



Bringing the Next Generation Sector Partnership Academy Home

April 13, 2017



What to Expect from Today



- A deeper understanding of the distinct difference of the Next Gen Model of Sector Partnerships
- A compelling, concise *make-the-case* for *why* sustainable sector partnerships matter
- An Inspired grasp of the nuts-and-bolts of building a sector partnership
- A new confidence that you too can make this work

Do you know where your Chat box is? *(and do you know how to use it?)*


The screenshot displays the Cisco WebEx Event Center interface. The main content area shows a presentation slide titled "www.nextgenpartnerships.com" with the text "Industry-led, community-supported partnerships that strengthen regional economies and connect people to jobs." The slide features a circular diagram with icons representing various sectors and a central red 'U' logo.

The right-hand sidebar contains several sections:

- Participants:** 4
- Speaking:**
- Panelists:** 2
 - FG Francie Genz (me)
 - CS CWA Staff (Host)
- Attendees:** 2 (0 displayed)
 - [View all attendees...](#)
- Q&A:**
 - [All\(0\)](#)
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 -
 -
 - Connected ●

A red circle highlights the Q&A input area, including the text field and the "Send" and "Send Privately" buttons.

Poll:
What's Your Experience with
Next Gen Sector Partnerships?





Next Gen Sector Partnerships: What & Why



www.nextgensectorpartnerships.com

Next Generation Sectors Acad X

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Apps iGoogle Timesheet Wave Accounting MUSIC Time Zone Converter The 65

Industry-led, community-supported partnerships that strengthen regional economies and connect people to jobs.

Next Gen Sector Partnerships
from Next Gen Sector Partnerships

NEXT GENERATION SECTOR PARTNERSHIP

ADULT BASIC EDUCATION

UNIVERSITY

K-12 CTE

ECONOMIC DEV. ORG.

CHAMBER OF COMMERCE

WORKFORCE DEVELOPMENT

COMMUNITY COLLEGE

COMMUNITY ORG.

04:20

HD vimeo

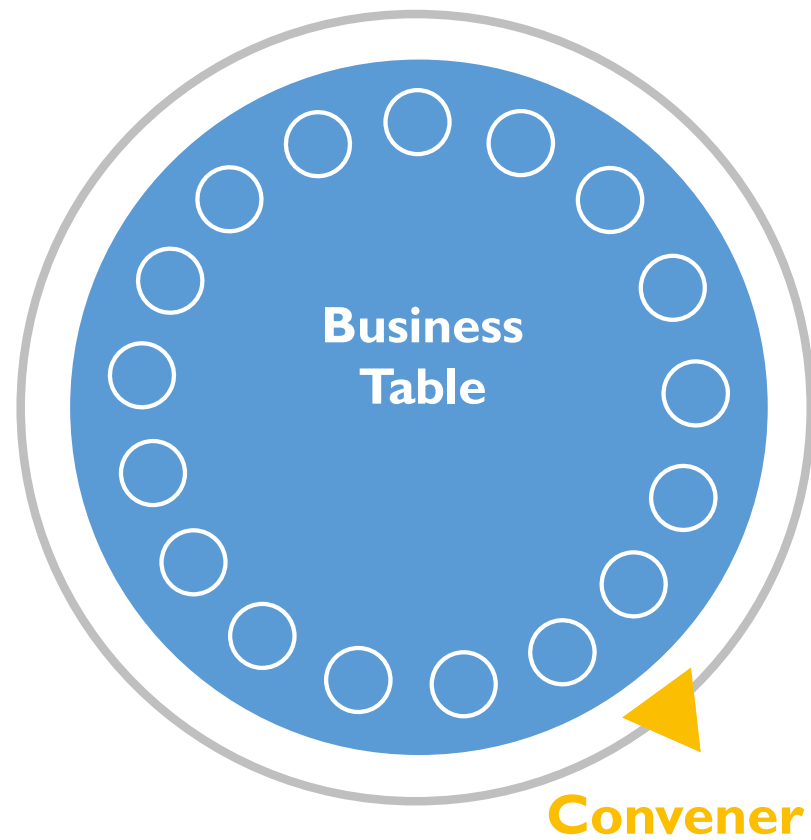
WHAT ARE NEXT GENERATION SECTOR PARTNERSHIPS?

Regional partnerships of **business leaders** within one industry, who work together with **public partners** from economic development, workforce development, education and training, and other community organizations, to address the shared workforce and broader **competiveness needs** of their industry.

FOUR OPERATING PRINCIPLES

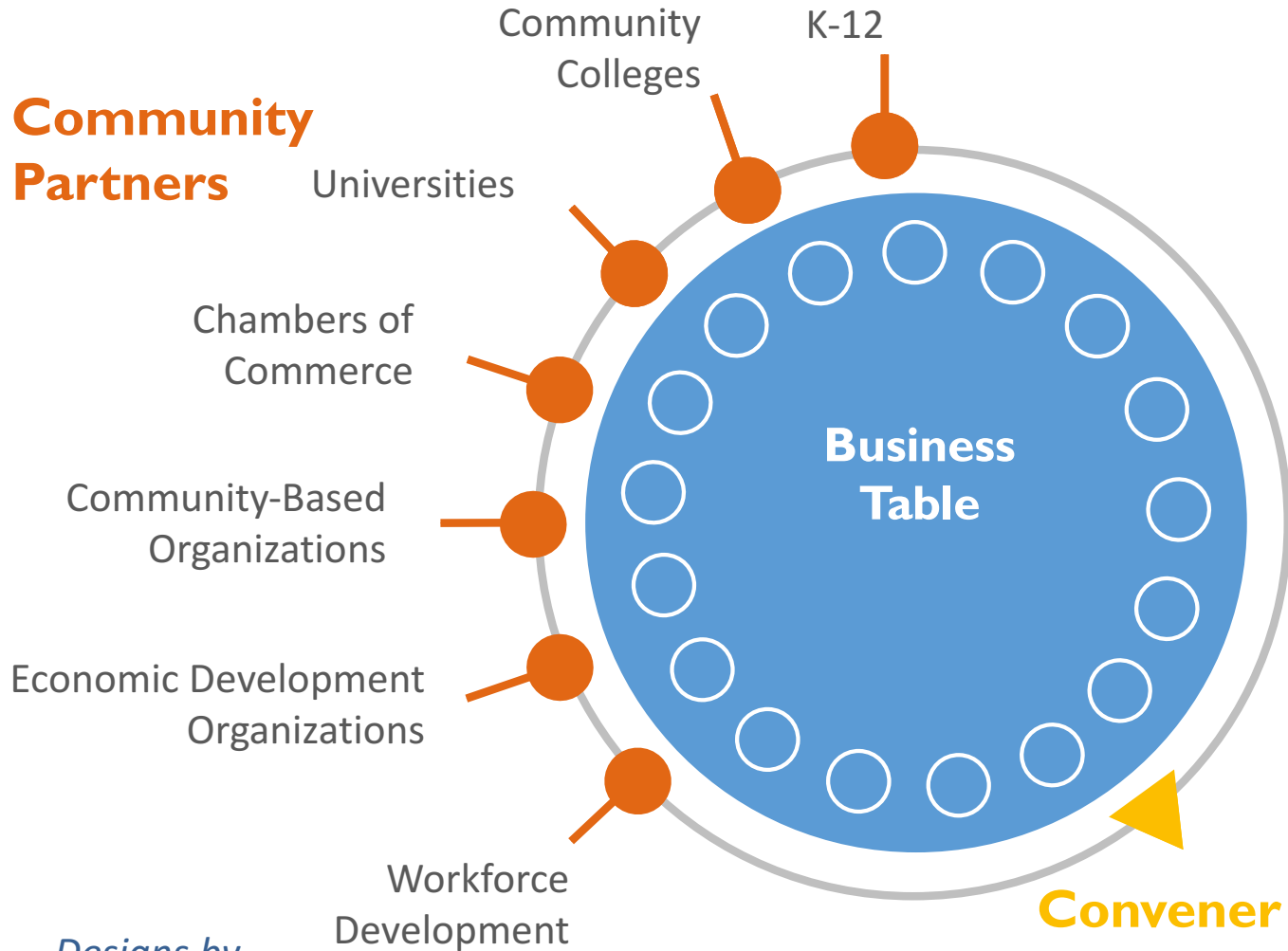
1. **Industry pull** vs. program push
2. **Shared table** (not owned by any single institution or system)
3. **Business/industry invested** for the long haul
4. **Integrated response** from education, workforce and economic development vs. one-off solutions

INDUSTRY-LED SECTOR PARTNERSHIP



Designs by

INDUSTRY-LED, COMMUNITY SUPPORTED SECTOR PARTNERSHIP



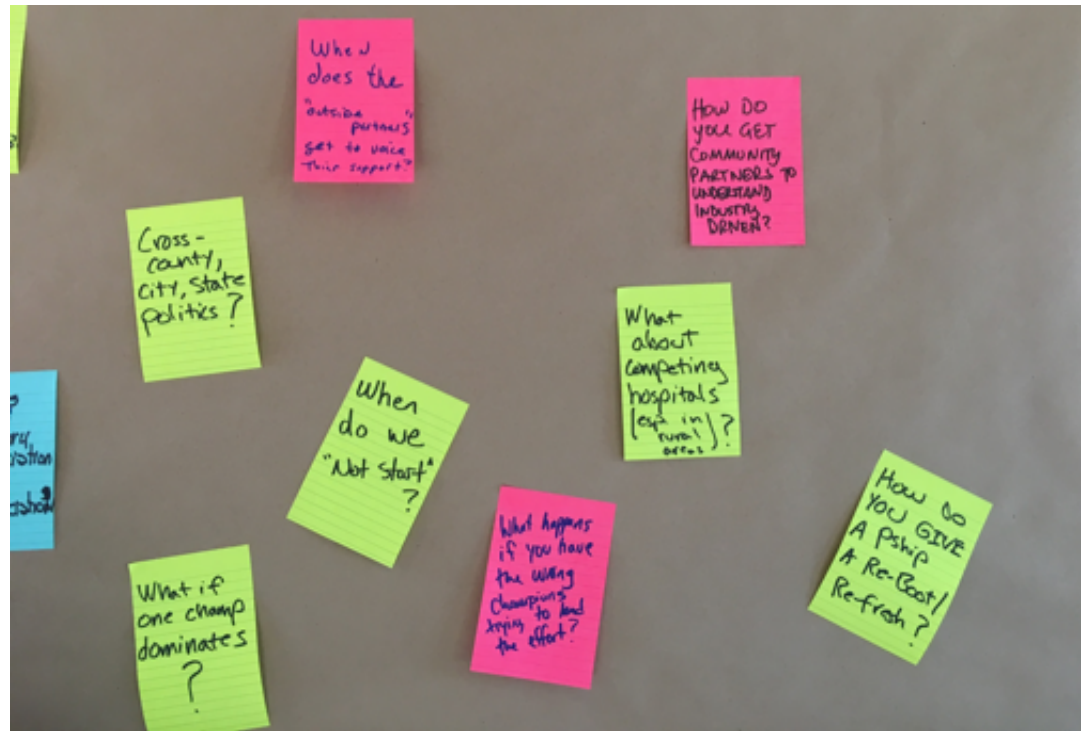
Designs by



Yvonne Myers

Health Systems Director,
Columbine Health
Systems
Fort Collins, Colorado

1. Why does this matter to you as a healthcare organization?
2. Why do you participate?
3. What do you put into it, and what do you get out of it?



Next Generation Sector Partnerships: The How





Training Manual

FEBRUARY 2017

Building Strong Next Generation Industry Sector Partnerships — Why This, Why Now?

Intended Audience

Module 1 The Step-by-Step of Building Strong Industry-led Partnerships

Definitions and Core Principles

Frequently Asked Questions

Lifecycle/Biorhythm of an Industry-led Partnership

Step-by-Step Process

Step 1: Build your Regional Support Team

Step 2: Define the Scope of Industry Focus

Step 3: Prepare to Launch

Step 4: Launch

Step 5: Move to Action: Organize the Aftermath and Begin Implementation

Step 6: Sustain and Evolve

Module 2 Coordinating Business Services & Outreach

Problem Statement

Response and Critical Decisions

Module 3 Serving Jobseekers and Students on the Frontline

The Core Strategy: Accurate Understanding of Industry Demand

Module 4 Connecting Industry-led Partnerships to Career Pathway Systems

Career Pathway Systems vs. Career Pathway Programs

Module 5 Success Metrics of Next Gen Sector Partnerships

The Bigger Picture

Categories of Measurement

Statewide Results

Acknowledgements

Appendix

2017 Next Gen Sector Partnership Academy Team Time Worksheets

Many Tables, Many Knocks

Preparing to Launch a Next Gen Sector Partnership

Building Momentum & Sustaining Your Sector Partnership

www.nextgensectorpartnerships.com/toolkit

MODULE 1: The Step-by-Step Process of Building Industry-Led Sector Partnerships

- Step 1: Build Your Regional Support Team
 - Frequently Asked Questions about Next Gen Sector Partnerships
 - Universe of Connections Diagramming Exercise + Guiding Discussion Questions
 - Building your Non-Industry Support Team: A Sample Work Session
- Step 2: Define the Scope of Industry Focus
 - Getting the Scope Just Right
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 - Sample Regional Labor Marketing Information Profiles for Oregon's Regions
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 - Developing Leaders, Building a Movement

Mapping your Universe of Connections¹

Step 1: Brainstorm the Actors in your Universe

Think about the institutions, organizations and agencies involved (or that will be/should be involved) in your industry-led partnership activities. Brainstorm a list of the principal actors in each of these systems and organizations. E.g. think about trade associations, chambers of commerce, unions, workforce development organizations, education and training institutions, support service providers, investors, others. Where you can't name the principal actor (i.e. actual person with some influence in an organization), just list the organization.

Step 2: Code your Actors.

Take a moment to code your principal actors/organizations. Code them in two ways: 1) Mark them with an "V.I." for Very Important, an "I" for Important, and a "N.I." for Not Important, depending on how important you see their role in your industry-led partnership efforts; and 2) Mark them with a "S" for Strong relationship, a "M" for Mediocre relationship, and a "W" for weak relationship, depending on your relationship with each of them.

Step 3: Draw your Universe

You are the center of the universe (well, your universe anyway!). Start with a blank piece of paper. Draw yourself in the Center. Now draw all the other actors in your universe around you, as big circles if they are Very Important, medium circles if they are just Important, and small circles if they are Not Important. And draw them very close to you if you have a Strong relationship with them, far away from you if you have a Weak relationship, and somewhere in-between if the relationship is Mediocre. What do you notice? Any surprises? What's been confirmed for you? Do you see any strengths or opportunities you had not thought of? Any gaps you want to address? Is there a "system" here, or parts of a system, or just many independent actors?

Step 4: Be Someone Else

Imagine you are another actor on your list. Pick anyone. How would their Universe of Connections look? Where is your organization on their map? What relationships does that organization have that might be useful to you? What relationships do you have that might be useful to them?



YOUR SECTOR PARTNERSHIP: GETTING THE SCOPE JUST RIGHT

Ask yourself:

Is the Geography right for this partnership? Too big, too small? Just right?

- Too big: A whole state. Half a state. (Hint: put some parameters on your geographic reach like: strong identity for this industry in a particular area, like along a Highway corridor? Is this reach manageable, i.e. will we actually interact and encourage interaction?)
- Too small: A neighborhood (Why not? Because you won't get the depth and breadth you need to really address a target industry's needs)
- Just right: Start with your target industry's natural labor market region with parameters that will actually allow for a collective identity and employer-to-employer interaction. The geographic reach may expand or narrow over time.

Is the Scope of Industry right? Too broad, too narrow? Just right?

- Too broad: "Advanced Industries" defined as any industry that uses some advanced technology (bioscience + aerospace + IT, etc.). (Why not? You're talking on the world!)
- Too narrow: Tortilla Manufacturers. Physical Therapy providers. Trucking companies. (Why not? You'll end up with one short-term solution, not a partnership.)
- Just right: Advanced Manufacturing. Food & Beverage Manufacturing. Healthcare providers. Transportation and Logistics. (Why? Breadth and Depth)

What about employer champions? Membership? What is too big, too small? Just right?

- Too big: 150 employer champs at your launch meeting!
- Too small: 2 employer champs at your launch meeting! (If this happens, just have a conversation with them, ask them to help you build an invite list.)
- Just right: Aim for 25-30 champs at your launch meeting, be happy if you get 10 or more. Aim for a broader employer membership of much bigger: 30-80 members, and over time expect to reach all or most of companies in your region and target industry, even if they are not active champs or members.

Are we expanding beyond our own jurisdictional boundaries?

- Don't just be a LWIB, economic development agency, college or single organization doing this work.
- Do expect that your support or partner team will be multiple lwibs, economic development agencies, colleges and other organizations.
- Do expect to cross city and county lines (no sector partnership is actually in just one if they're really looking at their natural labor market.

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Save the Date: Launching the (Insert Region) Healthcare Industry Partnership – (insert date)

Dear _____,

As leaders in our region's healthcare sector, we know firsthand how fast the healthcare industry is changing. Every day we are faced with pressing questions and issues related to patient care quality, costs of care, a qualified workforce, technology innovations, public awareness and wellness, among a myriad of other topics. It is clear that no single organization can do this work well alone. We must work across healthcare organizations and with community partners to navigate the new demands. That's why we, (list out names of healthcare orgs signing this letter), have come together to jointly invite you to participate in the launch of the (insert region) Healthcare Industry Partnership. Please join us on (insert date) at (insert time).

Healthcare companies in other regions of the country are working together to create "healthcare sector partnerships", and we must too if we are to continue thriving. These sector partnerships are a way for multiple healthcare organizations in a shared labor market region to come together around important issues. They are a place for us to collectively address issues related to shared vitality; a single table at which to work with multiple public programs in education, workforce development and economic development; and an opportunity to help create solutions to shared pressing issues. We expect to come out of the meeting ready to collaborate on a set of clear priorities and next steps.

The meeting will be professionally facilitated. We will identify opportunities for industry stability and vitality in (name counties), and will define specific areas for action. This will be the beginning of an ongoing partnership of Healthcare leaders in our region. Community partners such as workforce development, education, economic development, and others will be there too. They will be in "listening" mode in order to better understand how they can help. They will be a critical piece to acting on the priorities we define going forward.

The (insert date) meeting will be a 2-hour commitment, from X:00 to X:00 at (insert location).

We realize this is a big ask. We think this is a big opportunity. We hope you join us.

Contact us directly to discuss further. We can be reached at (insert names & phone #s). Or RSVP directly to XXX at (email).

Launching the (insert region) Healthcare Sector Partnership

	Date and Time
	Location
	AGENDA
9:00 a.m.	Welcome and Introductions <i>Why this, why now, why we invited you here today – Partnership Champions</i>
9:20 a.m.	Support Commitments for this Partnership <i>We are lucky to have community resources and organizations willing to support the coordination and implementation of this Partnership's priorities – Co-Conveners</i>
9:30 a.m.	Identifying and Defining Unique Opportunities <i>This will be a facilitated discussion to map out the major changes and opportunities that specifically position the Healthcare industry in our region.</i>
10:00 a.m.	Prioritizing Areas for Shared Action <i>A facilitated session that defines clear areas for action that will leverage opportunities for shared growth. This will be the early development of this Partnership's action agenda</i>
10:40 a.m.	Commitments and Next Steps <i>Re-capping priority areas for action and committing to next steps.</i>
10:50 a.m.	Final Comments: Co-Chairs and Participants
11:00 a.m.	Thank You and Adjourn

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SPRINGFIELD VALLEY HEALTHCARE INDUSTRY PARTNERSHIP IMPLEMENTATION PLAN (SEPT 2016)

A diverse group of CEOs and Executives of healthcare organizations in Springfield Valley convened in August 3rd, 2016 to define a shared action agenda that could be implemented by a network of healthcare organizations and community support partners. This is the Partnership's implementation plan.

PARTNERSHIP PURPOSE:

- To jointly create an agenda that supports the stability and growth of the healthcare industry, and a healthier community, in Springfield Valley.
- To commit to coordinated action and implementation of shared, high priority areas by public and private sector partners.
- To create a forum for consistent, high quality connections, networking, information and idea sharing.

2016 COMMITTEES AND ACTION:

EDUCATION & TRAINING COMMITTEE

Members: Matt Williams (Glenview Medical Center), Dena Lewis (Morrison Healthcare Management Co.), Mary ~~Wise~~ (Guest House), Kenneth Nelson (Maple Woods Rehab & Wellness), Bob Cray (Washington Medical Center)

Support Leads: Dr. Cole, Springfield Community College and Shirley Watson, WSB

Measurable Goals:

- Reduce time-to-hire for top 5 critical occupations by at least 30% by XXI 2017
- Increase quality and quantity of partnering between healthcare organizations and education/training organizations to solve short and long term occupational shortages, measured by...

Activities: 1. Identify critical occupational shortages regionally and sub-regionally, via critical occupations focus group and labor market research; 2. Efficiently inventory existing education/training programs that support critical occupations; 3. Partner with education/training institutions to close skills gaps, both short and long term; 4. Connect education/training programs

and credentials into logical career paths.

Immediate Next Steps and Notes:

- An Action team: Dena Lewis - Morrison Healthcare Management Co; Linda Carter - St. Francis, Sue Jefferson - Chamber, Dr. Cole - SGC, Shirley ~~Wise~~ live concerning last work of September/1st October to further plan and immediately address the CNA - Medication Aide certification opportunity.
 - Begin plotting related occupations and programs on CNA-RN pathway pre-CNA onboarding and immersion (see St. Francis-NOVA model) + Medication Aide certification (explore with College and access healthcare grant) → LPR → RN (access the onboarding salary subsidy from WDBS for LPHs, RNs)
 - Think about other groups that can support or use this: e.g. Region 5 Nursing Home Administration
- An Exploratory conversation about recruiting Physicians to rural NE LA: Paul Coburn (Liberty Healthcare) and Larry Donner (University Health - Conway) - who and by when?
- Set a date for Critical Occupations focus group (may align with next full NE LA Partnership meeting), and leverage related LMI research conducted by Monroe Chamber of Commerce.
- By end December 2016, present a Training Prioritization Plan.

CREATE AN ACUTE CARE NETWORK

Members: William Addison (Union Hospital); Eric ~~Griland~~ (General Hospital); Bob Cray (Washington Medical Center); Jason Sparks (Jackson Hospital); Deb Smith (F&M Surgery Hospital)

Support Leads: Sue Jefferson, Chamber

Measurable Goals: TBD

Activities: 1. Create clear and shared protocols to better use rural facilities for acute care patients, leveraging already existing shared treatment protocols, advantageous rural Medicaid reimbursement rates, and nurses that already work in both settings; 2. Create corresponding public awareness messages to overcome myth that "urban is better".

Next Steps and Notes:

- By end of October, convene a Rural-to-Urban conversation to begin mapping out the operations and functions of an Acute Care Network might look like, including legal and

ORGANIZATIONAL SHIFTS TO SUSTAIN SECTOR PARTNERSHIPS

Examples of how various types of organizations have shifted their mission to support sector partnerships.

WIBs/Workforce	Economic Development	Community Colleges/ Education	New Organizations	Cities or Counties
<p>Blends, braids and leverages internal and external funding streams to increase flexibility</p> <p>Partners closely with economic development and clarify roles/ responsibilities, increasing authority to respond to real business needs</p> <p>Uses the WIB to institute a policy of using sector partnerships as organizing mechanism to serve critical clusters</p> <p>Repurposes business services staff to coordinate individual sector partnerships</p> <p>Other:</p>	<p>Shifts the business model to orient around critical clusters, bringing focus to business operations</p> <p>Dedicates staff persons to each critical cluster</p> <p>Blends, braids and leverages internal and external funding streams to increase flexibility</p> <p>Other:</p>	<p>Offers testing lab, incubator, and research facilities as part of partnership's service menu (potentially offering fee-for-service testing labs)</p> <p>Keeps any university agenda separate from partnership</p> <p>Creates an arm's-length Foundation to support partnership</p> <p>Blends, braids and leverages internal and external funding streams to increase flexibility</p> <p>Ensures communication between advisory boards and sector partnership</p> <p>Dedicates staff to supporting and convening partnership</p> <p>Other:</p>	<p>Business supported (via dues-paying membership or fee-for-service)</p> <p>Partners with public program to help staff the partnership</p> <p>Blends, braids and leverages internal and external funding streams to increase flexibility</p> <p>Other:</p>	<p>Uses influence of Mayor's Office to bring programs together to co-convene</p> <p>Blends and braids multiple public funding sources to support partnership</p> <p>Dedicates staff to supporting and convening partnership</p> <p>Other:</p>

Jacob Castillo

Economic Development
Director & Enterprise
Zone Administrator,
Larimer County,
Colorado

Stephen Baiter

Executive Director,
Oakland Workforce
Development Board
Oakland, California

1. **Organizing the support team** – Why is this important? What does it take?
2. **The launch meeting** – What matters most about your launch meeting? What advice do you have for teams preparing to launch?
3. **The aftermath** – In the 30 days after the launch meeting, what is most important? What are some concrete actions that you found to be most important in building the momentum of your partnership?
4. **Operating more than one** – How do you organize staffing and support for multiple partnerships?



Yvonne Myers
Health Systems Director,
Columbine Health
Systems
Fort Collins, Colorado

1. Why would industry commit? Are we right to be a little skeptical?
2. What would you suggest regions expect and ask from their industry partners?
3. Pitfalls of not asking enough or not asking the right way?

Wrap Up

- Remember to fill out survey
- Save the date for upcoming webinars:
 - **The After Party: What to Do After You've Launched a Next Gen Sector Partnership. Thursday May 4th 1-2:30pm EDT**
 - **Scaling at the State-Level: How States have Successfully Scaled Next Gen Sector Partnerships. Thursday June 1st, 1-2:30pm EDT**
 - Details at www.nextgensectorpartnerships.com/community-of-practices



Thank you!

