

Understanding the Value of Partnerships:

A Strategic Study of HOSA-Future Health Professionals
and Key Stakeholders



BACKGROUND

This report summarizes the findings from an evaluation of the strategic partnerships between HOSA–Future Health Professionals and various health-related stakeholder organizations. These collaborations represent more than philanthropic support; they are foundational to HOSA’s mission to *empower HOSA–Future Health Professionals to become leaders in the global health community through education, collaboration, and experience*. The HOSA–100 International Advisory Council comprises a diverse group of organizations that champion HOSA’s mission by leveraging their extensive professional expertise and multi-sectoral perspectives to guide HOSA’s growth. The organizations facilitate access to resources, provide philanthropic leadership, and champion HOSA as the premier pipeline for aspiring health professionals. Thus, these partnerships serve as a critical catalyst for developing the next generation of health professionals. This evaluation examined HOSA partner engagement patterns to deliver empirical evidence and targeted strategies that

strengthen return on investment and support partnership sustainability. A mixed-methods evaluation was conducted in 2025, with a quantitative phase comprising survey data from 54 organizations (100 organizations were invited to participate), providing descriptive data of partner engagement and satisfaction. This was followed and complemented by a qualitative phase comprising 15 in-depth interviews, which enabled a nuanced exploration of partnership experiences. We analyzed the specific motivations, programmatic activities, and tangible benefits of partnerships identified by stakeholders, so that HOSA can better define its partnership value, engage partners more effectively, and sustain partnerships. The results of this evaluation provide a data-driven roadmap for optimizing HOSA partnerships. This report highlights the current perceptions of HOSA partners, their values and engagement, and identifies opportunities to foster long-term sustainability of partnerships.

EXECUTIVE SUMMARY

This report presents findings from a 2025 mixed-methods evaluation of HOSA–Future Health Professionals’ strategic partnerships with healthcare, education, and industry organizations. The study examined how partners perceive the value, impact, and sustainability of their relationship with HOSA, with the goal of strengthening collaboration and expanding the organization’s role in developing the future healthcare workforce. The evaluation included survey responses from 54 partner organizations and in-depth interviews with 15 stakeholders.

The findings demonstrate that HOSA partnerships are deeply mission-aligned, highly valued, and strategically important to

participating organizations. Eighty-five percent (85%) of partners reported strong alignment between their organizational mission and HOSA’s mission to prepare future health professionals. Organizations consistently described HOSA as an essential bridge between education and employment, enabling them to connect with motivated students early in their career exploration and workforce development journey.

A major theme throughout the evaluation was the “HOSA Advantage.” Partners overwhelmingly perceived HOSA members as more career-focused, technically prepared, professionally enthusiastic, and leadership-oriented than their non-HOSA peers. Organizations reported

that HOSA members demonstrate stronger employability skills, clearer career direction, superior communication and leadership abilities, and higher levels of technical curiosity and professionalism. These qualities make HOSA an increasingly valuable talent pipeline for healthcare employers and educational institutions.

The study also found that organizations derive significant value from HOSA partnerships beyond financial return on investment.

Key benefits cited:

- enhanced brand visibility
- direct access to future healthcare professionals
- expanded educator relationships
- opportunities to influence workforce preparation and credentialing pathways

Partners emphasized that the impact of their collaboration with HOSA extends beyond measurable business outcomes to include meaningful social and human impact, including **student success, career advancement, and even life-saving initiatives** such as organ and tissue donor recruitment campaigns.

Partner engagement with HOSA is growing rapidly. Sixty percent (60%) of participating organizations joined HOSA after 2020, indicating increasing recognition of HOSA's role as a premier workforce development organization.

Common engagement activities include exhibiting at the annual International Leadership Conference (ILC), sponsoring competitive events, conducting workshops, providing mentoring opportunities, and supporting scholarships and professional development initiatives. Organizations reported high levels of satisfaction with their partnerships, particularly HOSA's stewardship of their time, financial investments, and in-kind contributions.

Despite the strong partnership outcomes, the evaluation identified opportunities for continued growth and sustainability. Partners recommended that HOSA expand affordable and tiered partnership models to accommodate smaller organizations, strengthen communication and advisor outreach, increase opportunities for state and local engagement, and create more virtual participation options. Organizations also emphasized the importance of formalizing partnerships through shared metrics, partnership playbooks, and structured evaluation frameworks to ensure continuity and long-term organizational support.

The report concludes that **HOSA's partnerships are a critical strategic asset that advance healthcare workforce development while creating substantial value for partners, students, and communities alike.** By strengthening communication, improving access and engagement opportunities, institutionalizing partnership practices, and elevating storytelling around measurable outcomes, HOSA is well-positioned to deepen its impact and sustain its role as the leading pipeline organization for future health professionals.



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KEY FINDINGS

ORGANIZATIONAL ALIGNMENT

A significant majority (85%) of partners affirmed that HOSA's mission is deeply aligned with their organization's core mission, highlighting strategic alignment and shared commitment.

THE HOSA ADVANTAGE

Partners consistently perceive HOSA members as having a measurable edge in professional preparation. HOSA members outperform non-HOSA peers who participate in professional development opportunities, such as internships with their organizations. HOSA members were also reported to have superior workforce readiness. Partners reported that HOSA members have higher levels of advanced skills in applied creative problem solving, leadership, and a heightened level of professional enthusiasm and technical curiosity compared to non-HOSA counterparts.

WORKFORCE PIPELINE DEVELOPMENT

The primary driver for organizations partnering with HOSA is the ability to engage with students early in their career exploration. Partners view HOSA as a critical solution to the "education-to-employment gap," specifically in high-demand fields such as pharmacy, audiology, and family medicine.

STRATEGIC GROWTH

The partnership network is expanding rapidly; 60% of current partners joined after 2020. While financial sponsorships vary, the perceived return on investment (ROI) was reported to transcend monetary value. The organizations reported that brand visibility and access to a high-caliber talent pipeline were the top benefits of partnering with HOSA.

SUCCESS METRICS & IMPACT

While many organizations are still formalizing quantitative ROI tracking for their partnership with HOSA, reported metrics include: Academic Impact – higher levels of measured proficiency in academic and technical proficiency scores; direct Health Outcomes – real-world impact, such as over 50 life-saving organ/tissue donations recruited through HOSA-led initiatives; and brand recognition – high levels of satisfaction regarding the ability to introduce new healthcare technologies to future practitioners.



STRATEGIC RECOMMENDATIONS FOR SUSTAINING PARTNERSHIPS

ENHANCE PARTNERSHIP ACCESSIBILITY

HOSA should consider implementing more tiered, affordable partnership levels to accommodate smaller organizations and startups.

INCREASE STATE-LEVEL VISIBILITY

HOSA should consider offering more direct opportunities to engage with local and state levels to bridge the gap between national sponsorship and local impact.

INSTITUTIONALIZE CONTINUITY

HOSA should encourage partners to adopt Partnership Playbooks, centralized internal repositories that document the partnership's strategic objectives and key performance indicators to safeguard against "partnership drift" during transitions.

LEVERAGE ALUMNI NETWORKS

HOSA should utilize the growing cohort of HOSA alumni now in the workforce, including with partner organizations, to act as internal advocates for HOSA.

CONCLUSION

Partners characterized their current engagement with HOSA as highly aligned with their organization's mission and effective in providing exceptional value. Strengthening the visibility of tangible outcomes and access to collaborations at all levels will ensure that HOSA remains the preeminent strategic partner for organizations committed to building future health professionals.



INTRODUCTION

A cornerstone of HOSA's success lies with its HOSA-100 International Advisory Council, which includes representatives from various industries, educational, and community partners that serve as vital champions of HOSA-Future Health Professionals. Council members provide the organization and its members with their professional expertise, diverse knowledge and perspectives, connections to local, state, national, or international resources or colleagues, philanthropic support, or other valued assistance. Specifically, these partnerships bring unique resources, mentorship, and financial support that are essential to HOSA's mission of preparing future health professionals and promoting HOSA as a meaningful and dependable pathway for young people interested in pursuing health careers. It has been HOSA's goal to increase its partners to serve the diverse interests of future health professionals.

In addition, HOSA has a significant number of other partners that advocate for and align with the organization through a variety of relationships and touch points to support the mission to recruit and retain qualified students to the health professions and provide personal, career, and leadership development opportunities to be academic, college, and career ready. HOSA Partners provide support as: advertisers; career awareness resources; internship and mentorship opportunity providers; conference, competitive event, and scholarship sponsors; competitive event technical advisory council members; community service and service learning partners; exhibitors; HOSA National Service Project organizations; professional development and professional introductions; providers of competitive event, curriculum, and technical resources; services as competitive events writers, judges and event sites and tour sites; workshop presenters, keynoters, and more.

Despite the apparent success of these collaborations, no research has been conducted on the specific motivations, benefits, and success metrics that partners associate with their involvement in HOSA. Understanding these factors can help HOSA strengthen and expand its partnerships, enhancing mutual value and long-term commitment.

OBJECTIVES:

Explore partner motivations: Identify the core reasons why partners choose to engage with HOSA and their contributions (e.g., sponsorships, internships, etc.).

Assess perceived benefits: Investigate the direct and indirect benefits that partners report from their association with HOSA (e.g., talent development, curricular influence, etc.).

Evaluate success metrics: Determine the key metrics and indicators that partners use to evaluate the success and return on investment (ROI) of their involvement with HOSA (e.g., increased sales revenue, sustained relationships with HOSA members who become future employees, etc.).



METHODOLOGY

We used a mixed-method approach. We sent an online survey to HOSA-100 members and partners via email (54 responded). We then invited 28 of those who completed the survey to participate in a subsequent qualitative interview. We targeted a diverse sample of HOSA-100 members and partners, including representatives from 16 healthcare organizations, educational institutions, and corporate sponsors. The survey and qualitative interviews explored the motivations, activities, benefits, and success metrics that partners associate with their involvement in HOSA. The interviews were analyzed thematically to identify any variations in motivations and expectations across different types of partners.

DATA COLLECTION

We deployed an online survey sent via email to assess partner characteristics and describe the partnership with HOSA. Qualitative interviews were conducted through video conferencing via Zoom. Each interview lasted approximately 20–30 minutes and was video-recorded with consent for accurate transcription and analysis. Quantitative surveys were completed by 54 organizations, and 15 organizations participated in qualitative in-depth interviews.

DATA ANALYSIS

The analysis used a mixed-methods approach: descriptive statistics provided a quantitative summary for partner satisfaction, while thematic analysis of qualitative interviews summarized the interview responses.

FINDINGS

Overall, organizations indicated a highly positive partnership with HOSA. Partners report strong mission alignment, high satisfaction levels, and overwhelmingly positive perceptions of the organizations and HOSA members on outcomes across academic, professional, and interpersonal competencies.

54

Responding
Organizations

100%

Mission alignment
(agree/strongly agree)

72%

Completely satisfied
with the partnership

87%

Directly interact with
HOSA members



METHODOLOGY

PARTICIPATING PARTNER PROFILE OVERVIEW

While the majority of these entities (65%) are long-standing institutions founded before the turn of the millennium, their formal commitment to HOSA is a much newer phenomenon, with 60% joining as partners since 2020.

Findings suggest that participating organizations have recently accelerated their engagement with HOSA.

Financial support varies significantly, ranging from non-monetary involvement to contributions of \$50,000, resulting in an average sponsorship of \$9,190.

Geographically, the network maintains a strong domestic focus, with two-thirds of the organizations operating exclusively at the national level, while the remaining 33% have an international presence.

HOSA AND PARTNER'S MISSION ALIGNMENT

An 85% majority reported that they strongly agree, and 15% agree that HOSA's mission aligns with the mission of their organization. Across all organizations, there is a strong alignment between each organization's mission and HOSA's mission. All missions centered on advancing healthcare education, workforce development, and student empowerment.

"More recently, our strategic plan has evolved to focus on creating pathways not only into medicine but also into health careers and biomedical research. In this sense, HOSA is an ideal partner. Its mission of preparing future health professionals perfectly complements our objective of expanding access to careers in medicine and healthcare. Together, we create opportunities for students to envision a future in healthcare and take concrete steps toward achieving it."
—Participant Quote

Top Locations of Partner Headquarters

Washington DC Maryland
Illinois International

Geographic Scope of Partner Operations

33% International
67% National

Year Partner Founded

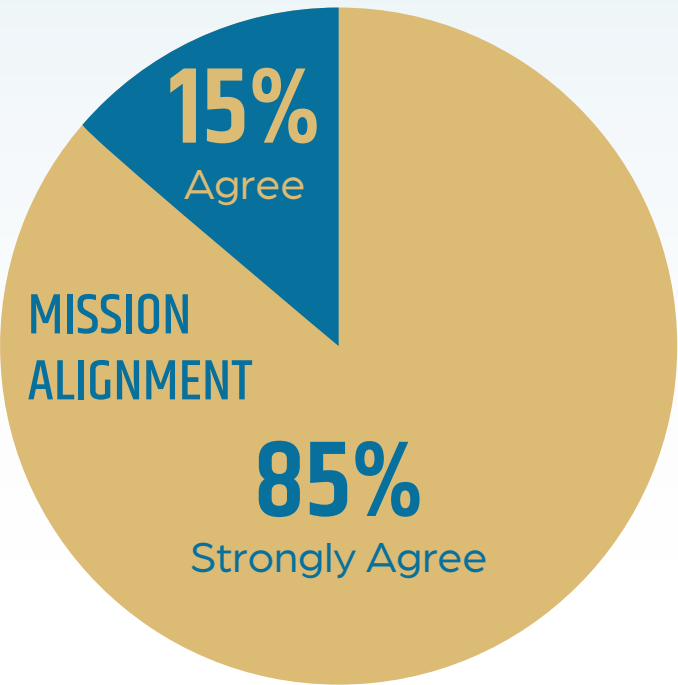
Oldest: 1775
Youngest: 2024
65% founded before 2000

HOSA Partnership

Oldest: 1992
Youngest: 2025
60% joined after 2020

Partner Sponsorship

Minimum: \$0
Maximum: \$50,000
Mean: \$9,190 (SD: 10,954)



METHODOLOGY

A common thread was the shared commitment to preparing the next generation of healthcare professionals. The majority of the organizations shared that the partnership with HOSA allowed them to contribute to their mission by reaching a key audience: students. Each organization reported that HOSA is a natural extension of their own mission because of its reach among motivated career-focused students. Whether the organization focused on education technology, life-saving donations, or workforce pipelines, HOSA provides a pathway to close the gap by providing access to a target population with opportunities for the gap between education and employment. For organizations with education-related missions, HOSA serves as an ideal partner for expanding pathways to reach students with the aptitude for healthcare careers but who lack guidance or resources. Organizations reported that partnering with HOSA allows them to reach students in classrooms where impact is greatest.

"HOSA provides access to a motivated, focused, and diverse student base that values professional development, much like our organization does. By connecting with educators and program directors through HOSA, we're able to extend our reach into classrooms and labs where our technology can have the most impact. The partnership reinforces our shared commitment to preparing students for real-world challenges and ensuring healthcare education keeps pace with advancements in technology and practice."—Participant Quote

Organizations that focus on curriculum and credentialing work stressed the importance of HOSA partnership in reaching students early in their decision-making process to address critical workforce shortages in family medicine. HOSA partnership also helps spread that message to a broad student audience, building a pipeline of informed, future workforce and

donors. Finally, all organizations highlight student empowerment and leadership development as a point of deep mission alignment. HOSA's model of building professional skills, confidence, and real-world experience mirrors what every partner organization aims to achieve through its mission, whether it is training future pharmacists, physicians, donors, or healthcare educators. In summary, partnering with HOSA functions as a force multiplier for each organization's mission by providing direct access to a large and motivated student population at a critical stage of their development, making the partnership with HOSA not just strategically aligned, but mission-essential for all involved.

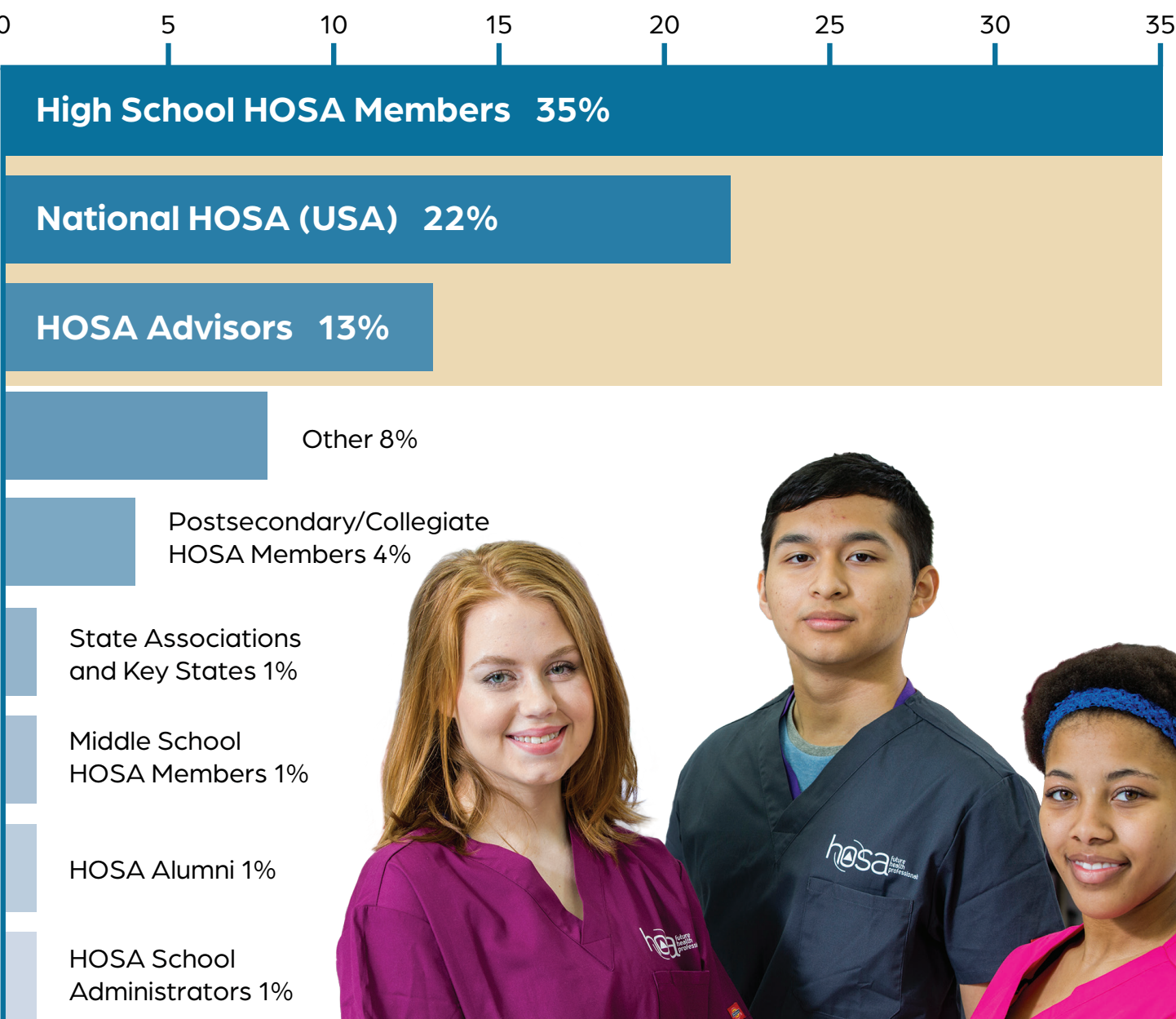
"Our mission is to prepare learners for the world of work and close the education-to-employment gap. HOSA develops future leaders in healthcare and builds workforce-ready skills. We bring curriculum, programs, and credentials; HOSA brings experiential, healthcare-specific pathways. Together we help students reach the "dream future" they're aiming for—and be ready to succeed."—Participant Quote



TARGET HOSA AUDIENCES

The most popular target audience for HOSA was high school members (35%), followed by the national HOSA organization (22%) and HOSA advisers (13%).

TARGET AUDIENCE PERCENTAGE



DESIRED OUTCOMES

The desired outcomes of the partnership with HOSA varied across organizations but converged around several shared priorities. A common desired outcome for organizations was that the partnership with HOSA would raise awareness and visibility of their organizations. Organizations shared that partnering with HOSA would allow them to increase recognition of their organizations and products. Organizations shared converting HOSA engagement into partnerships with schools, training programs, and healthcare institutions to expand implementation of their mission and goals. Organizations view their partnership with HOSA as one that would translate into positive outcomes in their goals, such as expanding the reach of their products.

"The desired outcomes are twofold: first, to increase awareness and visibility of our product within the healthcare education space, and second, to drive measurable growth in adoption by creating leads that translate into partnerships with schools, training programs, and healthcare education institutions. Beyond sales, we also aim to inspire students by showing them the role innovation can play in healthcare education and professional development."

—Participant Quote

The partnership with HOSA was seen as influencing career decisions early, especially for organizations focused on building and supporting pipelines. Organizations shared that their aim is to engage students while they are still exploring options and ensure they have accurate information and meaningful opportunities to pursue healthcare careers. HOSA allows students to start preparing for their future careers, and the organizations view engaging HOSA members as an opportunity to support students with preparing for credentialing and connecting them to a professional network for entering the workforce.



"The desired outcome is that students recognize the importance of becoming certified pharmacy technicians and see it as a valuable credential, whether they pursue a career in pharmacy or use it as a stepping stone toward other health professions."—Participant Quote

Through partnerships with HOSA, organizations can build relationships and engage with HOSA advisors and students, increasing their reach. A desired outcome for organizations was not only to reach students but also to reach advisors, to sustain relationships with stakeholders who guide students toward certifications, career paths, and professional development opportunities. Organizations shared that a desired outcome was to inspire students to reach their professional goals. In summary, while each organization brings a distinct focus, the shared desired outcomes of the HOSA partnership are to reach students early, build awareness, influence career trajectories, strengthen educator relationships, and ultimately contribute to a stronger, better-prepared healthcare workforce.

"The desired outcomes of this work are not only to inspire more students to pursue medicine, but also to ensure that those students are equipped with accurate information, appropriate resources, and meaningful opportunities to pursue careers in healthcare."—Participant Quote

DESIRED OUTCOMES

We asked organizations to select all applicable desired outcomes from partnering with HOSA. These are the counts for each outcome possibility chosen.



The following summary of responses was provided by organizations that also selected 'Other outcomes' for desired goals.

Student Awareness & Career

Exploration: Introduce students to a wide range of health and allied health careers, including recreational therapy, audiology, speech-language pathology, veterinary medicine, health informatics, and physician pathways, contributing to building early pipelines of future professionals.

CTE & HOSA Support: Strengthen CTE programming by recognizing outstanding students, integrating career education into the HOSA curriculum, and aligning sponsor/partner missions with HOSA's broader goals.

Certification & Skills Development:

Equip students with industry-recognized certifications and skills-based training through ancillary and allied health programs, giving them a competitive edge as they enter the workforce.

Accessibility & Affordability:

Make education and professional development more accessible and affordable for all HOSA members, including highlighting unique career preparation opportunities.

Brand & Organizational Awareness:

Elevate partner and sponsor visibility by leveraging HOSA's reach to promote their missions and opportunities.

Fellowship & Internship Pathways:

Connect students with fellowship and internship opportunities to support hands-on career development and professional growth.

PARTNERSHIP

The majority (72%) of the organizations reported being completely satisfied with their partnership with HOSA, and 68% reported being completely satisfied with their influence in the partnership with HOSA. More than half of the organizations (63%) reported that they are completely satisfied with their plans to achieve their partnership goal with HOSA.

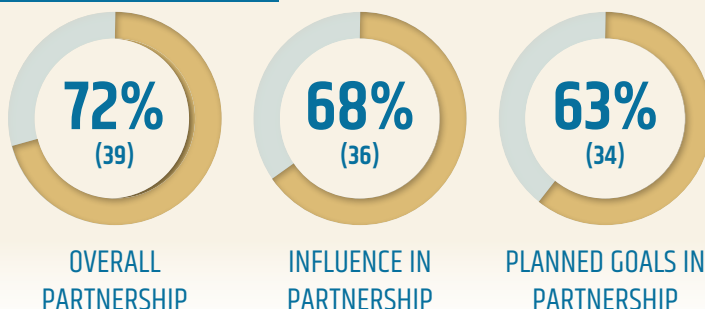
"Our organization views the partnership as highly valuable. It is frequently discussed at both the staff and leadership levels and is well recognized throughout the organization. The work we do with HOSA has become an important part of our outreach and is consistently highlighted as a meaningful way to connect with students and advisors."—Participant Quote

Across all organizations, the perception of the HOSA partnership was overwhelmingly positive, with each describing the value as significant, growing, and in many cases, difficult to fully quantify. A high-value, mission-aligned relationship is how an organization's perception could be summarized as they view HOSA as the industry leader in work-based learning for healthcare. They see the collaboration with HOSA as the type of partnership they seek alongside employers and higher education institutions to connect with students and connect students to pipeline opportunities at scale.

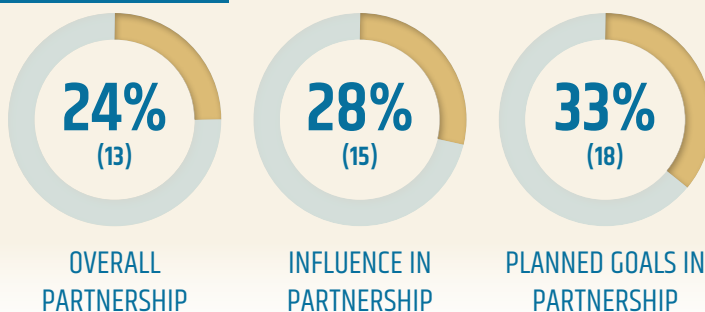
"We view HOSA as the industry leader in work-based learning for healthcare. Partnering with HOSA is exactly the kind of collaboration we seek—alongside employers and higher-ed—to connect students to real opportunities at scale."—Participant Quote

ORGANIZATION SATISFACTION WITH HOSA PARTNERSHIP

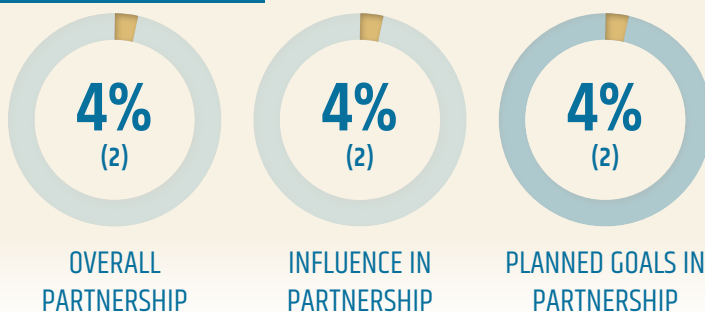
COMPLETELY SATISFIED



MOSTLY SATISFIED



SOMEWHAT SATISFIED



PARTNERSHIP

Organizations shared that the value of partnering with HOSA is multifaceted and substantial, noting that HOSA provides access to a uniquely concentrated audience of future healthcare leaders, educators, and decision-makers. Organizations emphasized that the number of lives positively affected through HOSA's efforts cannot be captured in statistics alone. From inspiring students to directly saving patients' lives through fundraising and other activities such as donor recruitment, the partnership produces ripple effects that far exceed what can be quantified, making their appreciation for HOSA's role exceptionally deep. In summary, all organizations perceive the HOSA partnership as genuinely valuable and strategically important. Whether measured in lives saved, students inspired, credentials earned, or careers launched, the consensus is that HOSA delivers outsized impact relative to the investment, and that the value of the relationship continues to grow over time.

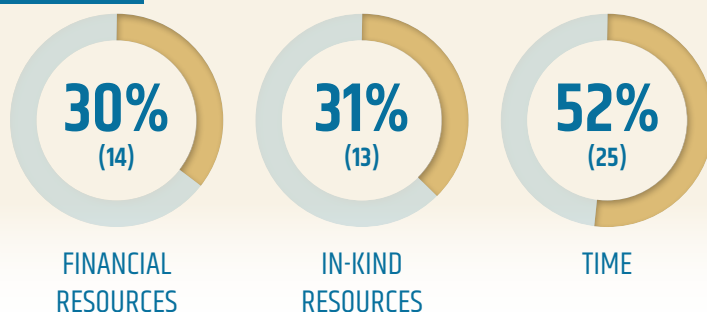
"The value is immeasurable. The number of lives positively impacted through HOSA's efforts cannot be captured in statistics alone. From inspiring students to saving patients' lives, the partnership has ripple effects that extend far beyond what we can quantify. The emotional and human impact is extraordinary, and it reinforces our deep appreciation for HOSA's role in advancing our mission."— Participant Quote

RESOURCE UTILIZATION

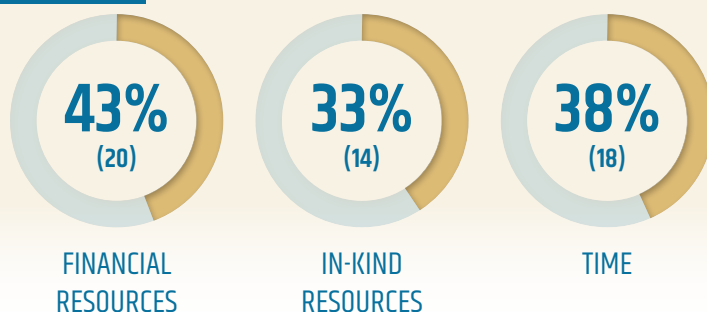
Partners reported strong utilization of resources. The majority (73%) reported that HOSA's use of their organization's financial resources was either excellent or very good. More than half, 64% of organizations, reported that HOSA's use of their in-kind resources was either excellent or very good. The majority (86%) of organizations reported that HOSA's use of their organization's time was either excellent or very good.

ORGANIZATION SATISFACTION WITH USE OF RESOURCES

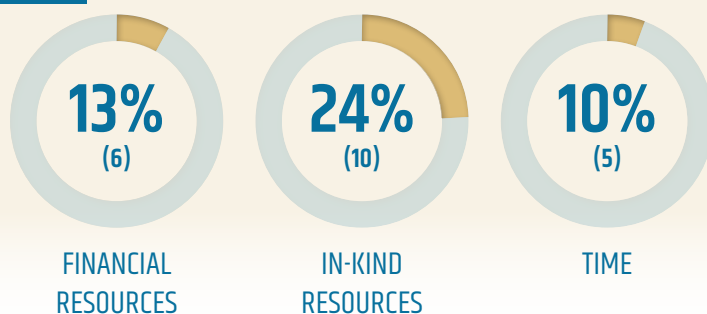
EXCELLENT



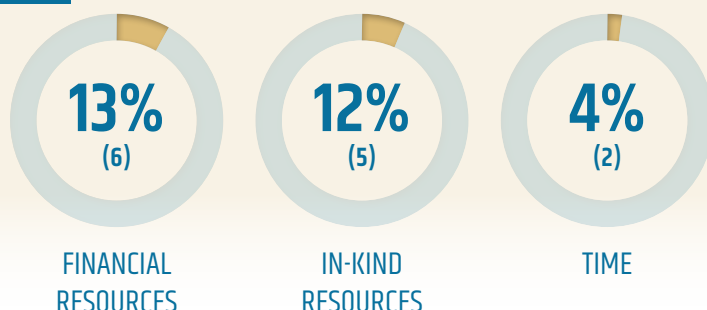
VERY GOOD



GOOD



FAIR



ENGAGEMENT ACTIVITIES

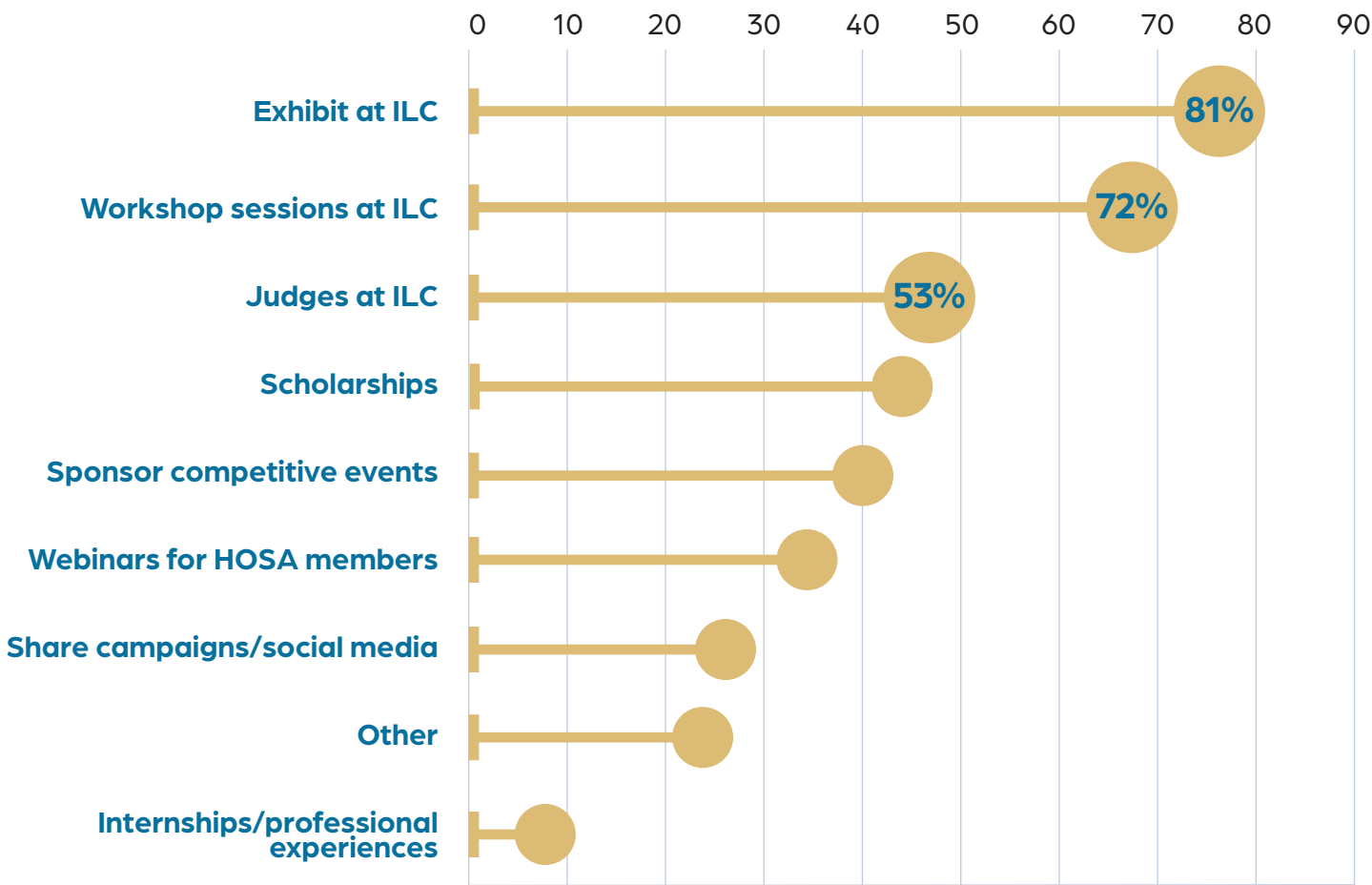
Common activities reported by organizations include exhibiting at the International Leadership Conference (ILC) (81%), conducting workshops at ILC (72%), and providing judges for the ILC competitive events (53%). Organizations rated exhibiting at ILC, conducting workshops at ILC, and providing webinars for HOSA members as the top activities that yielded the most value to their organizations.

Other engagement responses included:

- Participate in Advisory Council
- Offer volunteer and leadership opportunities
- Provide strategic connections
- Promote HOSA
- Sponsor luncheons
- Advertise in the ILC Program

HOW ORGANIZATIONS ENGAGE WITH HOSA

COUNTS OUT OF 54 ORGANIZATIONS



EVALUATION PRACTICES

More than half of the organizations (63%) reported that they have evaluated their partnership with HOSA. Most reported evaluating their partnership annually (58%). Among those who had never evaluated their partnership with HOSA, 60% expressed that they would like to evaluate their partnership.

"Beyond quantitative metrics, we also measure success through qualitative indicators, such as improved brand recognition within healthcare education circles and testimonials from educators who first discovered our solution through HOSA."
—Participant Quote

The qualitative responses regarding key measures for evaluating success and return on investment (ROI) within HOSA partnerships centered on common themes around awareness building, student engagement, career pathway development, and tangible human impact. Most organizations acknowledge that their measurement frameworks are still maturing, but the qualitative success stories shared across the board consistently reinforce the meaningful and lasting value of the HOSA partnership.

RECRUITMENT AND PIPELINE DEVELOPMENT

"One example is the Pathways to Health Professions Summit, which we were able to host with significant support from HOSA. They connected us with partners in the K–12 and CTE space who were essential to making that event successful. More recently, HOSA has been instrumental in piloting our new First Step Career Skills resource by embedding it into a competitive event. This provides a ready-made platform to reach large numbers of students quickly and efficiently. While formal metrics are still in development, these examples show how HOSA helps us expand our reach, build stronger networks, and bring our resources to students who may benefit from them."—Participant Quote

EVENT ENGAGEMENT AND PARTICIPATION

"The most compelling measure of success is lives saved. To date, over 50 donations have been made by individuals who were recruited by HOSA members. In some cases, the donors themselves were HOSA students. Those donations directly translated into patients receiving life-saving transplants. One especially powerful success story occurred at ILC: a patient who had undergone three transplants shared her gratitude, noting that without HOSA's involvement in the donor registry, she may not have had a chance at survival. HOSA's contributions are quite literally saving lives, and those stories highlight the extraordinary impact of the partnership."—Participant Quote

EDUCATIONAL IMPACT AND ADOPTION

"One success story comes from our participation in the International Leadership Conference (ILC). By showcasing our product, we not only engaged with hundreds of motivated students but also caught the attention of educators who later pursued formal discussions with us. In prior roles, we have also seen that a deeper commitment to HOSA — such as sponsoring competitions or offering student workshops — translated directly into stronger relationships with institutions that later became long-term clients. These stories illustrate the tangible benefits of the partnership."
—Participant Quote

BRAND AWARENESS

"We measure success through qualitative indicators, such as improved brand recognition within healthcare education circles and testimonials from educators who first discovered our solution through HOSA"
—Participant Quote

EVALUATION PRACTICES

SOCIAL IMPACT AND MISSION ALIGNMENT

"Because we aren't selling a product, it's difficult to measure success with hard numbers like revenue. Instead, our impact is measured by awareness and by success stories. For example, many HOSA advisors tell us they encourage their students to pursue certification, which often leads to students becoming pharmacy technicians. Some of those students stay in the field, while others go on to pharmacy school. We even see cases where former HOSA students return as advisors, helping to bring the certification full circle."—Participant Quote

Themes for future growth and improvement center around partners' hope to increase their engagement with HOSA advisors, increase communication and visibility with HOSA, and expand student resources. Whether through geographic expansion, new programming, stronger metrics, global outreach, or institutional formalization, the consistent message is that the HOSA partnership is not viewed as static but as an evolving, growing relationship with significant untapped potential to advance each organization's mission for years to come. The outlook for the future of the HOSA partnership is consistently optimistic, with each expressing strong intentions to deepen, expand, and institutionalize their involvement over time.

"In the future, we envision expanding our local footprint by offering more direct support for chapter activities and working with state advisors to build stronger grassroots connections."—Participant Quote



HOSA’S IMPACT ON STUDENT MEMBERS

The majority (89%) of participating partners reported that they have interacted directly with HOSA members through a variety of channels, with engagement ranging from exhibit hall presence at major conferences to hands-on competitive events, chapter-level activities, and scholarship programs. Each organization tailors its approach based on its mission, resources, and the nature of what it offers students.

HOSA MEMBER CAPABILITIES

These items asked whether HOSA strengthens members across educational and career preparation dimensions.



Outcome Statement	Strongly Agree	Agree	Neutral	% Agree+
Enhances employability skills	63%	24%	7%	87%
Provides real-world career pathway info	67%	20%	6%	87%
Connects classroom with real world	61%	22%	7%	83%
Strengthens technical knowledge	52%	28%	15%	80%
Provides opportunities to meet employers	50%	33%	11%	88%
Provides licensure/certification opportunities	43%	31%	17%	74%
Provides work experience opportunities	39%	37%	15%	76%

HOSA'S IMPACT ON STUDENT MEMBERS

HOSA MEMBERS VS. NON-HOSA STUDENTS

Partners were asked to compare HOSA members to non-HOSA students on several dimensions. Responses were overwhelmingly positive, with career enthusiasm and direction receiving the highest level of agreement.

Comparison Statement	Strongly Agree	Agree	Neutral	Disagree	% Agree+
More enthusiastic about career choices	69%	17%	4%	2%	85%
More excited about school/learning	57%	26%	6%	2%	83%
Clearer sense of career direction	61%	22%	4%	2%	83%
Better leadership skills	50%	31%	7%	2%	81%
More advanced soft skills	54%	26%	7%	4%	79%
More technically prepared	44%	35%	9%	2%	80%
Superior communication skills	48%	28%	11%	4%	76%
Better critical thinking skills	37%	33%	19%	2%	70%
Better understand the work environment	35%	35%	19%	2%	70%



RECOMMENDATIONS FROM PARTNERS

To enhance the value of the partnerships, partners shared that HOSA should consider diversifying its engagement strategies by expanding affordable partnership options to accommodate a wider range of organizations. HOSA should increase overall communication and visibility to ensure stakeholders remain informed, while providing structured networking opportunities between partners to foster deeper professional connections. HOSA should also offer opportunities for organizations to be involved at the local level.

“Greater visibility into how to assist with competitions, including sponsorships and partnerships with organizations to assist with judging.”—Participant Quote

Offering virtual engagement models will ensure accessibility for partners regardless of their physical location. Furthermore, highlighting success stories will serve to demonstrate the tangible impact of these alliances. HOSA should highlight return on investment by sharing

success stories for students and partners and by leveraging alumni who are now employed in healthcare.

Partners shared that sustainability can be created through creating institutional partnerships and garnering enthusiasm. Strong documentation of the partnership between HOSA and organizations is vital especially if transitions do occur.

“We are focused on institutionalizing the partnership so that it is not dependent on a single individual. We are developing metrics and reports that show the return on investment from HOSA participation. By tying results directly to revenue and educational impact, we ensure that leadership continues to see value in the relationship. By creating a partnership playbook — by codifying this knowledge, we can onboard new staff smoothly and maintain continuity regardless of personnel changes.”—Participant Quote



STRENGTHS TO MAINTAIN

Organizations shared the strengths of the HOSA partnership through a rich combination of personal storytelling, data-driven narratives, internal advocacy, peer recommendations, and direct demonstrations of student quality and organizational impact. The most effective and commonly used tools are compelling human stories paired with evidence of scale and reach, reinforcing the message that HOSA is not simply a student organization but a powerful, mission-driven network that delivers meaningful and lasting value to every partner involved. Several consistent themes emerge around what organizations identify as the most compelling and shareable strengths of partnering with HOSA.



THE QUALITY AND CALIBER OF HOSA STUDENTS

Perhaps the single most universally cited strength across organizations is the exceptional quality of HOSA student members. Every partner described being impressed by the professionalism, maturity, and commitment of students they encountered through HOSA events and programs. HOSA students stand out for their consistent empathy, kindness, mission-driven approach, and capacity. The strength of the student membership is described not just as an asset to HOSA but as a powerful advocacy tool that organizations use to build internal support for the partnership.

SHARING STRENGTHS INTERNALLY WITH LEADERSHIP AND STAFF

Multiple organizations describe deliberately using the HOSA partnership to build internal awareness and generate organizational buy-in. They use photos from the International Leadership Conference, scholarship recipient stories, and data snapshots from the HOSA-100 International Advisory Council to demonstrate value to staff and leadership.

SUCCESS STORIES AND TESTIMONIALS AS ADVOCACY TOOLS

Across organizations, success stories and testimonials are identified as among the most effective ways to communicate the strengths of the partnership to both internal and external audiences. These human stories are consistently described as more impactful than data alone in conveying the true value and strength of the partnership.

STRENGTHS TO MAINTAIN

SCALE AND REACH OF THE HOSA NETWORK

Several organizations highlight the sheer size and reach of HOSA as a core strength they share with stakeholders. Organizations referenced the 330,000+ HOSA members as a compelling figure that many outside the organization do not fully appreciate until they experience an event firsthand. This scale is shared as a strength both internally to justify investment and externally to attract new partners.

COMPETITIVE EVENTS AS A DEMONSTRATION OF STRENGTH

Organizations that use competitive events as their primary engagement mechanism share this as a particularly compelling strength of the partnership. Organizations use their developed competitive events as a demonstration of how HOSA provides a ready-made platform to reach large numbers of students efficiently and embed resources directly into a high-engagement context. The competition structure is shared as a strength because it creates structured, recurring, and meaningful interactions that go far beyond passive brand exposure.

ALIGNMENT OF VALUES AND MISSION

Organizations share the strength of deep mission alignment as a foundational reason for the partnership's success. This shared values story is consistently used to communicate why the partnership works and why it is worth sustaining and growing.

PEER ADVOCACY AND WORD OF MOUTH

Several organizations described using peer advocacy as a method for sharing the strengths of the partnership with prospective partners and internal stakeholders. Members of the HOSA-100 International Advisory Council are willing to speak directly with prospective partners to share experiences and highlight the value of engagement. Activating alumni networks to surface where HOSA graduates are now and invite them to share their stories as ambassadors could serve as powerful internal advocates within their own organizations, encouraging employers to explore partnership opportunities with HOSA.



NEXT STEPS

The following are next steps that HOSA and its partners should prioritize to strengthen, formalize, and scale the partnership ecosystem.

DEVELOP FORMAL METRICS AND EVALUATION FRAMEWORKS

Nearly every organization acknowledges that its current evaluations are informal, anecdotal, or still in development. A critical next step is for HOSA and its partners to collaboratively develop standardized metrics that can capture the true impact of the partnership. This could include tracking student career outcomes, certification rates, registry participation, academic performance, and lead conversion where applicable. Establishing shared measurement frameworks would benefit both HOSA and its partners by creating compelling, data-driven narratives that justify continued and expanded investment.

"We don't currently have formal metrics in place, but we are actively working on developing them. For now, success is often measured anecdotally."

—Participant Response

STRENGTHEN STORYTELLING AND OUTCOMES COMMUNICATION

Multiple organizations highlight storytelling as one of the most powerful tools available yet note that the full impact of the HOSA partnership is not being communicated as effectively as it could be. A coordinated, consistent storytelling strategy across HOSA and its partner network should be a near-term priority.

"Co-create a national storytelling effort with HOSA that showcases outcomes, elevates student voices, and builds broader awareness."—Participant Response

CREATE MORE ACCESSIBLE AND COST-SENSITIVE ENGAGEMENT MODELS

Cost is identified as a significant barrier to deeper involvement, particularly for smaller or emerging organizations. They specifically recommend that HOSA explore tiered participation models, additional virtual engagement opportunities, and more accessible state-level events that reduce financial barriers for partners with limited resources. This recommendation has implications for broadening the overall partner base, as many potentially valuable organizations may be deterred by the current cost structure of participation.

"To enhance the partnership, we recommend HOSA explore more scalable and cost-sensitive engagement models for industry partners. This could include additional virtual opportunities, tiered levels of participation, or more accessible state-level events that reduce the cost barrier. Such changes would allow emerging companies like ours to deepen involvement without being constrained by limited financial resources."

—Participant Response

NEXT STEPS

INSTITUTIONALIZE PARTNERSHIPS THROUGH FORMAL AGREEMENTS AND DOCUMENTATION

Several organizations are actively working to reduce dependency on individual relationships and embed the partnership into their institutional structures such as formalizing their engagement through a memorandum of understanding and building partnership playbooks to document best practices and ensure continuity. HOSA should encourage and support this formalization process across all partner organizations, as institutionalized partnerships are more durable, scalable, and resistant to disruption from staff turnover. Providing a partnership framework template or onboarding guide could accelerate this process for multiple organizations simultaneously.

“Establish repeatable processes: Building a “playbook” for how to engage with HOSA — from planning travel to structuring student interactions — helps institutionalize the partnership.”—Participant Response

STRENGTHEN ADVISOR OUTREACH AND COMMUNICATION CHANNELS

Organizations highlighted the critical role that HOSA advisors play in amplifying the impact of their partnerships yet noted challenges in reaching advisors consistently and effectively. HOSA should invest in maintaining accurate, up-to-date advisor directories and creating dedicated communication pathways that allow industry partners to reach advisors in a structured and reliable way.

“At times, it has been difficult to access updated contact information for state and local HOSA advisors. For example, during the pandemic, one of our medical schools received a grant to develop programming in partnership with HOSA chapters in their state. However, the advisor contact we were given was outdated, and after repeated attempts to connect, we discovered that the individual had passed away and the records had not been updated. This experience underscored the importance of maintaining accurate contact information to facilitate smooth collaboration.”—Participant Response



NEXT STEPS

LEVERAGE ALUMNI NETWORKS FOR RECRUITMENT AND ADVOCACY

Partners identified alumni engagement as an underutilized but powerful opportunity. Activating a national alumni campaign to surface where HOSA graduates are now and invite them back into the community as mentors and advocates. Former HOSA students who are now working in healthcare could serve as powerful internal advocates within their organizations, encouraging employers to partner with HOSA. Developing a formal alumni engagement strategy would not only strengthen existing partnerships but also serve as a compelling recruitment tool for attracting new industry partners.

"One potential strategy is leveraging former HOSA students who are now employed in healthcare. These alumni can advocate within their workplaces and encourage employers to partner with HOSA. Having former members act as ambassadors could be a powerful way to expand industry engagement."
—Participant Response

EXPAND VIRTUAL AND DIGITAL ENGAGEMENT OPPORTUNITIES

There is significant potential of virtual engagement models. HOSA should explore broader integration of digital badges and verified credentials across partner programs. Expanding virtual participation options would increase accessibility for students in remote or underserved areas while also reducing cost barriers for partner organizations.

"To enhance the partnership, we recommend HOSA explore more scalable and cost-sensitive engagement models for industry partners. This could include additional virtual opportunities."—Participant Response

DEEPEN COMPETITIVE EVENT PROGRAMMING

Competitive events emerged as one of the most effective and scalable mechanisms for direct member engagement across multiple organizations. Organizations reported developing competitive events as structured touchpoints with students. HOSA should continue to work proactively with existing and prospective partners to design, expand, and promote competitive events that align with partner missions. This includes helping partners expand events into states where they are not yet offered and providing the infrastructure and support needed to sustain high-quality competition programming at both state and national levels.

"Looking forward, as we establish stronger metrics and outcomes, there may be opportunities to deepen our engagement. This could mean expanding competitive events into more states or developing additional programming that highlights family medicine." Participant Response



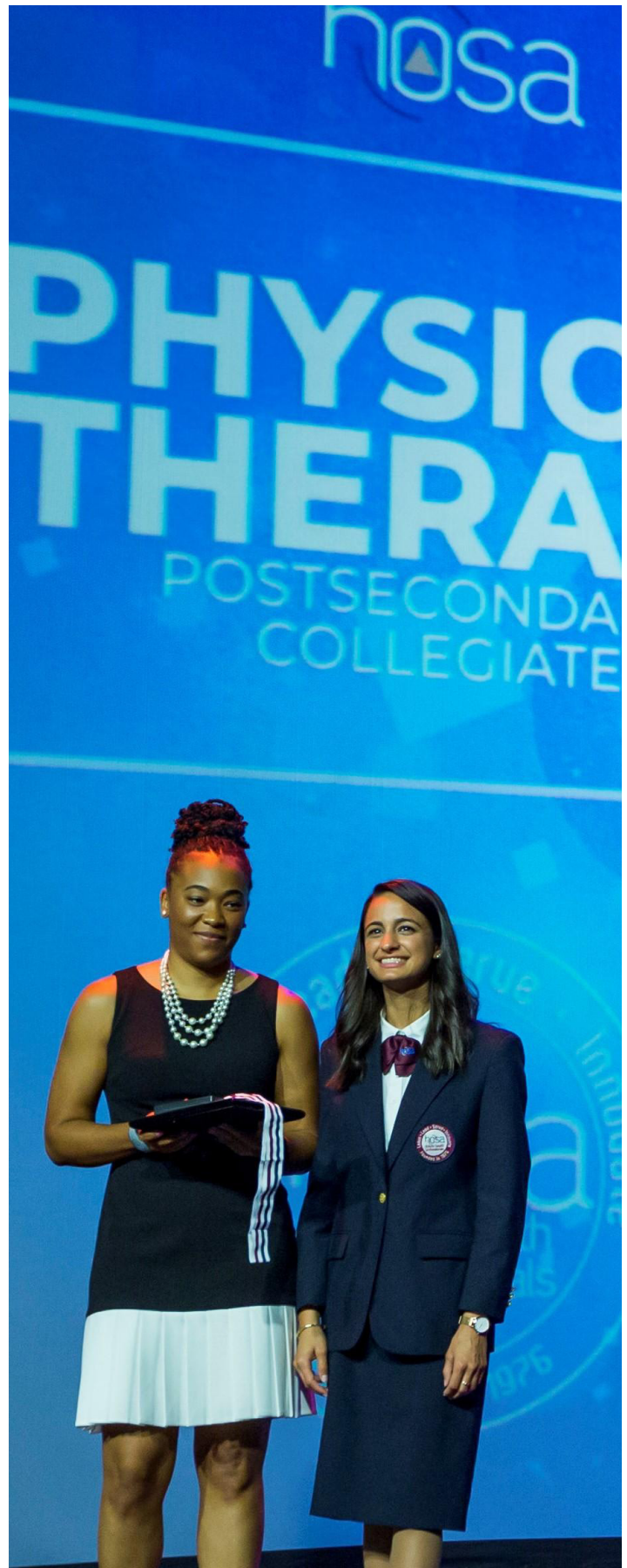
NEXT STEPS

PURSUE STRATEGIC SESSIONS WITH PARTNERS

Partners recommended scheduling periodic strategic sessions between HOSA and its partners to align on goals, explore joint pilots, and strengthen feedback loops from students and chapters. This type of proactive, collaborative planning would help ensure that partnerships evolve in response to changing priorities and that both HOSA and its partners are maximizing the return on their shared investment. Regular structured dialogue would also create opportunities to surface new ideas, address emerging challenges, and celebrate shared successes in a way that reinforces the value of the relationship over time.

“Schedule periodic strategic ideation sessions to align on goals..where HOSA sees challenges/opportunities—and explore joint pilots. Also strengthen feedback loops from students and chapters so we can iterate quickly on what’s working and where to help.”—Participant Response

In summary, the next steps that emerged most clearly from the data fall into four broad categories: building better measurement and accountability systems, reducing barriers to participation and scaling engagement, formalizing and institutionalizing partnerships for long-term durability, and investing in communication and storytelling to more effectively demonstrate partnership.



IMMEDIATE NEXT STEPS

The results identify several actionable steps to strengthen and expand HOSA's partner relationship. The following actions are recommended:

ESTABLISH FORMAL METRICS AND REPORTING INFRASTRUCTURE

Many partners noted the absence of shared success metrics as a gap. HOSA should work with advisory board members to co-develop a simple, standardized framework for tracking partnership outcomes, including student engagement numbers, chapter activity, lead generation, and awareness indicators.

DEVELOP A PARTNER RESOURCE KIT

Multiple organizations requested clearer onboarding materials and communication tools. HOSA should produce a concise partner media kit that outlines available engagement opportunities, associated costs, and a menu of à la carte engagement options. An "elevator pitch" document and "partnership playbook" that partners can use internally to sustain and advocate for the relationship was specifically requested and would promote the sustainability of the partnership.

STRENGTHEN STATE AND LOCAL ENGAGEMENT PATHWAYS

Several partners are active only at the national level, in part because state and local engagement processes are unclear or inconsistently responsive. HOSA should develop a standardized process for connecting national partners with state affiliates, including updated contact directories and a clear point of contact for each state chapter.

CREATE LOWER-COST ENGAGEMENT OPTIONS

Cost was cited as the primary barrier to deeper involvement for smaller and newer partners. HOSA should explore tiered sponsorship structures, virtual participation options, and potential grant or subsidy mechanisms for emerging organizations that want to grow their engagement but face budget constraints.

INCREASE TOUCHPOINTS THROUGHOUT THE YEAR

Partners consistently expressed a desire for more regular contact beyond the ILC. HOSA should consider quarterly check-ins with advisory board members, a partner-focused newsletter, and periodic strategic alignment sessions to ensure relationships stay active and productive year-round.

LEVERAGE PARTNER NETWORKS MORE INTENTIONALLY

Several partners expressed interest in being connected to other partners, employers, and institutions within the HOSA ecosystem. Facilitating cross-partner introductions could create meaningful new collaborations while deepening partner loyalty to HOSA.

PRIORITIZE STORYTELLING AS A SHARED ASSET

Partners emphasized that compelling narratives such as student success stories, lives saved, career transformations, and others are as important as data in sustaining internal organizational support. HOSA should work with partners to co-create and share stories that demonstrate partnership impact, particularly for use with leadership stakeholders who may be newer to the CTE and K–12 space.

CONCLUSION

HOSA's partnerships are deeply mission-aligned and impactful, serving as a vital bridge between education and the healthcare industry. To ensure long-term sustainability and success, there is a clear need for strengthening communication and increasing the visibility of the tangible benefits these partnerships provide. By addressing affordability through more diverse partnership options and providing structured networking opportunities, HOSA can enhance the value proposition for its collaborators and deepen its impact on the healthcare workforce pipeline.

"The value is immeasurable. The number of lives positively impacted through HOSA's efforts cannot be captured in statistics alone. From inspiring students to saving patients' lives, the partnership has ripple effects that extend far beyond what we can quantify. The emotional and human impact is extraordinary, and it reinforces our deep appreciation for HOSA's role in advancing our mission."

—Participant Quote



THANK YOU

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American Healthcare Apprenticeships	National Geographic Learning / Cengage Learning
American Medical Technologists	National Technical Honor Society
American Psychiatric Association Foundation	NMDP
American Speech-Language-Hearing Association	Northeastern University
American Therapeutic Recreation Association	Outset
America's Blood Centers	Pearson
Association of American Medical Colleges	Prequel
Bio-Rad	Pharmacy Technician Certification Board
Charles River Laboratories	Starla's Creative Teaching Tips
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