



WORKFORCE DEVELOPMENT BOARD OF VENTURA COUNTY

HEALTHCARE COMMITTEE MEETING

Friday, September 21, 2018

8:00 a.m. - 9:30 a.m.

United Food and Commercial Workers (UFCW), Local 770
816 Camarillo Springs Road (Meeting Room/Suite A), Camarillo CA

MEETING AGENDA

8:00 a.m.	1.0 Call to Order and Agenda Review	Greg Barnes
8:03 a.m.	2.0 Public Comments <i>Procedure: The public is welcome to comment. All comments not related to items on the agenda may be made at the beginning of the meeting only.</i>	Greg Barnes
8:05 a.m.	3.0 Approval of Minutes: May 4, 2018	Greg Barnes
	4.0 Ventura County Regional Strategic Workforce Development Plan	
8:10 a.m.	• Healthcare Deputy Sector Navigator: Update	Patricia Duffy for John Cordova
8:20 a.m.	• HASC- August 8 th Event Review and Discussion	Greg Barnes Committee Members
8:30 a.m.	• Regional Healthcare Care Coordinator Pathway Project: Update	Patricia Duffy
8:50 a.m.	• Joint Regional Sector Committees' Meeting: Engaging Partnerships for Regional Alignment	Patricia Duffy Committee Members
9:00 a.m.	• CLS Field Placement: Update	Patricia Duffy
9:10 a.m.	• Year-End Review	Greg Barnes Patricia Duffy
9:25 a.m.	5.0 Committee Member Comments	Committee Members
9:30 a.m.	6.0 Adjournment <u>Next Meeting</u> November 2, 2018, 8:00 a.m. - 9:30 a.m. UFCW Meeting Room, 816 Camarillo Springs Rd, Camarillo	Greg Barnes

Individuals who require accommodations for their disabilities (including interpreters and alternate formats) are requested to contact the Workforce Development Board of Ventura County staff at (805) 477-5306 at least five days prior to the meeting. TTY line: 1-800-735-2922.

For information about the Workforce Development Board of Ventura County, go to workforceventuracounty.org



WDB Healthcare Committee Meeting
May 4, 2018
MINUTES

Meeting Attendees

Committee

Marilyn Jansen*
Christina Lee
John Cordova
Michelle Reynolds
Lisa Safaeinili
Bill Werner

WDB Administration

Patricia Duffy

Guests

Carolina Ugarte (Ventura County
Office of Education)

**WDB Member*

1.0 Call to Order and Agenda Review

Marilyn Jansen (WDB Board Member Chaired the meeting in the Chair's absence) called the meeting to order at 8:10 a.m.

2.0 Public Comments

There were no public comments.

3.0 Approval of Minutes: March 2, 2018

Motion to approve: Bill Werner
Second: Christina Lee
Motion carried

4.0 Ventura County Regional Strategic Workforce Plan

- Healthcare Deputy Sector Navigator: Update

John Cordova described the HASC (Hospital Association of Southern California) event that was held in Los Angeles. HASC would like to replicate this event for Ventura County in collaboration with HWI (Health Workforce Initiative) and the WDB Healthcare Committee. The event included a panel of the local hospitals' HR representatives to discuss the Healthcare workforce needs for the local area. HASC will present their white paper on "Southern California's Health Care Workforce: Challenges, Approaches and Solutions." The Committee members discussed a time in August to hold this event and decided on the first week in August.

- Regional Healthcare Care Coordinator Pathway Project: Update

Patricia Duffy and John Cordova updated the Committee members on the roll out of the courses developed through the Regional Healthcare Care Coordinator Pathway Project, a collaborative project with the six LA WDBs. The Patient Navigator course is being offered through the Ventura County Community College District and will be offered in June. The curriculum is being completed for the level II and level III courses and should be available in the summer or early fall.

- Alameda Contra Counties Optometric Society Office Assistant Training Program - Optometric Office Assistant Registered Apprenticeship:

Patricia Duffy presented information on the Optometric Office Assistant Registered Apprenticeship Program. The program was developed through the work of Dr. Ong, in response to a recognized need in the area. The curriculum is available to be shared, with Dr. Ong's permission, as well as information on the steps to set up the registered apprenticeship in other areas in California. Dr. Ong can be contacted for more information. Thanks to the Humboldt County WDB for letting us know about this apprenticeship program. Several Committee members were interested in more details and the curriculum for the program.

- Joint Regional Sector Committees' Meeting: Action Plan for a Regional Approach to Work-Based Learning in Healthcare:

The results of the work the Healthcare Committee completed at the last meeting, identifying obstacles and prioritizing action plans, were shared with the Committee members. There are plans for another facilitated Joint Sectors Meeting in August. In the course of this discussion, regarding work-based learning, the mention of the use of the COPE Scholars Programs, which develops internship programs for hospitals, was discussed as a program known and utilized by Simi Valley Hospital with good results.

In addition, the HOPE Program was mentioned, Health Occupations Pipeline Education and is a program at Ventura County Medical Center partnered with Ventura County Office of Education. The participants are students from Ventura County High Schools. The program offers practicum and academic credit and is offered three times a year, fall, spring and summer.

- Year-End Review:

The Committee received a draft copy of the Year-End Review for comments and additions.

5.0 Committee Member Comments

Bill Werner commented on the critical need for psychiatric evaluations and beds for psychiatric patients who come into hospital emergency rooms. There are no available places to send them. There was a discussion about a Psych ER for the area but it was pointed out that even with a Psych ER, if there are no beds for emergency placements the problem is still not resolved, since the Psych ER will have nowhere to place patients needing psychiatric in-patient care. It was acknowledged that this is a critical issue for the region and became more urgent since the loss of Vista Del Mar Hospital during the fire. Patricia Duffy will research who is leading the effort to address this issue in the Ventura region.

6.0 Adjournment

The meeting adjourned at 9:40 a.m.

Next Meeting

TBD Joint Sector's Meeting August 2018

Southern California's Health Care Workforce: Challenges, Approaches and Solutions

The Hospital Association of Southern California (HASC) in partnership with FutureSense releases its new industry report that reviews data collected by HR leaders in area hospitals to help understand the rapidly evolving landscape in health care and to identify strategies and solutions.

2017 Report Highlights

The Public Policy Institute of California reports that the number of Californians working in health care is expected to grow 23 percent by 2020, as well as account for almost 10 percent of all new jobs created in the state.¹



*For a complete report, download by visiting hasc.org

SOURCES

1 Beck L, Bohn S, and McConville S. California's health workforce needs. Public Policy Institute of California. 2014 Sept. www.ppic.org/content/pubs/report/R_914SMR.pdf.



www.hasc.org

About HASC

- Regional trade association
- Advance the interests of hospitals in Los Angeles, Orange, Riverside, San Bernardino, Santa Barbara and Ventura counties
- 184 member hospitals
- Work to improve the operating environment for hospitals and the health status of the communities they serve

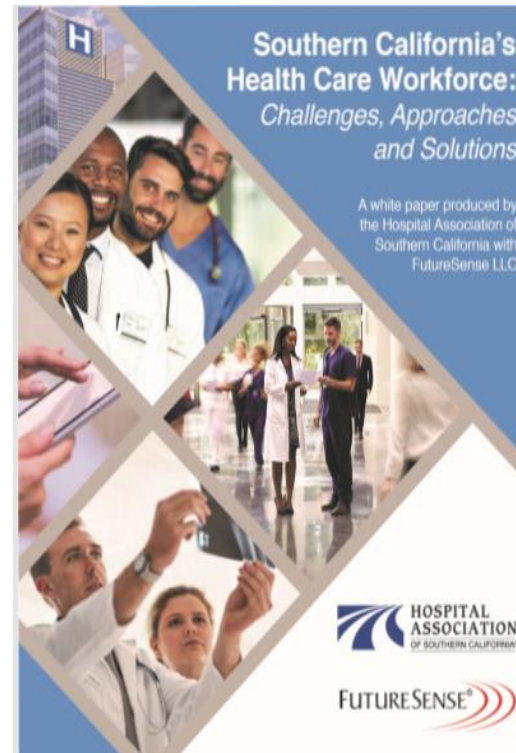
Study Methodology

- Study time period: Spring 2017
- 12 open ended questions about best practices around hiring, training & retaining hospital staff
- LA, Orange, Riverside, San Bernardino, Ventura and Santa Barbara counties were all represented

Titles of Participants	
Chief Human Resource Officer	Executive Director of Talent Acquisition
Senior Vice President of Human Resources & Organizational Development	Senior Human Resources Business Partner
Vice President of Human Resources	System Recruiter
Human Resources Director	Clinical Recruiter
Human Resources Manager	Talent Acquisition Consultant
Human Resources Supervisor	Recruiting Specialist

Purpose of Study

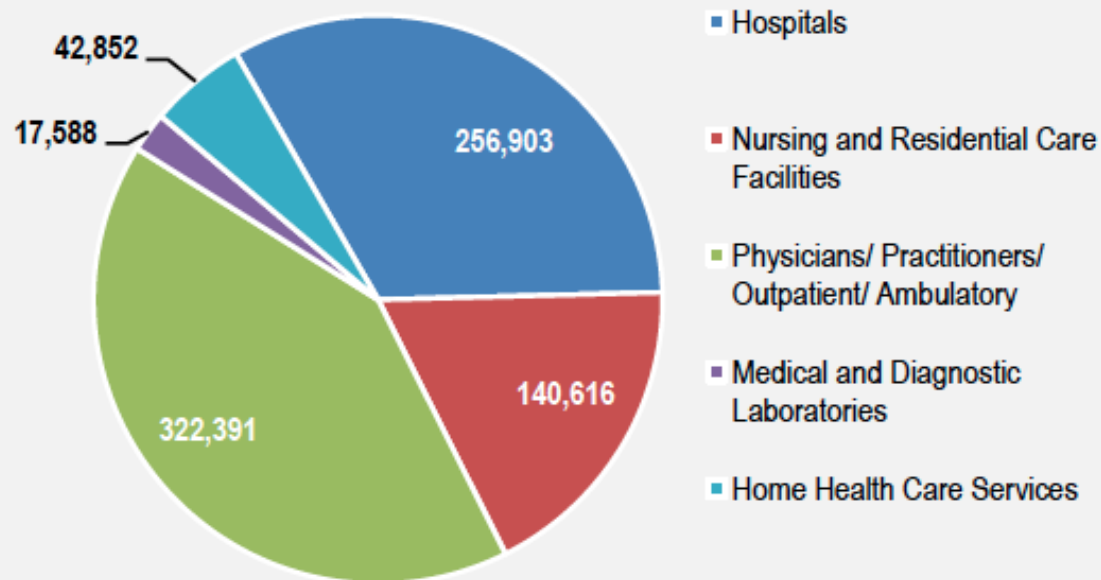
- Learn about the workforce issues and concerns of hospitals
- Explore possible strategies to address these concerns
- Engage stakeholders in the community in a robust discussion to seek viable solutions.



Overview: Southern California Forecasting & Outlook

Exhibit 1-2

Employment by Industry (2016)



Source: CA EDD

Ventura County Forecast

Exhibit 4-94

5-Year Health Care Services Industry Occupational Needs in Ventura County by Major Occupation Group (2016)

	New Jobs	Replace- ment Jobs	Total Openings
Management	70	100	170
Community and Social Services	90	120	200
Healthcare Practitioners and Technical	690	1,170	1,850
Healthcare Support	460	700	1,160
Food Preparation and Serving	70	100	180
Building and Grounds Cleaning	50	60	110
Personal Care	210	90	300
Office and Administrative Support	140	470	610
<i>All Others</i>	<i>120</i>	<i>140</i>	<i>260</i>
Total Health Care Occupations	1,890	2,950	4,850

Source: Estimates by LAEDC

Santa Barbara County Forecast

Exhibit 4-79

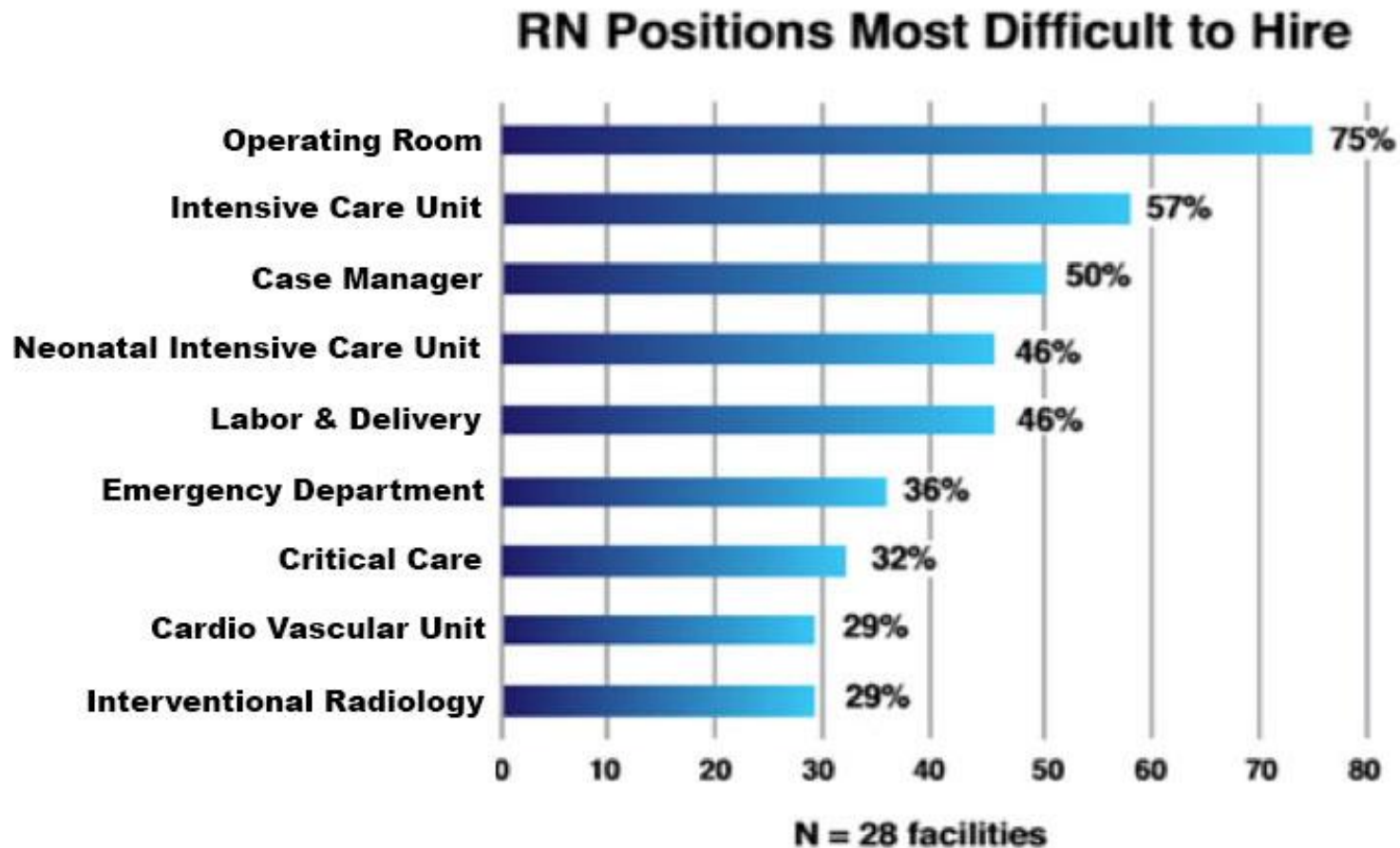
5-Year Health Care Services Industry Occupational Needs in Santa Barbara County by Major Occupation Group (2016)

	New Jobs	Replace- ment Jobs	Total Openings
Management	40	70	110
Community and Social Services	60	80	140
Healthcare Practitioners and Technical	490	780	1,280
Healthcare Support	330	450	780
Food Preparation and Serving	40	80	120
Building and Grounds Cleaning	30	50	80
Personal Care	140	60	200
Office and Administrative Support	160	280	440
<i>All Others</i>	<i>80</i>	<i>100</i>	<i>180</i>
Total Health Care Occupations	1,380	1,950	3,330

Source: Estimates by LAEDC

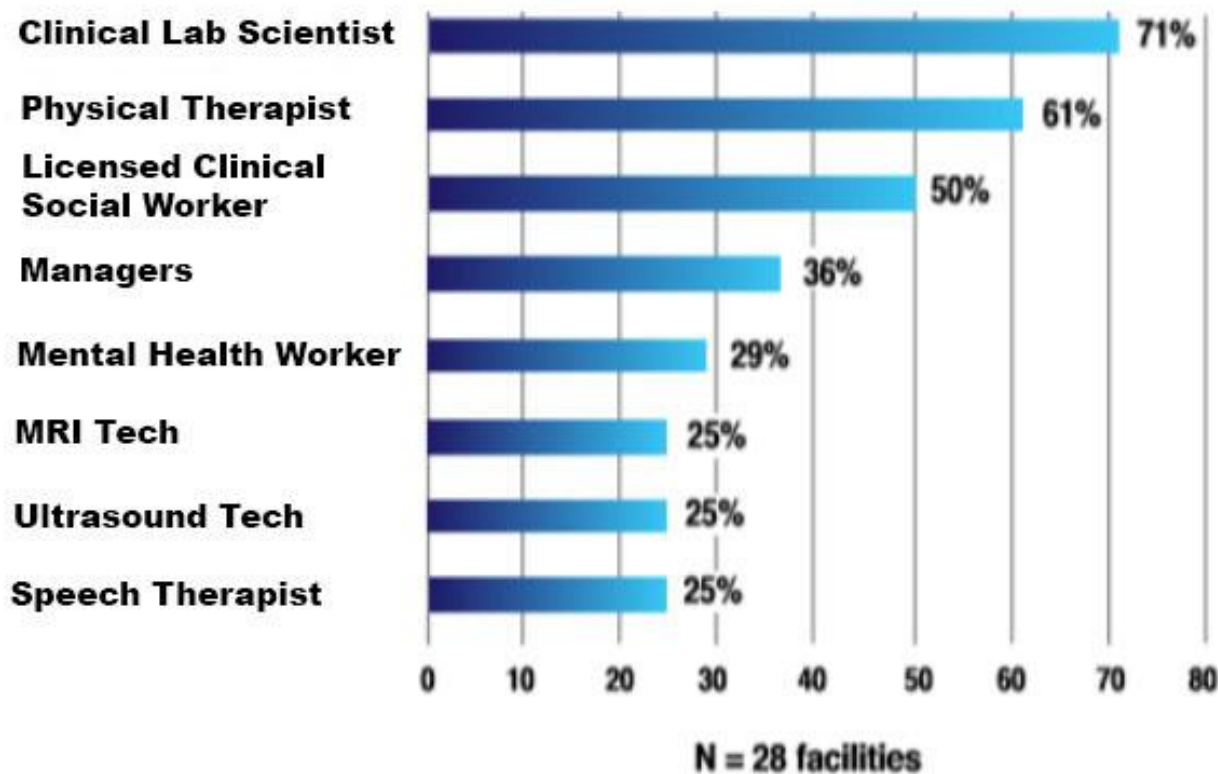
Study Results

Hiring—RN Positions



Hiring—Other Positions

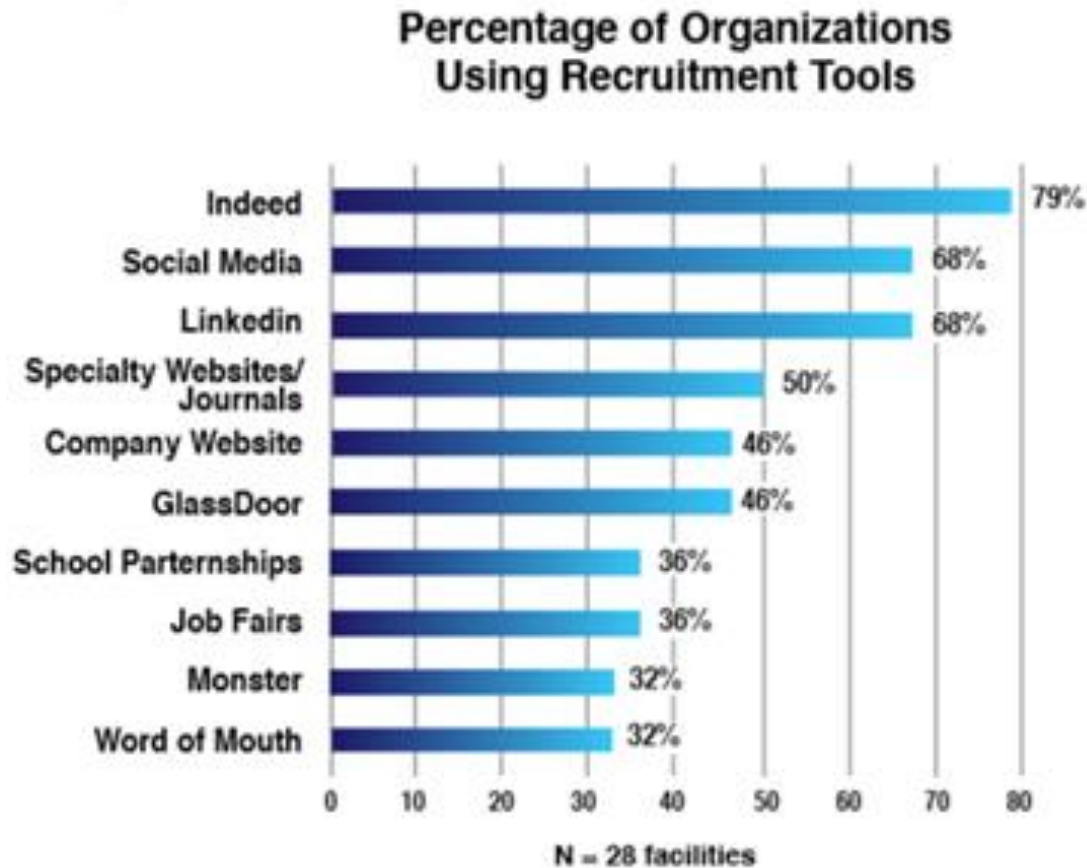
Other Positions Most Difficult to Hire



Turnover & Retention

	Turnover Rate	Hire Rate	Avg. Vacancy Rate
CA Statewide (All jobs)	10.2%	12.7%	5.1%
CA Statewide (RN)	10.7%	16.0%	5.9%
Nor. CA (All jobs)	9.0%	12.0%	4.0%
Nor. CA (RN)	9.0%	14.4%	4.3%
So. CA (All jobs)	11.0%	13.0%	5.2%
So. CA (RN)	12.1%	17.1%	6.4%
San Diego, CA (All jobs)	11.3%	14.4%	9.2%
San Diego, CA (RN)	11.1%	17.8%	9.6%

Recruitment



Training

Upskill Opportunities:

- Specialty Nursing
- Soft Skills
- CNA → LVN
- Leadership Training



Workforce Planning

Simple
↓
Complex



Strategies & Solutions

Stronger Post-Secondary Partnerships

- Influence curriculum
- Develop post-placement upskilling
- Keep a finger on the pulse of the pipeline
- Career awareness



Health Workforce Initiative



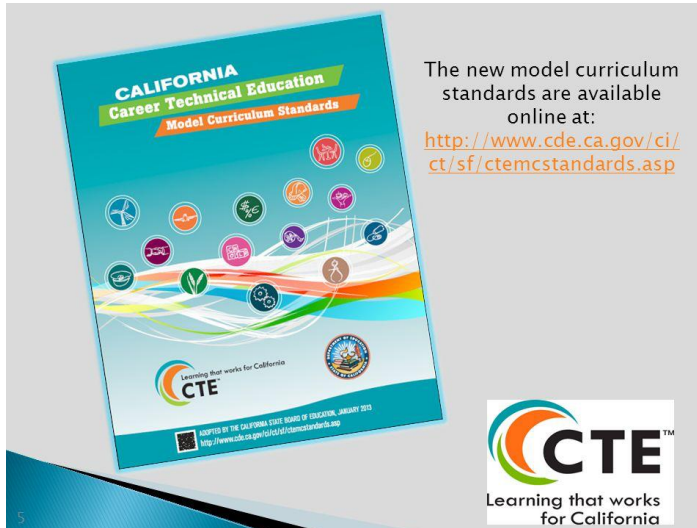
CALIFORNIA COMMUNITY COLLEGES

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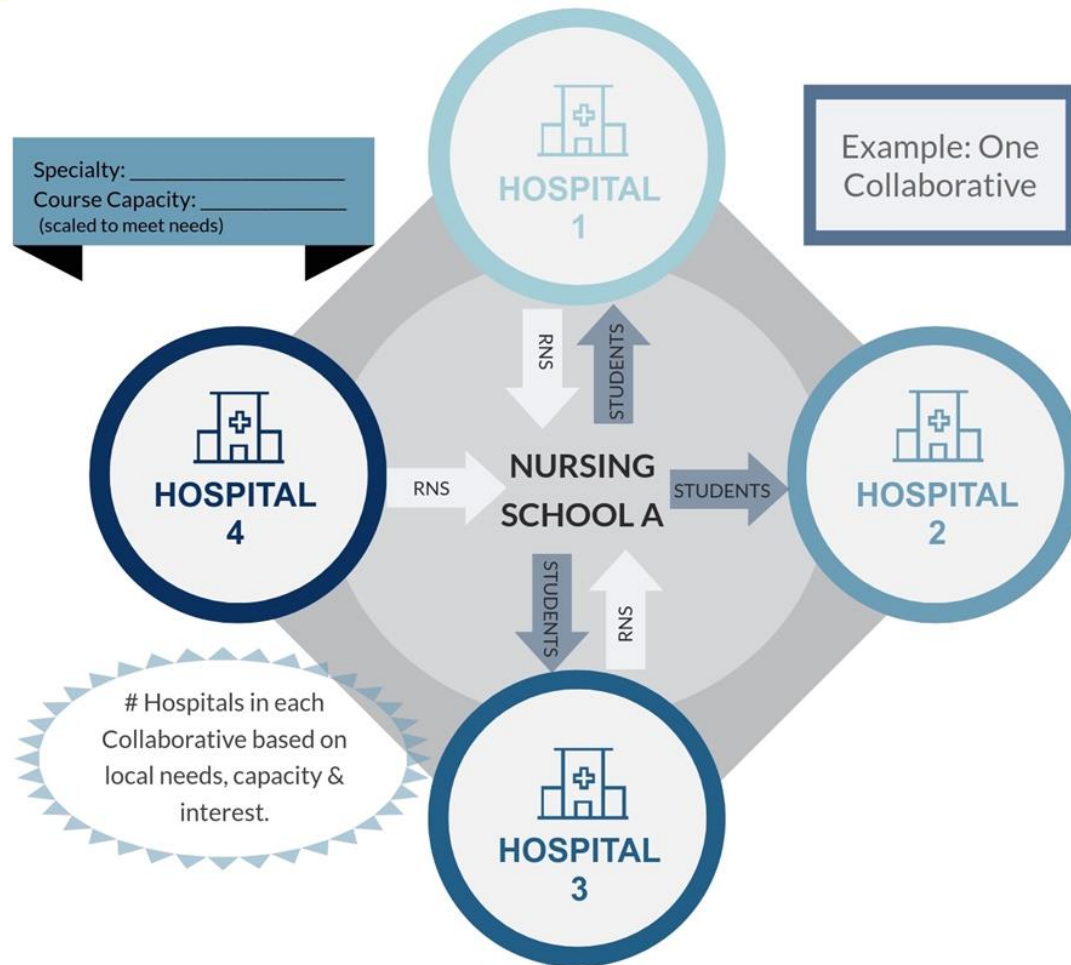
K-12 Educational Partnerships



Resolving the Specialty Nursing Experience Gap

- **New Grad RN Residency Programs**
- **Expanded Precepting**
- **RN Transition Programs**

The Model: Preparing Specialty RNs Through Academic-Practice Partnerships



Strategic Workforce Planning

- **Data**
- **Resources**
- **FTE**
- **Skilled Staff**
- **Leadership Support & Buy-In**

Key Takeaways

- ✓ Understand hospital's key workforce issues and concerns
- ✓ Use this information to move past business as usual and develop more creative and proactive solutions
- ✓ Allocate the necessary funds and time to develop creative partnerships that will increase the number of skilled workers.

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Questions?

For More Information

Teri Hollingsworth

Vice President, Association and HR Services

Hospital Association of Southern California

Phone: (213) 538-0763

Email: thollingsworth@hasc.org

Lisa Mitchell

Workforce Development Program Manager

Hospital Association of Southern California

Phone: (213) 538-0722

Email: lmitchell@hasc.org



The Hospital Industry in Southern California: *An Economic Analysis*

SHANNON M. SEDGWICK
SENIOR ECONOMIST, INSTITUTE FOR APPLIED ECONOMICS
LOS ANGELES COUNTY ECONOMIC DEVELOPMENT CORPORATION



August 8, 2018

LAEDC

A Little about the LAEDC

- LAEDC's purpose is to advance opportunity and prosperity for all the residents of the greater Los Angeles region

- We aim to achieve this through

- *Objective economic research analysis*
- *Strategic assistance to government and business*
- *Targeted public policy*



HOSPITAL ASSOCIATION OF SOUTHERN CALIFORNIA (HASC)

Geographic Definition

Six-County Region:

- Los Angeles
- Orange
- Riverside
- San Bernardino
- Santa Barbara
- Ventura

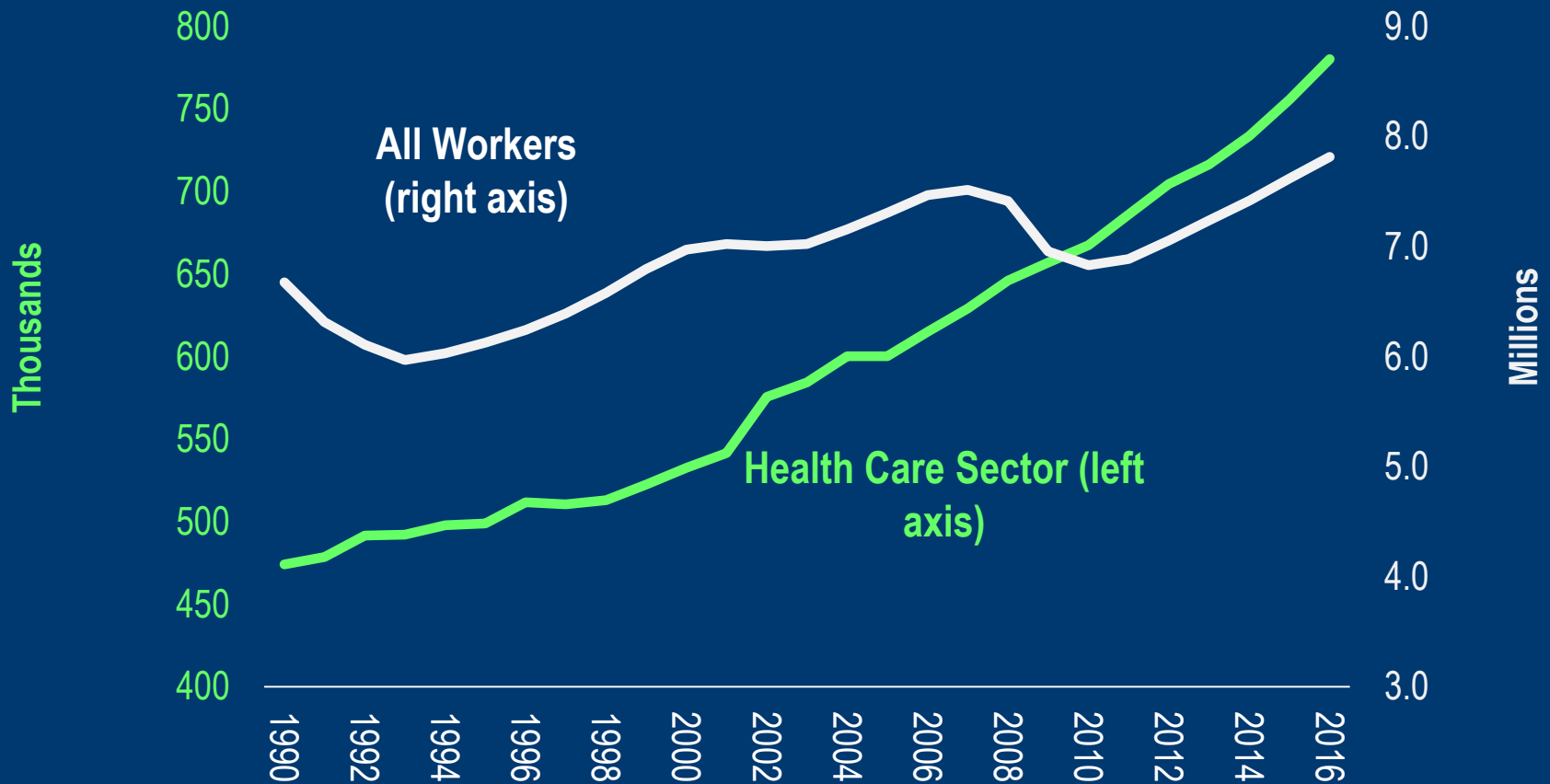
HEALTH CARE SERVICES IN SOUTHERN CALIFORNIA

In 2016:

- **Estab:** 46,600
- **Payroll jobs:** 780,400
 - *10% all payroll jobs*
- **Self-employed:** 82,200
- **Ave annual wage:** \$60,090
- **Total sector revenues (2015):** \$95.5 B

HEALTH CARE SERVICES IN SOUTHERN CALIFORNIA

Payroll Employment



SoCal Health Care Labor

Health Care Services in Southern California (2016)

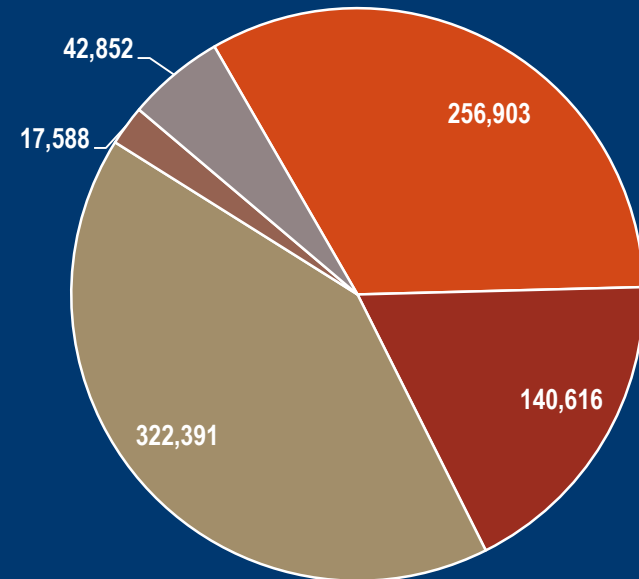
	<u># of Establishments</u>
Hospitals:	598
<i>General Medical and Surgical Hospitals¹</i>	247
<i>Other Hospitals²</i>	351
Nursing and Residential Care Facilities	4,102
Offices of Health Care Practitioners	36,324
Outpatient Care Centers	2,649
Medical and Diagnostic Laboratories	1,078
Home Health Care Services	1,850
TOTAL Establishments	46,601
% of all HASC Region Establishments	6.3%

Source: CA EDD

¹ Includes federal, state and county general medical and surgical hospitals such as VA hospitals

² Includes psychiatric and substance abuse hospitals and specialty hospitals

Employment by Industry (2016)



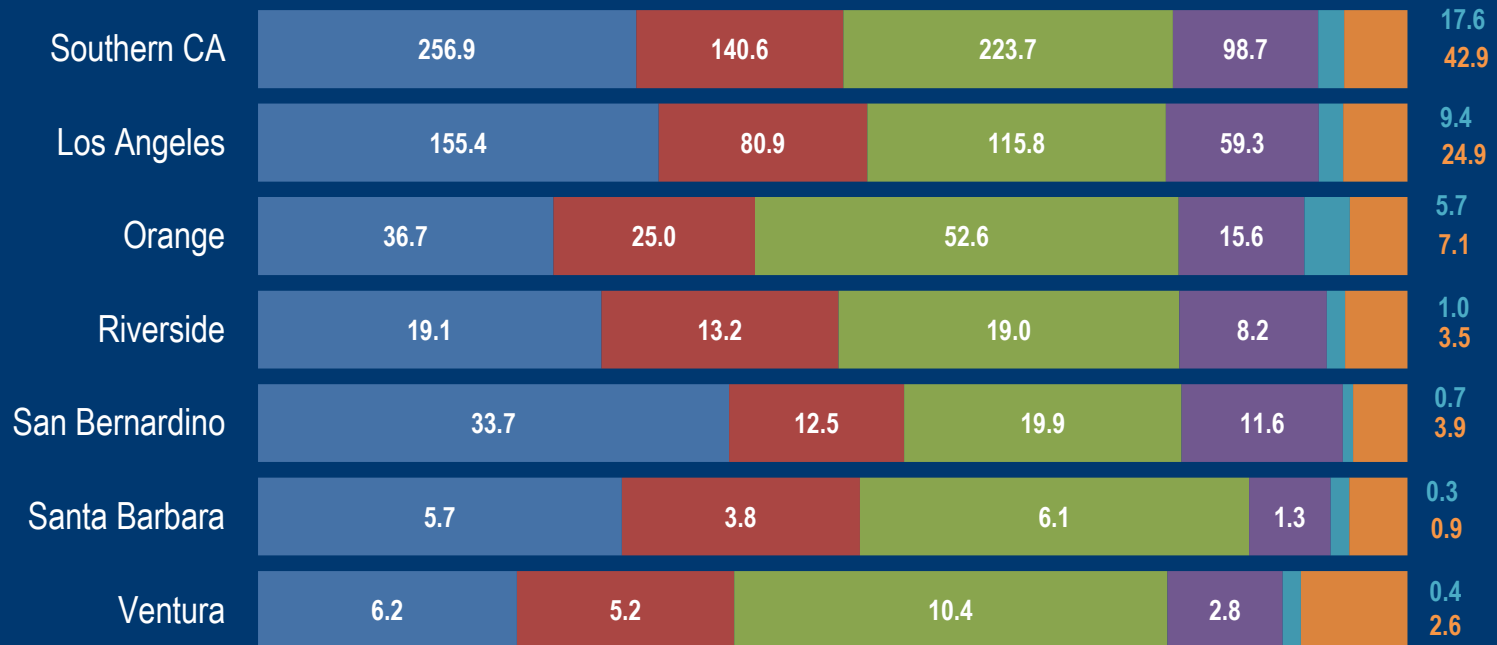
- Hospitals
- Nursing and Residential Care Facilities
- Physicians/ Practitioners/ Outpatient/ Ambulatory
- Medical and Diagnostic Laboratories
- Home Health Care Services

Source: CA EDD

Health Care Industry by County

Health Care Employment by County (2016)

In thousands



■ Hospitals

■ Nursing and Residential Care Facilities

■ Physicians and Other Practitioners

■ Outpatient and Other Ambulatory

■ Medical and Diagnostic Laboratories

■ Home Health Care Services

Source: CA EDD

Wages in Health Care

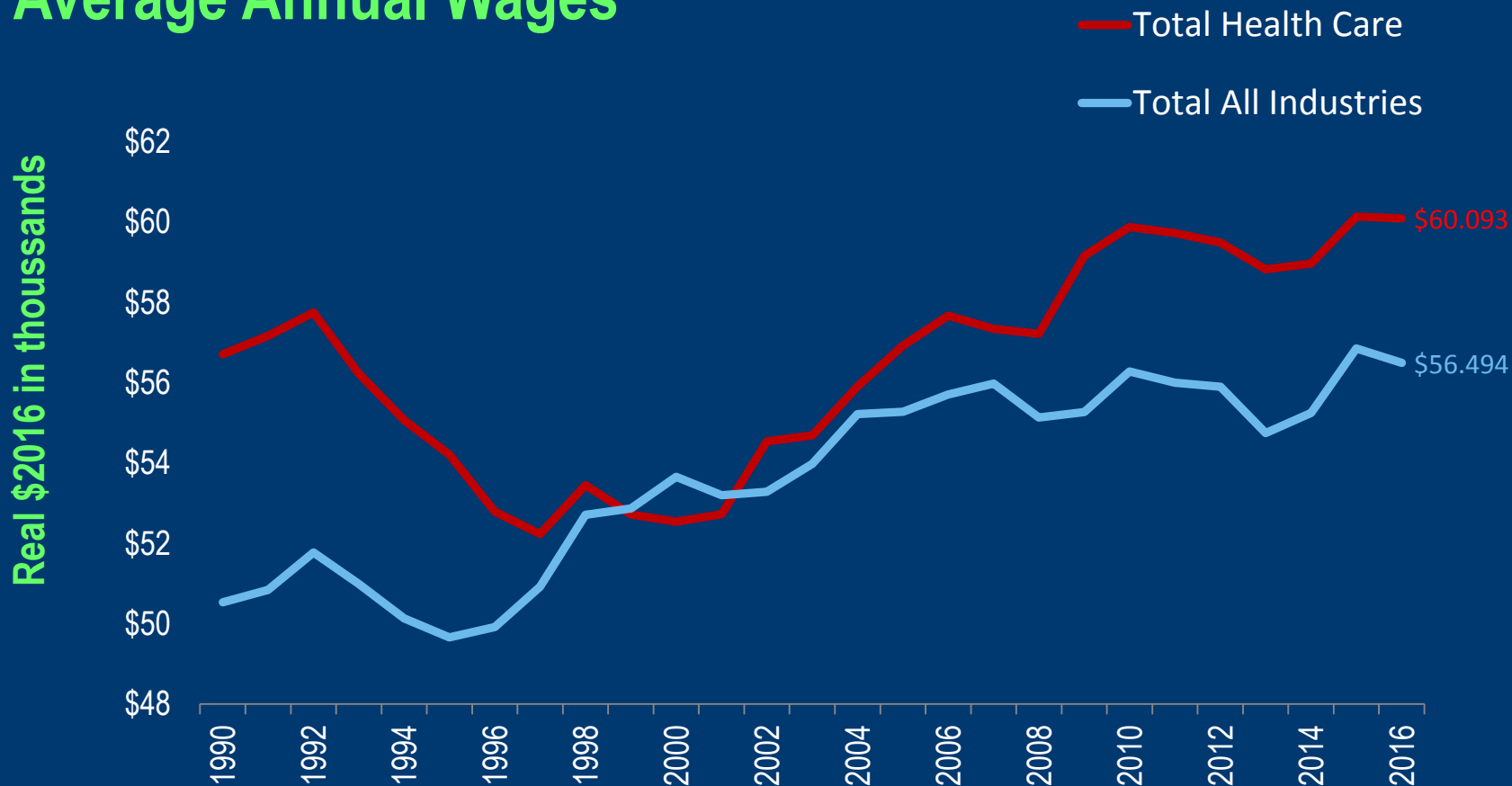
Average Annual Wages by Industry in Southern California (2016)



Source: CA EDD

Health Care Wage Growth

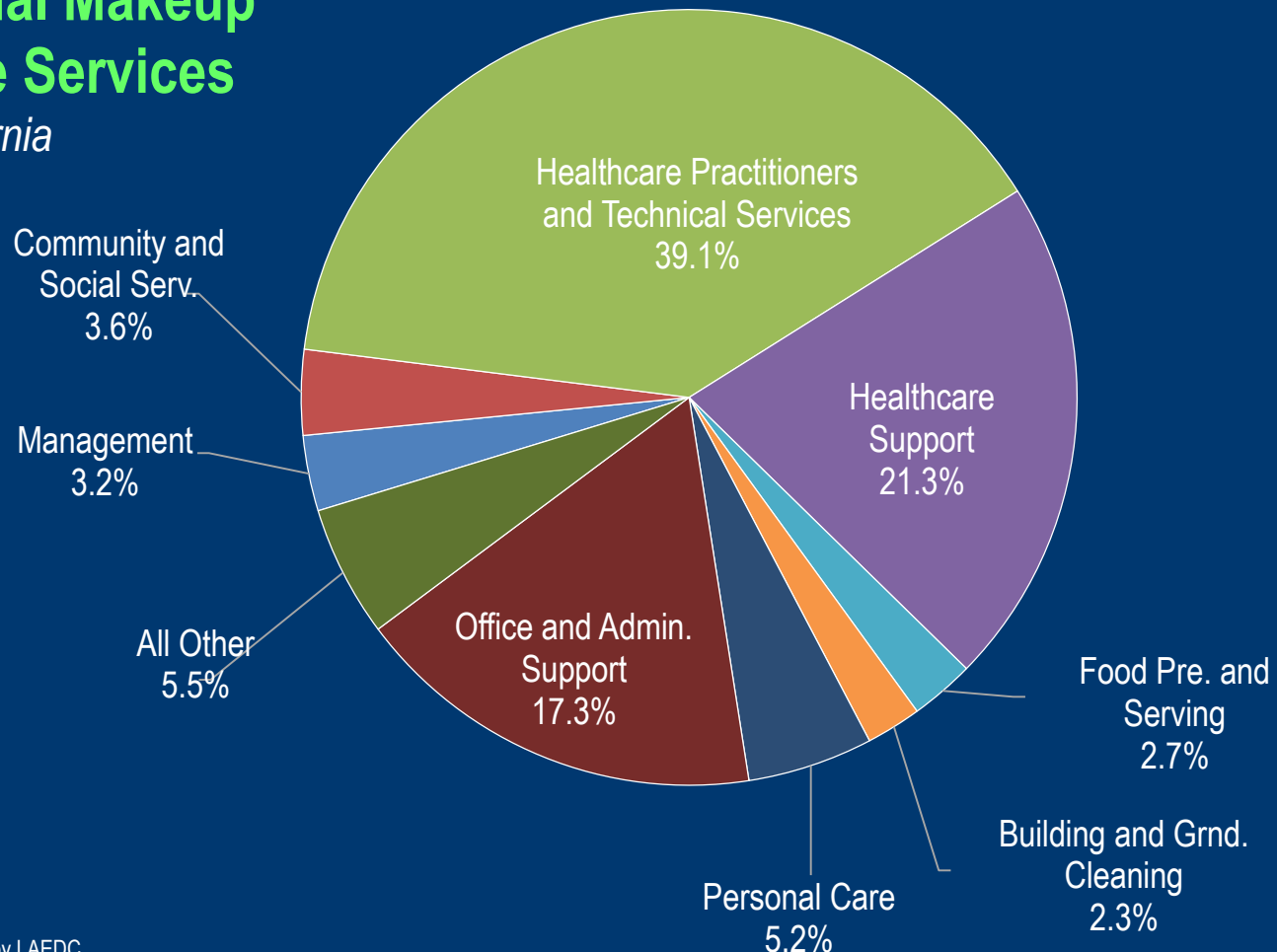
Average Annual Wages



Source: CA EDD

Health Care Occupations

Occupational Makeup Health Care Services *Southern California*



Sources: BLS OES; Estimates by LAEDC

Top Occupations

Practitioner and Technical Services Occupations (2016)

Occupation	Employment in HASC	Annual average wage in CA
Registered Nurses	120,910	\$ 101,855
Licensed Practical and Vocational Nurses	35,920	52,743
Pharmacy Technicians	15,660	38,997
Pharmacists	14,580	143,267
Other Physicians and Surgeons	14,311	\$241,896

Healthcare Support Occupations (2016)

Occupation	Employment in HASC	Annual average wage in CA
Nursing Assistants	48,790	\$ 29,725
Medical Assistants	40,190	34,518
Dental Assistants	23,170	37,822
Home Health Aides	15,200	24,209
Massage Therapists	13,480	39,698

Hospitals in SoCal

- **HASC 6-county region:**

 - 178 reporting hospitals**

- **Available beds: 39,077**

 - average occupancy rate of 60%*

- **Almost 8.6 million inpatient days**

- **More than 18.9 million outpatient visits**



Economic Impact

Economic and Fiscal Contribution of the Hospital Industry

(HASC Region, 2015)

Total Economic Contribution:

Output (\$ billions)	\$ 64.0
Employment (jobs)	400,100
Labor income (\$ billions)	\$ 28.7

Total Fiscal Contribution (\$ billions):*

Income taxes (including profits taxes)	\$ 1.0
Sales taxes	0.8
Property taxes	0.6
Fees and fines	0.2
Social insurance	0.1
Other taxes	0.1

* May not sum due to rounding
Source: Estimates by LAEDC

Construction projects have an impact, too.

- The hospital industry continues to invest in construction for existing and new operations
- Thousands of jobs were sustained by hospital construction projects
- These projects created millions in new public revenues for the region



Investments in Community Health

- **Hospitals:**
 - do more than just provide services
 - economic engines in their local community
 - increasingly being viewed as partners in community improvement efforts
- **Investments made in community health**
 - uncompensated care,
 - health educational programs,
 - research,
 - medical clinical services
- **Includes programs that better local community without being directly health related**
 - targeted to address more broad community issues such as poverty, nutrition, violence and housing and development of community spaces.

Future Healthcare Labor Needs

5-Year Health Care Industry Forecast Southern California by County

County	2016	2021f	Job Count Change	Job Growth (%)
Los Angeles	445,630	480,520	34,890	7.8
Orange	142,670	153,830	11,160	7.8
Riverside	64,020	72,860	8,840	13.8
San Bernardino	82,310	90,590	8,280	10.1
Santa Barbara	18,150	19,530	1,380	7.6
Ventura	27,580	29,470	1,890	6.9
HASC Region	780,350	846,790	66,440	8.5%

Sources: BLS OES; Estimates by LAEDC

Growth by occupation

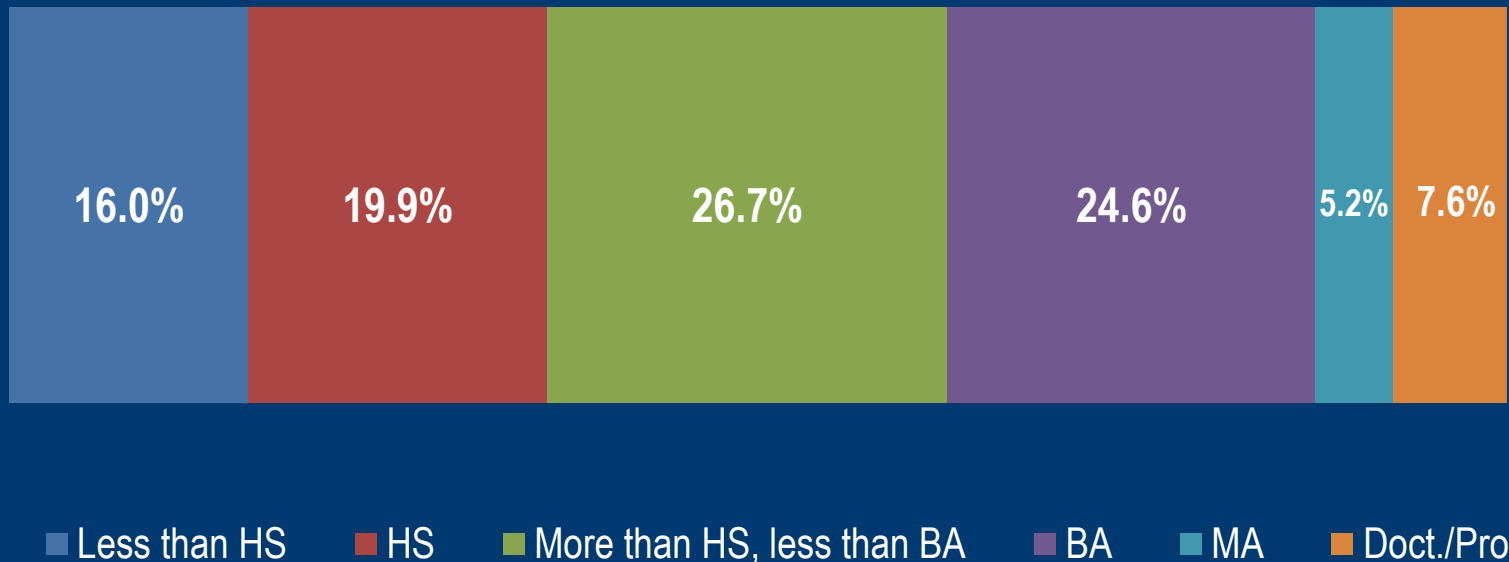
Healthcare is a growing industry

5-Year Health Care Occupational Needs 2016-2021

	New Jobs	Replacement	Total Openings
Management	2,180	2,980	5,160
Community & Social Svcs	2,690	3,030	5,720
Healthcare Practitioners & Tech	26,200	34,550	60,760
Healthcare Support	14,730	18,660	33,380
Food Preparation & Serving	1,610	3,120	4,730
Building/Grounds Cleaning	1,380	1,980	3,360
Personal Care	5,720	2,350	8,070
Office & Admin. Support	8,000	12,400	20,400
All others	3,940	4,320	8,260
Total Health Care Occs.	66,440	83,400	149,840

Looking to the Future...

Educational Requirements for Entry Level Positions in Southern California



Source: BLS OES; Estimates by LAEDC

Key Takeaways



- The health care industry is an essential sector of the SoCal economy
- Hundreds of thousands of Southern Californians work in this health care at higher than average wages
- Almost 150,000 healthcare jobs will be available between 2016 and 2021
- Many of these will be open to workers without a 4-year college education
- the hospital industry's total economic contribution extends beyond the activity generated within the sector itself through wages and purchases
- Hospitals continue to add value beyond the facility: industry provides myriad forms of health and non-health related assistance to local communities



CENTER FOR A COMPETITIVE WORKFORCE

L.A. & ORANGE COUNTY
COMMUNITY COLLEGES:

Powering Economic Opportunity

October 2017



INDUSTRY DEEP DIVE

HEALTH CARE SERVICES

IN THE
LOS ANGELES BASIN

A HIGH-GROWTH INDUSTRY
MAY 2018

Developed in partnership with:
CENTER FOR A COMPETITIVE WORKFORCE



CENTER FOR A COMPETITIVE WORKFORCE

ENTERTAINMENT AND THE RISE OF DIGITAL MEDIA IN THE LOS ANGELES BASIN (FULL REPORT)

An Industry Disrupted
February 2018



<https://ccworkforce.org/>



LOS ANGELES COUNTY ECONOMIC DEVELOPMENT CORPORATION



CENTER FOR A
COMPETITIVE WORKFORCE

Introduction

Overview

Total Job Data

Occupation Definitions

Success Stories

Projected Jobs

Wage Data

Certificate & Programs

Workforce Development
Boards



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[DATA DRIVEN ANALYSIS](#)

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Health Care Services in the Los Angeles Basin Report

A High-Growth Industry

Introduction

In May 2018, the Center for a Competitive Workforce released its second report in a series of industry “deep-dives” analyzing industries critical to the economic health of Los Angeles and Orange counties. This second report examines the health services industry and was produced through a collaboration with the Los Angeles County Economic Development Corporation (LAEDC).



[DOWNLOAD HEALTH CARE HIGHLIGHT REPORT](#)



[DOWNLOAD HEALTH CARE REPORT](#)





HEALTH CARE SERVICES

WHAT IS CHANGING?

- **Changes in technology, legislation and government mandates have impacted the way medical services are delivered. This impacts the occupational structure.**
 - Widespread adoption of EHRs
 - Increased use of technology-based tools
- **Emerging Middle-Skill Occupations:**
 - Health Informatics
 - Care Coordinators/ Navigators
 - Specialized Imaging Modalities
 - Gerontological Nurses



HEALTH CARE SERVICES

WHAT IS CHANGING?

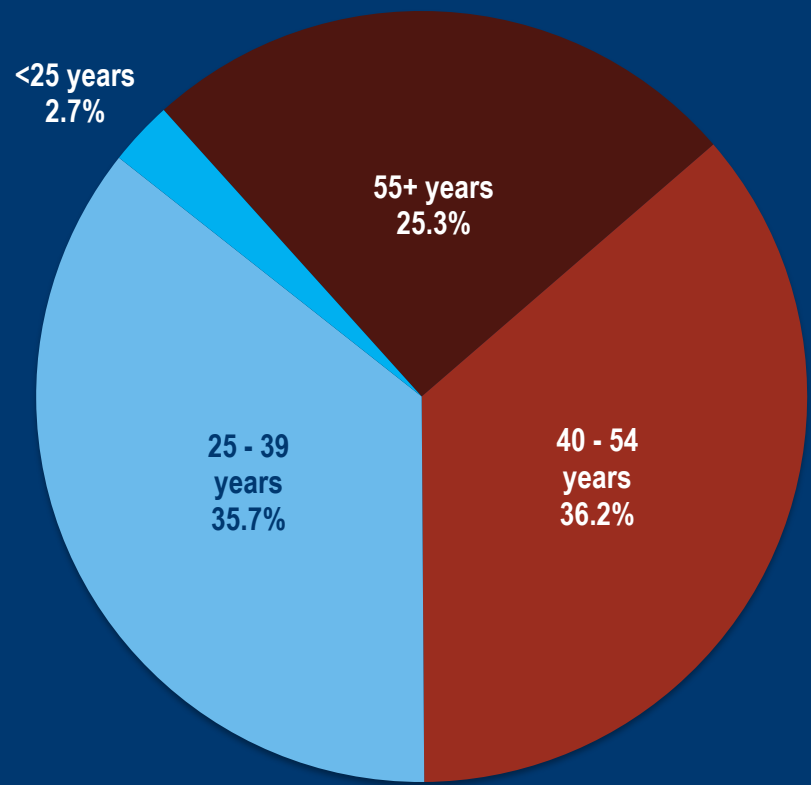
- **Increase in demand for health services:**
 - Expanded coverage related to ACA
 - Aging of the population
 - CA DOF predicts 31% of population will be 65 years and over by 2030
- **Workforce issues:**
 - Attrition (retirement of skilled and highly experienced workers)
 - Retention (high turnover rates)
 - Innovative technologies

REGISTERED NURSES

Attrition and Retention

- As of 2016, **25%** of all RNs in LA and OC were aged 55 years and over
- Another **36%** between ages of 40 and 54 years
- Replacement rate of **11.8%** annually reflects significant job churn

Age Distribution of RNs



Hospitals

MIDDLE-SKILL OCCUPATIONS: SIGNIFICANT JOB PROSPECTS (2021)

- Registered Nurses
- Licensed vocational Nurses (LVNs)
- Medical Records and Health Information Technicians
- Respiratory Therapists
- Pharmacy Technicians
- Radiologic Technologists
- Medical and Clinical Laboratory Technicians
- Surgical Technologists
- Cardiovascular Technologists and Technicians

Thank You!

SHANNON.SEDGWICK@LAEDC.ORG
(213) 236-4831

Los Angeles and Ventura Counties C3 Skills Alliance | Collaborative for Care Coordination
Summary of Approved Care Coordination Training Programs

The following programs were identified in statewide asset mapping of care coordination training programs by the California Community College Centers of Excellence. They are approved for middle-skill level II Care Coordination/Case Management Training with a rating of 8 out of 8 of the competencies which were identified in the Community College *Developing A Curriculum (DACUM) Care Coordination Job Analysis.

School/Organization	Type	Access	Level	Industry	Cost	Occupations	Description
American Case Management Association (ACMA) Compass Directional Training for Care/Case Managers	NP Assn.	Online, self-directed.	II	Hospitals Clinics	\$350 - \$750	RN SW	Compass is an online learning system that features a Case Manager Course Library with content developed, validated and maintained by an advisory board of practice experts. The courses are tailored to RN and SW case managers and will provide access to ten (10) case management modules which address the competencies of care coordination and case management. The training offers continuing education units. Go to the web link for a complete course description: https://www.acmaweb.org/compass/CM_Compass_Library.pdf
CSU Institute for Palliative Care Care Excellence Foundational Care/Case Management Program	U Public	Online, self-directed; one virtual course.	II	Hospitals Clinics	\$1,950	RN SW	The Foundational curriculum was developed by the California State University Institute for Palliative Care to teach essential care coordination and case management skills. The series is comprised of 6 courses; 5 online courses and one virtual course. The content is applicable to nurse case managers, social work case managers, and all care managers and care coordinators working with all patient populations. Go to the web link for a complete course description: https://careexcellence.org/foundational/
CSU Institute for Palliative Care Care Excellence Advanced Care/Case Management Program	U Public	Online, self-directed.	II	Hospitals Clinics	\$2,550	RN SW	The Advanced Concepts curriculum was developed by the California State University Institute for Palliative Care for case managers whose responsibilities include coordinating the effective delivery of care to decrease costs and improve the quality of care. This series is comprised of 5 online courses. The courses are self-paced and designed to increase the ability of care managers to effectively support diverse patient populations with complex medical and social needs. Go to the web link for a complete course description: https://careexcellence.org/advanced/

The following programs are developed from a promising practice pilot program identified in asset mapping. They are approved as pilot programs for Entry-Level I Patient Navigator training.

School/Organization	Type	Access	Level	Industry	Cost	Occupations	Description
Downey Adult School	Public	Classroom; 6-8 Saturdays	I	Clinics Hospitals	\$1,250	CNA, MA HHA, CSSS	The curriculum was developed from a pilot program and enhanced to incorporate all of the competencies identified in the Patient/Health Navigator Case Study prepared by the California Career Ladders Project and several relevant competencies of the Community College Developing a Curriculum (DACUM) Care Coordination Job Analysis. The curriculum is designed for new and incumbent entry-level healthcare workers who have completed training as a Medical Assistant (MA), Certified Nursing Assistant (CNA), Home Health Aide (HHA), Community & Social Service Specialist (CSSS) and related health occupation training. Training consist of 45 hours of instruction delivered on campus and includes 9 modules of instruction, lab, hands-on activities and assessments. A complete course description will be available at the school websites in January 2018.
East San Gabriel Valley Regional Occupational Center	Public	Classroom; 6-8 Saturdays	I	Clinics Hospitals	\$1,250	CNA, MA HHA, CSSS	
El Camino Community College	Public	Classroom; 6-8 Saturdays	I	Clinics Hospitals	\$1,250	CNA, MA HHA, CSSS	
Glendale Community College	Public	Classroom; 6-8 Saturdays	I	Clinics Hospitals	\$1,250	CNA, MA HHA, CSSS	
Ventura Community College District	Public	Classroom; 6-8 Saturdays	I	Clinics Hospitals	\$1,250	CAN, MA, HHA, CSSS	

Los Angeles and Ventura Counties C3 Skills Alliance | Collaborative for Care Coordination
Summary of Approved Care Coordination Training Programs

Career Pathway Levels (See Career Pathway Chart): **Entry Level I (Patient Navigator):** MAs, CNAs, LVNs, HHAs, CCSSs; 2 years or less experience.; **Middle-Skill Level II (Care Coordinator):** RNs (ADN, BSN), Social Workers (BSW), and related Human Services Degrees; 2+ years experience; **Professional Level III (Care Management):** RNs (BSN, MSN) and Social Workers (BSW, MSW); 3-5+ years experience. No Level III training programs have been approved at this time.

Care Coordination Occupations (See Career Pathway Chart): Registered Nurse (RN), Social Worker (SW), Licensed Vocational Nurse (LVN); Other: Medical Assistant (MA), Certified Nurse Assistant (CNA), Home Health Aide (HHA), and Community & Social Service Specialist (CSSS).

Industry Reviewers: Avanti Hospitals, Community Clinic Association of Los Angeles County, Kaiser Permanente, LA Care Health Plan

Education Reviewers: Community College Deputy Sector Navigators (Los Angeles and Ventura Counties), El Camino CC, Glendale CC, Rio Hondo CC

Workforce Development Board (WDB) Reviewers: City of Los Angeles WDB, Foothill WDB, Los Angeles County WDB, Southeast Los Angeles County (SELACO) WDB, South Bay WIB/WDB, Verdugo WDB

Review Process: Review was conducted by teams with industry, education and workforce boards represented on each team. Eight (8) competencies identified in the 2017 "Developing A Curriculum" (DACUM) Care Coordination Job Analysis were used as review criteria. A minimum rating of 7 out of 8 competencies (90%) was required for approval as a Best Practice.

***DACUM:** Developing A Curriculum (DACUM) Care Coordination Job Analysis conducted in 2017 by the CA Community College Deputy Sector Navigators in Los Angeles and Ventura Counties based upon input by industry practitioners from hospitals and community clinics who are experienced in care coordination.

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Workforce Development Board of Ventura County

WDB HEALTHCARE COMMITTEE

2017-2018 Members

WDB Members: Greg Barnes, Chair (Los Robles Hospital and Medical Center), Richard Trogman, Vice Chair (Kaiser Permanente), Victoria Jump (Area Agency on Aging), Celina Zacarias, (California State University, Channel Islands)

Other Members: John Cordova (College of the Canyons, Deputy Sector Navigator), Carol Higashida (Moorpark College), Adam Hunt (Pacific Coast Homecare), Christina Lee (Moorpark College), Amy Mantell (St. John's Regional Medical Center), Sandra Melton (Ventura College), Dawn Neuman (California State University, Channel Islands), Irene Ornelas (Ventura County Office of Education, VC Innovates), Michelle Reynolds (Ventura County Health Care Agency), Mary Anne Rooney (Ventura County Civic Alliance), Lisa Safaeinili (Westminster Free Clinic) Bill Werner (Simi Valley Hospital)

Committee Accomplishments

- **Clinical Laboratory Scientist (CLS) Field Experience Program:**

The Committee discussed the success of the first year of the CLS Field Experience Program. There were 8 students in four hospitals. The first year provided the opportunity to understand the range of different needs for the students entering the program. Some students had longer gaps between finishing their programs and finding field placements and needed more review time, which is why it is critical to have available field placements so students don't encounter long gaps due to an inability to find a field placement. CSUCI set up a review class and a CLS library, with on-line resources to practice for the licensing exam. The program is expanding, an application was submitted for Dignity Health, St. John's Regional Medical Center with plans for them to participate as a field placement site for the next cohort.

There was also a discussion regarding developing a career pathway from MLT to CLS and exploring if there are successful models for this career pathway. Committee members discussed identifying ways to incorporate MLTs into more laboratories and exploring barriers that may be preventing incorporating the use of more MLTs.

- **Regional Workforce Trends in Healthcare IT and Cybersecurity:**

The Healthcare Committee invited guest speakers, Healthcare Committee member and DSN for Healthcare, and DSN in ICT to present on Regional Workforce Trends in Healthcare IT and Cybersecurity. A two year grant allowed them to align with American Health Information Mangers Association (AHIMA) and Healthcare Information and Management Systems Society (HIMSS) and come up with six courses leading to an IT Technician Certification. They are looking at "New Collar Positions" identifying the point where you can enter the cybersecurity workforce without a degree in cybersecurity. They are working to build a pipeline to cybersecurity positions. Ventura College is planning to have a course offering in cybersecurity possibly in the spring.

- **Critical Shortage of C.N.As**

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The Committee discussed the critical need for CNAs. The new State legislation which changed the staffing ratios in Long Term Care facilities has double the need, creating a critical workforce shortage to meet these requirements. A Committee member is working with the colleges and training programs in the South Central Coast Region to address this challenge and looking at innovative solutions such as apprenticeship programs.

- **Regional Healthcare Case Manager/Care Coordinator Career Pathway Project:**
Continued participation in the Los Angeles/Ventura regional project, funded through a SlingShot grant from the California Workforce Development Board. Six Los Angeles Workforce Development Boards and the Ventura County WDB, along with industry partners in healthcare and education, worked together for over 2 years on this successful project. Two Committee members were actively involved in participating in meetings from the onset of the project, providing updates and discussions at the Healthcare Committee meetings.

The Healthcare Committee members participated in developing a survey to identify the local need for Care Coordinator training. A committee member and DSN for Healthcare, was actively involved as the Community College representative for this region, serving on the Education Committee for the project and leading the DACUM process to develop the curriculum. Another Healthcare Committee member served on the Leadership Committee and Industry Committee. A WDB Healthcare Committee member was able to assist in identifying two healthcare professionals who volunteered to go to Los Angeles to represent Ventura in a two day process called a DACUM, a method used to develop a curriculum. A previous committee member, representing a Skilled Nursing Facility in Ventura, attended the first Industry Committee meeting in Los Angeles and advocated for the need for Care Coordinator incumbent worker training in Skilled Nursing Facilities.

As of the March 31, 2018 curriculum had been developed for incumbent worker training and Patient Navigators and training began in LA with over 200 participants. Training through VCCCD, will begin in May. Level II and Level III curriculum is still being developed with plans to collaborate with the colleges in Ventura to offer this additional training. On-line incumbent worker training courses have been developed for industry to offer their employees the flexibility of taking courses on line. The Committee members discussed possibly developing a training cohort of hospitals in Ventura needing this training and offering it rotating through the hospital sites.

The support and involvement of all the Healthcare Committee members assisted in making this collaborative effort successful.

- **Guest Speakers: Lisa Mitchell and Teri Hollingsworth, Hospital Association of Southern California**
Lisa Mitchell, Program Manager, Workforce Development and Teri Hollingsworth, Vice President of Human Resources, explained the role of the Hospital Association of Southern CA., (HASC). Ms. Mitchell and Ms. Teri Hollingsworth are reaching out to the Ventura Healthcare Committee offering HASC assistance in sharing local data they acquire through their research and surveys. Their data is collected on a quarterly basis. The Healthcare Committee members were pleased to hear about this opportunity and shared how it has been difficult to get accurate local data. Having a reputable source for local data will enable more opportunities for funding

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for healthcare workforce development and training. The Committee members were updated on HASC's current projects and their work in identifying the need for specialty nurses.

- **Joint Regional Sector Committees' Meeting "Skills Attainment for Upward Mobility & Aligned Services for Shared Prosperity"**
Healthcare Committee members participated in the Joint Regional Sector Committee meeting held on November 16th, 2018. The meeting included WDB Committee members from five Committees, WDB Board members and community partners. The focus was to launch a regional approach to work-based learning. Bob Lanter, Director of the California Workforce Association and Vinz Koller, Social Policy Research Associates, led attendees through an interactive process. Mr. Koller described the Swiss Apprenticeship model "College Without Debt" and attendees went through group activities to identify what's going on regionally in work-based learning, obstacles, and actions that we need to address to move forward as a region.
- **Action Plan for a Regional Approach to Work-Based Learning in Healthcare:**
The Committee Members worked to develop an action plan for a regional approach to work-based learning in Healthcare, as a follow up to the Joint Sectors Committee meeting. The question presented to the Committee was "What steps do we need to take to implement a regional approach to work-based learning in Healthcare?" The Committee Members had been given a survey to complete as a follow up to the Joint Sectors' Committee meeting. They selected the top 3 obstacles to work-based learning from five categories developed from the group sessions in the Joint Sectors meeting. The Healthcare Committee members ranked the order of five action items, prioritizing how the actions needed to be approached. The Healthcare Committee will continue to work on defining an approach to work-based learning for Healthcare.

Insights: (2017-2018)

- Having industry partners at the table enables us to identify and address regional industry needs. Continue to widen our networks to engage more healthcare providers in workforce development. Recruit additional committee members representing; mental health, EMS and Health IT.
- Collaborate to implement, in Ventura, the training programs developed for Patient Navigators and Care Coordinators, based on the successful work of the Los Angeles/Ventura Healthcare Coordinator Pathways Project. (C3 Skills Alliance)
- Continue to monitor how changes in the healthcare system are impacting our regional healthcare workforce. For example, monitoring local hospital requirements to hire B.S.N. vs. A.D.N. nurses. Work with colleges and industry to identify an employment pipeline for A.D.N. graduates.
- Continue to facilitate collaboration between industry and education to identify and address the skills gaps in healthcare occupations.

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- The need to increase “Earn and Learn” opportunities in the healthcare field through internships, on the job training, pre-apprenticeships and apprenticeships.
- Work with industry and colleges to encourage fast track, convenient, affordable A.D.N. to B.S.N. programs. Identify employer supported educational benefits.
- Some of our healthcare workforce needs overlap with other sectors (e.g., IT, finance, equipment maintenance). We need to work with the WDB Business Services Committee, Clean/Green Committee, and Manufacturing Committee to facilitate cross-sector collaboration.
- Need to identify career pathways to CLS. Explore successful models utilizing MLTs and identify barriers that may be preventing the use of more MLTs.
- Learned from the first cohort of students in the CLS Field Experience Program. Students who had long gaps between finishing their program and finding a field experience placement were more likely to need review courses. This exemplifies why there is the critical need to have field placements immediately available for CLS graduates.
- Continue the collaborative work of the WDB Healthcare Committee members to align the numerous healthcare education advisory committees in the region.



HEALTHCARE COMMITTEE 2-YEAR PLAN

Workforce Development Board of Ventura County 2016-2018

Goal

The Healthcare Committee will strive to create a diverse pipeline of workers to fill healthcare positions in Ventura County and will work to bring together partners in business, economic development, education, labor, government, and community-based organizations to address workforce shortages in healthcare.

Components of Plan

- 1. Engage Leaders**

Broaden the Healthcare Committee's core team of Ventura County employers, key agencies, and organizations most involved in healthcare workforce development. Develop ways to identify, engage, and communicate effectively with the core team and other healthcare workforce partners.

 - Hospitals
 - Home health
 - Assisted living
 - Skilled nursing
 - Community clinics/ambulatory care centers
 - Ambulatory surgical centers
 - Mental health clinics
 - Physician offices
 - Agencies (e.g., Area Agency on Aging)
 - California State University, Channel Islands
 - Ventura County Community College District
 - Ventura County Office of Education
 - Adult education
 - Elected officials
 - Others
- 2. Analyze Data**

Validate State employment data with a local survey of healthcare workforce needs.
- 3. Take Inventory**

Inventory current training providers in the region. Develop a matrix that includes inventories of high school academies, ROP, adult education, community colleges, universities, certification programs, apprenticeships and internships.

 - Industry-recognized certification programs
 - Apprenticeships
 - Internships
 - Externships
 - High school academies
 - Regional Occupational Program
 - Adult education
 - Community colleges
 - Universities



HEALTHCARE COMMITTEE 2-YEAR PLAN

Workforce Development Board of Ventura County 2016-2018

- 4. Determine Priorities** Determine focus area priorities for healthcare workforce development.
- Sector workforce readiness
 - Career pathways
 - Sector certifications
 - Stackable credentials
 - Pre-apprenticeship programs
 - Apprenticeship programs
 - Business participation:
 - Curriculum development
 - Job shadowing
 - Internships
 - Externships
 - On-the-job training
 - Career awareness/outreach
- 5. Identify Gaps** Identify the gaps between education and regional healthcare workforce needs and determine priorities.
- 6. Take Action** Develop an action plan to provide a bridge to fill those gaps.
- Clinical Laboratory Scientist: Finalize the Clinical Laboratory Field Experience Program pending State Certification of the joint application for four participating hospitals. **(Successfully Completed 2016)**
 - Case Manager/Care Coordinator: Assist the Case Manager/Care Coordinator Regional Career Pathway Project through the Healthcare Committee's input and survey of local needs. (The Case Manager/Care Coordinator Regional Career Pathway Project was initiated by six LA Workforce Development Boards and the Workforce Development Board of Ventura County to bring healthcare and education partners together to develop and implement a healthcare case manager/care coordinator career pathway and training program)
 - A.D.N. to B.S.N.: Identify nursing workforce development needs and form a workgroup to make recommendations.
 - Pharmacy Technician: Explore the possibility of an apprenticeship.
 - Cultural Awareness: Encourage cultural awareness training in healthcare.
 - Education Advisory Process: Recommend the alignment of healthcare business advisory committees to help streamline the regional education advisory process.
- 7. Monitor Progress** Measurement is through the Healthcare Committee's annual Workforce Development Board Year-End Review report and a review of the Committee's 2-Year Plan.