

CENTRAL COAST REGIONAL SLINGSHOT COMPACT

INDUSTRY: HEALTHCARE

May 24, 2017

Central Coast Regional SlingShot Focus:

The consensus choice among the four Central Coast counties, Santa Cruz, Monterey, San Luis Obispo, and Santa Barbara was the healthcare industry. The healthcare industry is well represented across the four counties and is a growing sector with a growing demand. This growing demand providing opportunities for income mobility to a large cross section of people in the region.

The Central Coast Regional SlingShot team intends to utilize the SlingShot funding to continue to join workforce and community leaders together to address key requirements for growth in the healthcare field. Each county has worked and will continue to work collaboratively with healthcare business leaders to develop career pathways to address the healthcare needs of today and the future. The group will continue to focus on healthcare solutions to meet the growing demand on the healthcare industry.

Increased employment opportunities and income mobility will come with the development of the new Community Healthcare Worker (CHW) certificate program for students, adult dislocated workers and unemployed Veterans. The Community Healthcare Worker career pathway will be clearly defined; the infrastructure will be scaled and tailored to the healthcare industry and the community needs. The Community Healthcare Worker certificate program will be created using criteria and competencies shared by the healthcare leaders in the healthcare industry. Students, job seekers and workers will have access to skill development and regional employment through training, education and “earn and learn” opportunities.

Monterey County Workforce Development Board is interested in partnering and co-funding with additional funds a Community Healthcare Worker certificate program with Hartnell Community College, MPC, and CSUMB.

- The Central Coast Regional SlingShot team works together to combine the four local county action plans with any regional plan on shared priorities into the Slingshot Compact by securing local and regional

implementation commitments and deciding on how to invest the initial \$1 million in Slingshot grant funds by December 31, 2018.

- We are focused on engaging healthcare business champions and healthcare industry representatives through:
 - Creation of a Workforce Board Collaboration (WBC) of the Central Coast Alliance for Health
 - Creation of Industry Sector Partnerships in each of four counties

Central Coast Regional SlingShot Strategies:

The Central Coast Regional Healthcare Slingshot team is committed to developing a collaborative strategy that embraces the SlingShot creative out of the box business driven principles. The group intends to utilize the SlingShot funding to continue joining workforce and community leaders together to address key healthcare job needs and requirements for growth in our region. The healthcare workforce is also severely affected by the high cost of living, and an aging workforce. Healthcare business leaders have indicated that they are unable to recruit nurses and technical workers for example from other areas due to the high cost of living on the Central Coast. The only option that they see is to “grow their Own” from the local population.

- Collaborate with industry leaders to growing a nursing talent pool
- Develop a healthcare education plan targeted at reaching youth early to build awareness of diverse healthcare careers
- Creating an ongoing “collaboration catalyst” group to identify and act on other shared healthcare priorities
- Collaborate and develop some regional initiatives in Specialty Nursing
- Develop a strong healthcare Career Awareness/Talent pipeline
- Create a Community Health Worker career path with the Community Colleges in each county as the need for Community Health Workers/Coordinators/Navigators are growing and will save the industry money
- Develop a Healthcare connection network where the industry comes together.
- Create regional healthcare career marketing materials targeting different demographics. Attention is needed to attract students in all areas of healthcare and allied health. The region needs career awareness programs for Dental Hygiene, Nursing, Radiology Technology, Medical Assisting and other allied health programs and healthcare technology.
- Establish a Business Engagement Committee that is interested in putting together a community health plan to keep moving forward.

Central Coast Regional SlingShot Goals:

The goal is to transform how industry and community partner's work together, with the goal to promote regional prosperity and economic mobility for the residents. To reach this goal, the Central Coast Workforce Collaborative will focus on Business Champions and healthcare industry representatives through:

1. Creation of a Workforce Collaborative of the Central Coast Alliance
2. Creation of Industry Sectors Partnerships in each four counties

The project activities have and will continue to consist of the following:

1. Identify key healthcare business and business "civic entrepreneur" leaders
2. Hold local healthcare industry partnership meetings
3. Local industry co-chair from each county develop shared priorities and how together they may be addressed

One goal is to focus on building a pipeline that can transition students and jobseekers into middle skilled jobs and careers across the region.

The Counties of Monterey, San Luis Obispo, Santa Cruz and Santa Barbara have very strong partnerships with education including the Community Colleges in each county, the County Office's with education including the Regional Occupational Programs.

The Central Coast Regional Healthcare SlingShot goal is to bring California back into being one of the top five economies in the nation, where it currently is ranked at seventh. The Central Coast Regional Slingshot team feels that developing a healthcare program that demonstrates a proven skilled workforce is one way – if not one major way to do just that. Once the program is designed it should be developed and fully piloted to benefit all four counties. The Central Coast Regional SlingShot team anticipates bring the program back to the State WDB for regional designation of a skilled and ready healthcare workforce opportunity, but also to roll out to the rest of the State.

- A goal for the project is the development of specific actions to implement incumbent worker training strategies to ensure progression along the industry-defined healthcare career pathway by 2018.
- Engage and listen to industry input during the Healthcare Sector Slingshot Project initiative meetings across the Central Coast Region. Identify talent development as a priority for action following the meetings.
- One desired result is for Community Colleges to create educational programming for specialty nursing in OR, NICU, Labor & Delivery and ICU services areas in response to the industry needs.
- Finding new and creative ways to address healthcare needs in the region
-Business leaders identified the most important opportunities or drivers of

growth in the healthcare sector in the region – such as growing markets, shifting demographics, new technologies, policy catalysts, and other forces.

- Broadening our healthcare industry and education connections and networking across the region
- Look for long term solutions by looking at the current and future healthcare gaps and needs
- The Central Coast Regional Slingshot teams are committed to the success of the greater good of healthcare for the entire region
- Working with education to develop career pathways in healthcare service
- Identify communication opportunities and publicize these career pathways to our youth and the community/region
- Central Coast Region Slingshot teams believe in a culture of sharing, mentorship and training for the next generation's future success

Central Coast Regional Slingshot Milestones:

It is critical that the Central Coast Regional Healthcare Slingshot team engage healthcare leaders/employers and include education, working in partnership to address the needs of the community. Healthcare employers and business leaders bring to the table their insight about current and future skills and occupational training they need their employees to have on the job. These business leaders also bring an understanding of the structures of career pathways and access to work-based learning opportunities. The Central Coast Regional Healthcare Slingshot team also made sure to include community organizations which provide a link to working families. The women, men, and young people whose skills and capabilities contribute to a healthy workplace. Creating partnership with these groups will develop workforce solutions to benefit all stakeholders – workers, hospitals, medical office, clinics, outpatient services, schools and communities.

- Business champions and Workforce Development Board staff from across the Central Coast region met to finalize the regional priorities for the Slingshot Compact. *Three priorities were chosen:*
 1. Health Care Career Awareness Campaign
 2. Specialty Nursing Education
 3. Community Health Worker Training
- The next step will be to create an action plan, timeline and process for each of the healthcare priorities with outcomes tailored to each program.

- **Healthcare Career Awareness** - *Elements of the Regional Campaign:* Information (e.g., diversity of careers, career pathway requirements, employer profiles, job profiles), promotion (e.g., collateral material, multiple communications strategies, events), and experiences (e.g., workplace tours, classroom guest speakers, internships and other workplace experiences).
 - **Resources that could be leveraged in implementation:** Monterey County (combine current marketing efforts by individual businesses/hospital systems; tap into Central Coast HR Council; expand on effective Salinas Valley Hospital program model; leverage CSUMB marketing efforts); Santa Cruz County (combine current marketing efforts of Kaiser/Dignity/PAMF/Community Health Centers and Central California Alliance for Health, leverage Medical Society program model and UCSF internship model, reinvigorate Cabrillo Community College efforts, leverage efforts of small non-profits centered in Watsonville); San Luis Obispo County (leverage Career Pathway Trust efforts); Santa Barbara County (Leverage Santa Maria area efforts around promoting career pathways; all Counties (connect and leverage all community college marketing efforts, connect and leverage all WDB career-oriented resources such as career centers, LMI, etc., recruit and team marketing professionals from participating employers).
 - **Potential areas for Slingshot investment:** professional capacity to inventory/broker/assemble necessary resources (listed above), forge a common theme to connect and package efforts and pursue multiple communication strategies to reach and cause action among different audiences.
- **Specialty Nursing Education** - *Elements of the Regional Initiative:* Expansion of specialty nursing education (i.e., Cabrillo College's new nursing residency programs, Cuesta College-CSUMB collaborative program) and other strategies to support and retain specialty nurses (i.e., student support network, nursing registry).
 - **Resources that could be leveraged in implementation:** Expand simulation laboratory infrastructure to enable more specialty nursing education in the region (i.e., upgrade or create simulation teaching labs at community colleges and CSUMB, make hospital-based labs accessible/leased for more specialty nurse training and/or create new, shared simulation labs); couple with expanded use of competency-based didactic learning models to multiply the number of students per instructor and accelerate the flow of nurses

learning specialties in the region; creatively tap resources to fund expansion, including Community College Strong Workforce funding, private foundation dollars (e.g., Oppenheimer), private sector funding, WDB incumbent worker training funds, VA; for nursing registry, explore nursing board as host or regional staffing agency on contract, fee-based.

- **Potential areas for Slingshot investment:** professional capacity to support a regional chief nursing officer (CNO) consortium, expanding on the existing group in San Luis Obispo County; identify best practices for expanding specialty nursing education, including use of simulation teaching labs; develop regional business plan for expansion, including documentation of the problem, articulation of the regional solution and identification of specific commitments for implementation.
- **Community Health Worker - Elements of the Regional Initiative:** Develop consensus regional definition of Community Health Worker, including skill requirements (a process begun in Santa Cruz County); develop and promote replication of a “Best Practice” training model across the region.
 - *U.S. Bureau of Labor Statistics Stand Occupational Classification 21-1094 define Community Health Workers:* Assist individuals and communities to adopt healthy behaviors. Conduct outreach for medical personnel or health organization to implement programs in the community that promote, maintain, and improve individual and community health. May provide information on available resources, provide social support and informal counseling, advocate for individuals and community health needs, and provide services such as first aid and blood pressure screening. May collect data to help identify community health needs.
 - **Resources that could be leveraged in implementation:** Leverage Cabrillo Community College’s CTE-funded efforts in their allied health program as well as the Central California Alliance for Health’s support; pull from established curricula (e.g., Sonoma, San Francisco City College certificate, online models); tap WDB Workforce innovation and opportunity act sub grant #K funding for \$250,000 for a cohort training, credentials and apprenticeship program with Hartnell College and CSUMB College and other funding sources.
 - Work with the Senior Research Consultant at the Institute for Community Collaborative Studies at CSUMB’s Dept. of Health, Human Services & Public Policy who is the lead for the Institute on

the Prevention First Monterey County Project in collaboration with Monterey Co. Health Dept. The project is addressing four areas: 1) National Diabetes Prevention Program (NDPP) 2) Community Health Workers (CHW) 3) Team-Based Care and 4) Electronic Health Records. Prevention First has conducted secondary research on CHW competencies and skills, local key information interviews, and convened Monterey County organizations in a CHW champions workgroup to plan a Learning Action Network event in Fall 2017.

- **Potential areas for Slingshot investment:** professional capacity to document and help make the case to hospitals of the benefits of Community Health Workers in saving institutions money and improving patient health; solidify regional definition of community health workers and encourage use of common curriculum, drawing from best practices.
- **Central Coast Slingshot Partnership Structure** - The Central Coast Slingshot Partnership would continue to be supported by Workforce Development Board staff from Santa Cruz, Monterey, and San Luis Obispo Counties—with future support from Santa Barbara County. This core team would be joined by select community partners from the region, who would help with the following steps:
 - **Form regional action teams** for the Health Care Career Awareness Campaign, Specialty Nursing Education, and Community Health Worker Training, solidifying business co-chairs to lead each team, then building each team with business champions and selected education, training, community champions from each county. Support each action team in developing action plans based on a common template, then in moving into implementation.
 - **Create a Slingshot Executive Committee** composed of the business co-chairs of each action team and other leaders who review and support action team progress, facilitate course corrections as necessary, and consider additional regional priorities for action.
 - **Provide a “virtual meeting infrastructure”** to bridge large geographic distances and ensure high-quality discussion among business champions and between business champions and community partners.
 - **Create and implement a Slingshot Investment Strategy** that applies Slingshot funds carefully, according to a set of criteria that ensures uses are high-leverage and unable to be effectively funded from other sources.

Central Coast Regional SlingShot Timeline/Schedule:

- Submit the Central Coast Regional Compact plan in May 2017
- Convene a next Central Coast Regional Healthcare meeting with the champions to set the priorities and funds investment plan in June 2017
- Set up ongoing meetings with Community Colleges to create Healthcare Career Pathways starting with the Community Health Worker. Start these meetings in June 2017 with a goal to start a Community Health Worker certificate program by Fall 2018.

Central Coast Regional Healthcare SlingShot Funding:

Central Coast Regional Healthcare SlingShot team has identified the Community Health Worker (CHW) as a credential and apprenticeship career pathway as an opportunity for a pilot project with local Community Colleges and maybe in partnership with CUSMB. The Community Health Worker will help the healthcare employers, insurance companies, find ways to improve the quality of care and outcomes, while reducing costs. By the implementation of the CHW program these trained workers will teach people in the community about how to live healthy lives, obtain screenings, and how to avoid costly diseases and medical procedures. The CHW will show patients how to access healthcare services and programs designed to treat and prevent conditions such as diabetes and obesity.

- The Central Coast Regional SlingShot Champions and WDB Directors need to meet and decide how to allocate the Slingshot grant funds over the three areas finalized as priorities:
 - Healthcare Career Awareness Campaign
 - Specialty Nursing Education
 - Community Health Worker Training Program