specific skills training for veterans so they qualify for in-demand occupations.

**2**

Support policy that enables accelerated programs for veterans to fill training gaps to meet occupational licensing requirements.

**3**

Require that government-funded employment services include evidence-informed program content and process components associated with successful employment outcomes.

**4**

Expand the provisions of Pennsylvania Act 35 to all licensing authorities in the Commonwealth.

## Expanded Recommendations

*Prioritize recruiting and retaining veterans to fill critical labor gaps*

### 1 Fund industry-specific skills training for veterans so they qualify for in-demand occupations.

-  Deliver customized programs to meet the needs of specific industries.
-  These occupations span industries and range from maintenance technicians, medical professionals, computer support specialists, and paralegals.

### 2 Support policy that enables accelerated programs for veterans to fill training gaps to meet occupational licensing requirements.

-  Offer competency-based programs that fill specific gaps in military training by designing a limited number of courses for former military members with experience in particular occupations (e.g., Combat Medic, Corpsman, Medical Technician).
-  Recognize a military member's academic and clinical experience and grant transfer credit to reduce the time and money spent completing formal civilian education.

### 3 Require that government-funded employment services include evidence-informed program content and process components associated with successful employment outcomes.

-  Provide resume writing assistance, mock interviews, assistance with online job searches, and access to a mentor/coach.

### 4 Expand the provisions of Pennsylvania Act 35<sup>1</sup> to state licensing entities outside of the PA Department of State.

-  Extending the Act's provisions would allow military training and experience to be applied toward occupational licensure requirements governed by all state agencies and bureaus.
-  These changes are expected to significantly reduce barriers to workforce entry based on the skills one has gained in the military or while experiencing frequent relocations as a military spouse.
-  Fund an evaluation of the PA Department of States' Military Crosswalk initiative.

<sup>1</sup> Pennsylvania Act 35 of 2022 directs PA Department of State occupational licensing boards to facilitate the acceptance of military training and experience toward state-licensing requirements.

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## Appendix B

Information on the Kentucky Veterans Accelerated Licensure Occupational Recruitment (VALOR), Wisconsin Military Medics and Corpsman (Wis-MAC), and Virginia Military Medics and Corpsmen (MMAC) programs is provided below.

**Kentucky Science & Technology Corporation's  
Kentucky Veterans Accelerated Licensure  
Occupational Recruitment Program**



By cross-referencing military careers with the state's workforce needs, the Kentucky Veterans Accelerated Licensure Occupational Recruitment (KY VALOR) program offers 44 accelerated career pathways designed to attract and retain veterans to the state and support veterans' success and the local economy. Among these pathways are medical professions, including nursing and physician assistants. Veterans who enroll in this program are entered into a case-management system and are connected with potential employers who offer a variety of opportunities in licensed or certified occupations.

 For more information on this program visit: <https://kyvalor.com/>

### Program Development

|  Legislation                                                                                                                                                                                                         |  Partnerships                                                                                                                                                                                                    |  Challenges                                                                                                                                                                       |  Timeline |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
| House Bill (HB) 303 established a framework that demonstrated how colleges could develop bridge programs to help military medical personnel attain occupational licenses and certifications. HB 1 (Act 173 of 2024) allocates \$1 million every 2 years to the Kentucky Department of Veteran Affairs. | KY VALOR was developed through collaboration among communication and government groups (e.g., KY Chamber of Commerce), higher education institutions (e.g., University of KY, KY Community and Technical College System), and employers (e.g., Pikeville Medical Center, Chi Saint Joseph Health). | Multiple challenges arose with the implementation of KY VALOR: managing military base rules (e.g., fees for hiring seminars, exclusive partnerships) and building an effective case management system (e.g., staff skilled with veterans, employers ready to hire). | Initial funding was provided in July 2022, and additional funding was allocated in 2024.      |

|                                                                                                                                          |                                                                                                                     |                                                                                                                         |                                                                                                                            |
|------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|
|  <b>2,500+</b><br>Veterans in<br>KY VALOR<br>Pipeline |  <b>173</b><br>Job<br>Placements |  <b>97%</b><br>Job Retention<br>Rate |  <b>\$62,000</b><br>Average<br>Salary |
|------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|

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## Heroes for Healthcare

# Wisconsin Military Medics and Corpsmen



Established through legislation that allows military medical personnel to perform supervised medical services while actively pursuing required licensure, the Wisconsin Military Medics and Corpsmen (Wis-MAC) program provides veterans with an accelerated pathway into civilian healthcare professions by leveraging the experience and skills learned while in the military.



For more information on this program visit:

<https://www.heroesforhealthcare.org/medically-trained-veteran>

## Program Development



### Legislation

Assembly Bill 720 (Act 158 of 2021) requires the creation of a program that allows military medical personnel to temporarily perform certain skilled healthcare services without a license while under supervision.



### Partnerships

Wis-MAC was developed through collaboration among legislators, the Wisconsin Department of Veterans Affairs, the Medical Examining Board, and the Board of Nursing.



### Challenges

Implementing Wis-MAC had challenges: correcting misconceptions about medics' skills, securing funding, recruiting veterans in advance of discharge, and addressing institutions' hesitation to sponsor non-licensed healthcare professionals.



### Timeline

The bill was passed into law in 2022, and the program was launched in 2023.



19

Hospital  
Partners



31

Education  
Partners



**Initial enrollment:** 6 members are currently enrolled, and an additional 7 veterans have applied and are awaiting approval or discharge from the military.

## Lessons Learned



Secure early and sustained funding support to ensure program success and continuity.



Create a marketing campaign to educate those in civilian healthcare and increase their awareness about the capabilities of medically trained veterans.

## Program Contact Information

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## Virginia Department of Veteran Affairs' Military Medics & Corpsmen Program



Modeled after the Veterans Health Administration's Intermediate Care Technician program, the Military Medics & Corpsmen (MMAC) program helps veterans, transitioning Service members, National Guard and Reserve members, and military spouses who have medical training find civilian healthcare careers in Virginia. Participants are assigned to one of four career pathways based on the clinical skills identified in the MMAC General Scope of Practice or other management and leadership experience.



For more information on this program visit: <https://www.dvs.virginia.gov/employment-transition/military-medics-corpsmen-mmec-program>

### Program Development



#### Legislation

Virginia Code § 2.2-2001.4 permits the creation of a program that allows former military medical personnel, who do not have a license, to practice medical acts under supervision.



#### Partnerships

MMAC was developed with the Virginia Department of Health Professions, Virginia Department of Health's Office of Licensure and Certification, various healthcare systems, state legislators, government officials, and Virginia Values Veterans program employers.



#### Challenges

Implementing MMAC posed the following challenges: coordinating parties to draft legislation, educating civilian workforce and healthcare leaders on military skills, and sharing MMAC information across all organizational levels of partner institutions.



#### Timeline

The program began in 2016 and is still operating today.

Since the program began, **837** veterans and spouses have received a job placement in the following pathways:



**270**  
MMAC  
Qualified



**370** in  
No Veteran  
Left Behind



**144** in  
Healthcare  
Leadership



**53**  
Military  
Spouses

### Lessons Learned

- Advise healthcare partners to assign MMAC support as an additional duty for Human Resource staff to help sustain MMAC employment efforts.
- Develop and implement a data-collection process to improve client-outcome tracking.

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