Request for Information

Early-in-Career Biomedical Equipment Technician Pathway

Ascend + Roche

To: Prospective Education Partners

From: Ascend Indiana Strategies

Response Requested by August 24, 2017

Purpose

Roche is seeking an education partner or partners with which to co-create a sustainable talent pipeline of 15–30 entry-level technicians annually who have a hybrid of experience in engineering, clinical lab sciences, and medical technology.

Introduction

Roche and Ascend Indiana (Ascend) are partnering to create a pathway for early-in-career (EIC) biomedical equipment technician (technician) professionals within the Roche Support Network (RSN), which includes both Field Support (Field) and the Customer Service Center (CSC). Roche is seeking an education partner or partners with which to co-create a sustainable talent pipeline of 15-30 entry-level technicians annually. Due to the changing biomedical equipment landscape, Roche is looking for these skilled technicians to have a hybrid of experience in engineering, clinical lab sciences, and medical technology. The technicians will support Roche's customers in maintaining critical diagnostic equipment while providing exceptional customer service. This pipeline will enable EIC technicians to preserve the quality of diagnostic testing machines, begin and grow their careers at Roche, and improve patient wellbeing. Additionally, this pipeline will systematically align employer and education provider work-and-learn opportunities, creating a real-time link to in-demand skills and ultimately leading to increased individual and economic prosperity.

This document provides an overview of the project, as well as materials for the request for information (RFI) process. Interested education providers should respond in a Word document (maximum 5 pages plus appendices), including a one-page cover letter, describing their interest in the project and the information requested in the criteria table within this document, and return to Stephanie.Bothun@ascendindiana.com by August 24, 2017. Note that this RFI discusses engineering, clinical lab sciences, and medical technology programs. Please include information on as many of these programs as is appropriate. Once responses are received, Ascend will engage with potential partners to discuss the information shared. Roche will select a partner or partners in September 2017.

Partnership Overview

Roche Diagnostics (Roche) is a global company with over 94,000 employees in over 100 countries that seeks to advance science to improve people's lives through research, lab tests, and personalized healthcare. Roche is a leader in research-focused healthcare with combined strengths in pharmaceuticals and diagnostics. It is the world's largest biotech company with differentiated medicines in oncology, virology, inflammation, and metabolism. Roche is also

the world leader in in-vitro diagnostics, tissue-based cancer diagnostics, and is a pioneer in diabetes management. Roche's personalized healthcare strategy aims to provide medicines and diagnostic tools that enable tangible improvements in the health, quality of life, and survival of patients. Roche's North American headquarters, located in Indianapolis, has approximately 4,400 employees and is home to US sales, marketing, research and development, customer support, manufacturing, quality control, regulatory management, product distribution, finance, human resources, and information technology. Its state-of-the-art campus includes six labs, an employee forum building with a café and fitness center, a commercial office building, and a 90,000 square foot education center. Locally, Roche spends approximately $110 million with its Indiana vendors. Roche has been recognized as a 2017 Fortune Top 100 Best Company to Work For, as well as a 2017 Best Workplace for Health Care and a 2017 Best Workplace for Millennials by the Great Place to Work Institute.

Ascend is a branded initiative of the Central Indiana Corporate Partnership (CICP), a membership organization comprised of leadership from over 55 Central Indiana employers, universities, and philanthropies focused on strategic efforts dedicated to the region's prosperity and growth. Ascend deploys a combination of employer-led strategies to address the needs of the region's labor market. Ascend strives to ensure every Indiana employer has access to the skilled workforce necessary to thrive, and every Indiana citizen has the opportunity to pursue a meaningful career path. Ascend's strategic consulting arm partners with employers to build training programs to address existing skill gaps.

Project Context

Roche and Ascend are creating an EIC pathway for the technician role to address the need for a sustainable pipeline of talent to complete critical proactive services, which includes routine preventative maintenance, software updates, hardware updates, and product conversions when a newer version is available. To understand the landscape of the project, relevant information around demand (jobs), supply (talent), and the misalignment between the two is discussed below.

Demand

Roche will have many technician jobs open in the coming years. Given Roche's status as a leader within diagnostics, the RSN continues to grow to better serve customers. From 2014 to 2016, the RSN grew the number of jobs across all positions. In particular, over the past five years, the need for proactive services roles in both Field Support and the CSC has increased.

Prior to 2017, Roche started with a handful

RSN Employment Growth
2014-2017
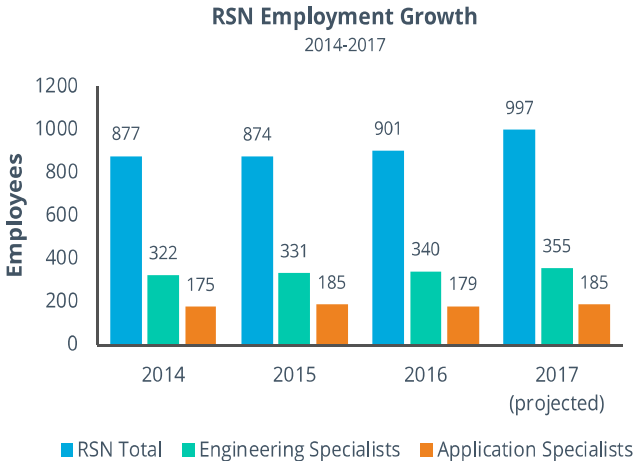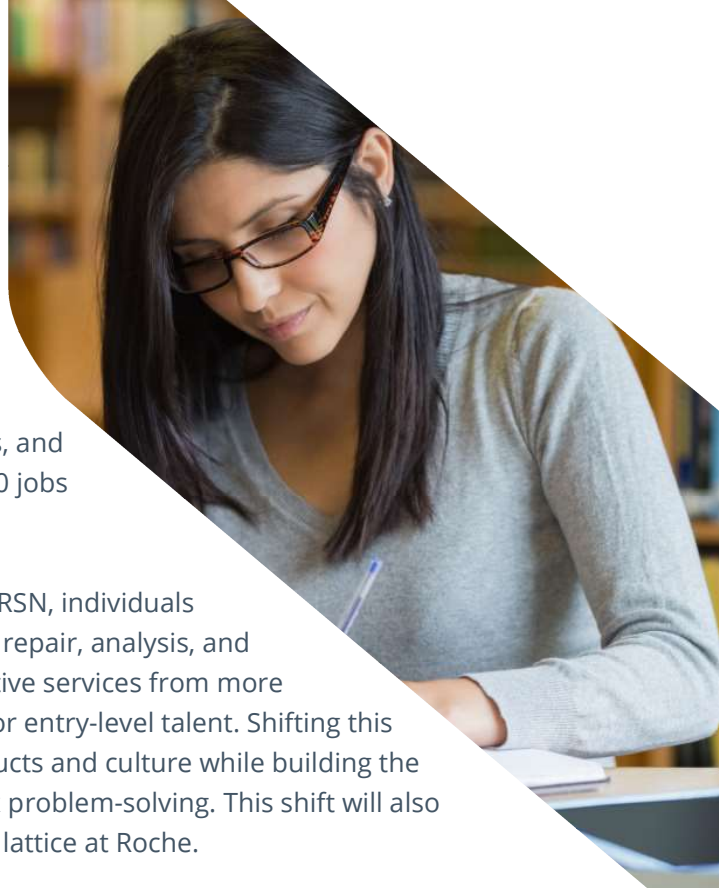
of technician roles in the field completing proactive services on diagnostic machines located at client sites. All roles (less than 10) have been filled with contractors. In February 2017, the RSN received approval to hire for 22 new technician positions. Twelve of these positions will be in the field and 10 in the CSC. With this projected increase, as well as with internal promotions, acquisitions, and retirements, Roche projects the need to fill between 15-30 jobs each year over the next five years.

The allocation of workloads is changing. Currently within RSN, individuals complete a suite of activities including proactive services, repair, analysis, and diagnosis. Roche is shifting its strategy to separate proactive services from more technical, complex problem-solving to create a position for entry-level talent. Shifting this activity will enable new talent to acclimate to Roche products and culture while building the foundational skill sets necessary to handle more complex problem-solving. This shift will also ultimately set up new talent for success within the career lattice at Roche.

Supply

The RSN is a growing, highly experienced division of Roche that is experiencing significant turnover. The RSN has approximately 1,000 employees. Of that total, 600 employees are on the Field team providing technical expertise on Roche equipment to customers. The CSC has approximately 150 technical service specialists (TSS) providing assistance to clients in the call center. Across these teams within the RSN, employees are highly experienced. Many new Field and CSC hires have a significant amount of experience, as they have been hired from other similar companies. Given Roche's reputation as a market leader, this experienced talent has been fairly easy to secure.

RSN Employee Age Breakdown
2017

- 20-29: 60
- 30-39: 213
- 40-49: 303
- 50-59: 295
- 60-69: 90
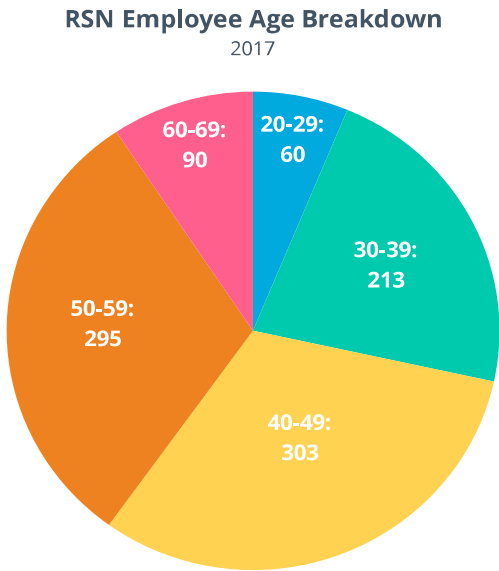
As a result of this hiring trend, however, many Roche RSN employees are nearing retirement. Nearly 20% of RSN employees are within a five-year window of retirement age (61 years old), and approximately 50% of new hires are over age 40. Additionally, both the Field and CSC teams have high turnover rates outside of retirement. The projected turnover rate among staff is 20 employees per year for the next five years. Turnover is largely attributed to internal promotions or lateral moves within the company. With these hiring and turnover trends, there is a projected shortage of talent in the RSN.

Misalignment

Given the demographics of the RSN's workforce, the growing demand for technician services, and the shift to an EIC model, Roche would like to partner with an education institution to create a skilled EIC technician talent pipeline. Roche projects the need for an additional 15-30 technicians annually in the coming years.

Projected Open Technical Positions
2017-2021
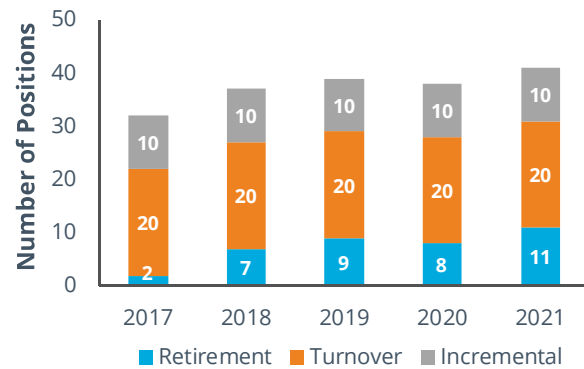
Impact

The misalignment between demand and supply could impact Roche's ability to efficiently serve customers. The impending shortage of workers in the RSN workforce could mean less capacity to serve customers, who could see longer wait times as a result. The shortage could also lead to an increase in workloads for remaining employees and potentially to burnout. The shift in strategy to differentiate RSN roles to include an entry-level role will allow Roche to maintain a high level of customer service so that customers can ultimately provide critical laboratory services to patients.

Program Overview

Vision and Mission

Vision: This partnership will create a unique EIC talent pipeline to provide an exceptional customer experience. At Roche, we do now what patients need next.

Mission: To educate, train, and employ highly-skilled, customer-ready EIC talent through a collaborative training process that includes work-based experiences, internships, continued education, and mentorship resulting in long-term career opportunities.

The focus of this pipeline is to develop a pathway of 15-30 professionals annually who have skills in engineering, clinical laboratory sciences, and medical technology to fill technician roles within the RSN. These technicians will initially be responsible for proactive services while working toward becoming subject matter experts. To accomplish this goal, Roche will select an education partner with which to create or adapt a pre-existing hybrid engineering, clinical laboratory sciences, and medical technology program to produce highly-skilled and prepared professionals to fill the technician role. The EIC pathway will provide the opportunity for students to obtain entry-level jobs that act as a gateway to long-term careers with an industry-leading company. Roche will embed the pathway within its overall career advancement offerings by providing opportunities for internships, on-site learning activities, and potential employment, pending satisfactory

completion of all program components. In exchange for these opportunities, EIC professionals will commit to 2-4 years of employment with Roche.

Employer Engagement

Roche will engage with students in a variety of ways to support the development of highly-educated and skilled technicians. Roche will support curriculum development or modification, provide adjunct faculty, offer state-of-the-art training facilities, and provide internships, scholarships, and potential employment upon the successful completion of the program. This pipeline also has the potential to serve as a gateway to broader programs in the future with the education partner.

Roche has a history of providing high quality experiences for students given the large scale of the intern program and the focus on training EIC talent. Internships include challenging project assignments, social mixers, mentorship programs, and personal development opportunities. Additionally, employees at Roche report high job satisfaction, particularly with the opportunity to make a difference in patients' lives daily. Roche conducts a bi-annual employee engagement survey, and the Roche Diagnostics Indianapolis site consistently exceeds the global benchmark for engagement scores. Roche has also been named for five consecutive years as one of Fortune Magazine's 100 Best Companies to Work For. Additionally, Roche Diagnostics was recently named a Top 100 Best Workplace for Millennials by Fortune Magazine.

Education Partner Criteria

Roche has identified important criteria for selecting an education partner with which to create this pathway. These criteria fall into the categories of coursework, faculty/administration, program cost, location, and program characteristics. Specifically, Roche would like students' coursework to include training in biomedical science, electronics, mechanics, clinical lab science, information technology, problem solving, communication, and customer-facing skills. Training in statistical analysis, quality control, fluidics, and regulatory awareness would also be helpful.

Program Impact

The new pathway will serve several purposes. First, it will offer students access to a comprehensive program that provides a hands-on curriculum and internship experience that will provide them with exposure to different areas of RSN and prepare them for a career with Roche. Students will gain exposure to the day-to-day tasks of a technician and will have the benefit of completing Roche onboarding training in advance of potential employment, which will allow them to achieve

competency more quickly following graduation. Additionally, students who successfully complete the program will have priority status to interview for a potential job placement within Roche.

This pathway will have numerous benefits for the education partner, as well. The partnership will create a direct link to the knowledge and skills demanded by employers, as Roche content experts will help to shape the education model and experience. This connection will also offset the cost of faculty to scale program size and will provide a direct route into the life sciences field. Ultimately, student outcomes could increase visibility for the academic program and increase the number of enrolling students.

Request for Information Guidelines

Interested education providers should respond in a Word document (maximum 5 pages plus appendices) including a one-page cover letter describing their interest in the project and the information requested in the criteria table below, and return to Stephanie Bothun (Stephanie.Bothun@ascendindiana.com) by August 24, 2017. Please provide a separate response for each program—engineering, clinical laboratory sciences, and medical technology—that is relevant for your institution. Don't hesitate to reach out with questions about the criteria.
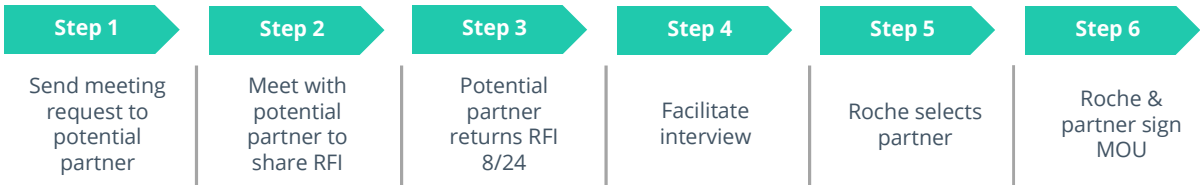
Partner Information

Category	Criteria	Evidence (if applicable)
Coursework	School offers courses in engineering, clinical laboratory sciences, and/or medical technology	Course listings, syllabi
	School is willing to provide additional course offerings if needed	Written explanation
	Flexibility in degree path/structure	Degree plan for major(s) with all required courses and elective options
	School offers online program/ courses in engineering, clinical laboratory sciences, and/or medical technology	Online program degree plan or course listings and syllabi
Faculty/ Administration	School has faculty with expertise in engineering, clinical laboratory sciences, and/or medical technology	List of faculty with engineering and/ or clinical laboratory sciences and/ or medical technology degrees
	School is willing to hire adjunct faculty	Current ratio of adjunct to full-time faculty, written explanation of adjunct faculty policy

Category	Criteria	Evidence (if applicable)
Financial	Amount of debt the average engineering, clinical laboratory sciences, and/or medical technology student has upon graduating	Provide average debt data
	Cost of attendance	Breakdown of tuition, fees, and any other costs
	School is willing to provide scholarships for program participants	Provide data on current scholarship offerings and written explanation on ability to secure further funding
Location	Location of campus that houses engineering, clinical laboratory sciences, and/or medical technology programs	Location of campus where engineering, clinical laboratory sciences, and/or medical technology programs are housed
Program Characteristics	Program's national ranking	Ranking and source
	Program's accreditation status	Proof of accreditation including for professional licensure requirements
	Number of applicants and rate of acceptance	Breakdown of application and acceptance rates
	School is willing to allow Roche involvement in the student recruitment and selection process for the program	Written explanation
	Number of enrolled students/ student capacity	Total program capacity and current enrollment
	Student-faculty ratio	Provide data
	Student year-to-year persistence	Provide data
	Student GPAs (25th, 50th, 75th percentile)	Provide GPA by percentile
	Student's average time to graduation	Provide data
	Student's employment rates after graduation	Provide percentage of full-time employed graduates within 6 months of graduation
	Percent of students employed in their field of study post-graduation	Provide percentage employed in field and other fields of employment if applicable
	Where graduates are employed	List of employers
	Current in-state retention of students post-graduation	Provide percentage of students remaining in Indiana after graduation
Partnerships	Prior relationship between education partner and Roche	Written explanation

Next Steps

Potential education partners should provide responses to the items requested and submit to Stephanie Bothun (Stephanie.Bothun@ascendindiana.com) by August 24, 2017. After responses have been received, Ascend will reach out to schedule a meeting with the potential partner and Roche to review the proposal. After the review is completed, Roche will select a partner. Roche will then meet with the partner to align on a memorandum of understanding (MOU) to move forward with the partnership.

Process Overview

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Send meeting request to potential partner	Meet with potential partner to share RFI	Potential partner returns RFI 8/24	Facilitate interview	Roche selects partner	Roche & partner sign MOU

Once the MOU is signed, Roche, Ascend, and the education partner will enter a planning phase to develop the program content, which will take approximately nine months. Ascend commits to planning and creating materials for meetings, thought partnership in program design, and project management. Roche and the education partner can expect to commit staff time to gathering data, attending planning meetings, securing internal investment and approval, and preparing the program for launch. Roche would like to engage the first cohort of students as soon as possible.