

2014-2015
Governor's Workforce Investment Board
Health and Medical Services Sector Council
Layered Strategic Plan

The mission of the Governor's Workforce Investment Board, Sector Councils, is to bring together decision makers from business, labor, education and professional groups to address specific industry sector-wide initiatives to support workforce development and economic development goals. The nine Sector Councils were created by the legislature to identify job training and educational programs to best meet regional economic development goals in each of the identified sectors.

The Health and Medical Services Sector Council's strategy is based on our mission and vision that is outlined clearly in statute, Chapter 232 of NRS which describes our charge as identification, establishment, consideration, and development of strategies to coordinate, increase, develop, participate, assist, expand, partner, and identify funding sources to improve health care in Nevada.

The work of the Health and Medical Services Sector Council must generate discernible signs of improvement and measurable points of progress in improving Nevada's health care workforce. The Governor's Workforce Investment Board will determine our Sector Council's success by our meeting performance measures in job growth, business formation, wages and salaries, economic impact growth and Nevada's share of each national sector. Ultimately, our Sector Council's success will be measured in improved health care services and access for Nevada's citizens.

Our Strategic Plan sets out a combination of goals and objectives as a roadmap. It outlines our chosen path ensuring that we are going in the right direction to fulfill our mission and is based on the duties, charges and objectives formulated by each of 5 subcommittees. Those subcommittees were designated by the Sector Council by identifying the areas of work to be accomplished by the Council. The subcommittees include:

- Legislative/Regulation/Policy
- Data/Evaluation/Research
- Education/Training
- Grants and Resources
- Industry Intelligence
- Special Projects (as identified in the future)

Each subcommittee has developed specific charges and objectives to accomplish the mission of the Health and Medical Services Sector Council. The Sector Council's strategic plan consists of the combined plans of each subcommittee. The subcommittees will document the progress achieved and outcomes met. At its quarterly meetings, the Sector Council will hear and consider updates from each subcommittee and provide direction and support as needed.

As the Health and Medical Services Sector Council endeavors to support the work of the Governor's Workforce Investment Board, it is our desire to improve health care services and access for Nevada's citizens.

**Governor's Workforce Investment Board
Health and Medical Services Sector Council
Duties**

Analyze and apply workforce intelligence to develop sector-wide strategies to improve the talent pipeline

Maintain communication and collaboration with the Nevada Commission on Economic Development & Governor's Office of Economic Development to determine the workforce training needs of companies moving to or expanding in the State of Nevada

Support Health Care and Medical Services Sector Council's development of health care sector strategic plan to support sector businesses in meeting their human resource needs

GWIB Health and Medical Services Sector Council Subcommittees

Legislative/Regulation/Policy	Data Evaluation and Research	Education/Training	Grants and Resources	Economic (Name chg pending) Development
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Legislative/Regulation/Policy Subcommittee
<i>Subcommittee Charge (Previously Specific Duties)</i>
Identify and prioritize a list of potential public policy to be addressed during the next Legislative Session
Serve as a resource for Nevada in understanding the potential changes in health workforce dynamics and the potential impact on health care quality that may come from healthcare reform
Coordinate with Governor’s Office of Economic Development on issues related to legislation regulation and policy
Provide support as needed in preparation for and during the next Legislative Session, if requested by the Director of DETR or Office of the Governor
Identify indicators of health care quality and availability related to the health care workforce
Maintain coordination with and provide regular updates to the full Health and Medical Services Sector Council
Subcommittee Objectives
1. Identify the highest priorities on the Legislative policy initiative list submitted to the Department of Employment, Training and Rehabilitation
2. Continue development of the health care occupations minimum data set
3. Continue to monitor health care reform and its specific impact on and need for health care workforce
4. Identify and report to the Council issues related to the healthcare workforce as they emerge or develop in the Legislative Session
Subcommittee Progress and Outcomes (Deliverables pending and completed)
1. “Final Policy Initiatives” and memorandum “Submission of Health Workforce Potential Policy Initiatives” submitted on October 23, 2012 (completed)

2. Development of the health care occupations minimum data set is addressed in the “Final Policy Initiatives Post-Legislative Session Report” (completed)
3. Monitor health care reform and its specific impact on and need for health care workforce as the health insurance exchange, the information exchange and Medicaid expansion are implemented (ongoing)
4. Identify and report to the Council issues related to the healthcare workforce as they emerge or develop in the Legislative Session (completed)

Data Evaluation and Research Subcommittee

Subcommittee Charge (*Previously Specific Duties*)

Support the development of health workforce supply and demand analysis

Assist all Health and Medical Services Sector Council committees in providing necessary data to support their efforts

Assist Governor's Office of Economic Development in supporting their need for data in the healthcare sector area

Maintain coordination with and provide regular updates to the full Health and Medical Services Sector Council

Subcommittee Objectives

1. Demand data:

- (a) Undertake statewide hospital and health sector vacancy and turnover analysis with the Nevada Hospital Association, Nevada Health Care Association, Nevada State Medical Association and other interested stakeholders
- (b) Update demand analysis contained in Health Workforce in Nevada report based on information that becomes available during 2013 (e.g., updated/revised DETR employment estimates and projections)

2. Supply data:

- (a) Communicate with primary state licensing boards to facilitate the adoption of Minimum Data Set (MDS) data collection. Secure MDS data for one regulatory board, secure commitment for one additional regulatory board to implement adoption of MDS
- (b) Analyze/summarize nursing MDS collected to date, including recommendations for the adoption of MDS data collection by other state licensing agencies
- (c) Update and expand Integrated Postsecondary Education Data System (IPEDS) data collection and data base to include both student enrollment and graduation/completion data
- (d) Develop "cross walk" between IPEDS data set and health program inventory being undertaken by the Education Subcommittee

3. Health workforce requirements:

- (a) Develop health workforce requirements model for medicine, including undergraduate and graduate medical education cost estimates
- (b) Develop health workforce requirements model for primary care, including medicine and non-physician primary care providers
- (c) Inventory and update data on major health workforce supply and demand “inputs”: health workforce licensure and employment counts, education pipeline data, health workers’ salary and benefits data, population data, health facilities data, health care expenditures, insurance coverage expansion data
- (d) Complete white paper: “Forces Shaping Health Workforce Supply and Demand in Nevada.”

4. Impact of reform:

Evaluate the impact of Medicaid expansion and other ACA provisions on health workforce supply and demand in Nevada

5. Council support and other related activities:

- (a) Update Health Care Careers in Nevada manual, including Spanish language version
- (b) Support Council and subcommittees as requested

Subcommittee Progress and Outcomes

1. Demand data:

- (a) Undertake statewide hospital and health sector vacancy and turnover analysis with the Nevada Hospital Association, Nevada Health Care Association, Nevada State Medical Association and other interested stakeholders – questionnaires completed, survey’s to be administered during January-February 2014.

5. Council support and other related activities:

- (a) Update Health Care Careers in Nevada manual, including Spanish language version – Revised version -- Health Care Careers in Nevada, 2014-2015 edition – completed and available online at www.highsierrahec.org. Note: No Spanish language version was produced; Spanish-language marketing and outreach will take place beginning January 2014.

Education/Training Subcommittee

Subcommittee Charge (*Previously Specific Duties*)

Map the talent pipeline for the healthcare sector and identify where the talent needed will come from now, in the near-term and in the future

Work with K-16 to identify and promote healthcare readiness, mentoring and programs that nurture students potentially inclined to enter healthcare workforce (e.g. STEM programs and HOSA, etc.)

Work with DETR to support health workforce career training

Work with higher and secondary education institutions to promote health workforce education, training and research

Support the development of health workforce supply and demand analysis

Maintain coordination with and provide regular updates to the full Health and Medical Services Sector Council

Subcommittee Objectives

1. Conduct an inventory of education programs throughout the state of Nevada preparing a health care and medical services workforce. At a minimum include K-16, (public and private) as well as specialized industry association training opportunities
2. Collaborate with K-16 in the review of academic education standards and specialized healthcare workforce education standards
3. Maintain connectivity with the Industry Intelligence and Data, Evaluation and Research subcommittees
4. Develop orientation to health careers and education materials for elementary middle and high school counselors
5. Conduct job career fair and explore job shadowing opportunities
6. Identify stackable credentials within health care workforce
7. Produce marketing materials for health care workforce opportunities

8. Obtain data used for assessments to see strengths and weaknesses of students, etc., and employability skills for healthcare workers (e.g., WorkKeys and the Employability Skills Readiness Assessment)

9. Collaborate with the DETR/NSHE Career Connect Program regarding the Health Care Workforce

10. Obtain additional support for vocational training for those with disabilities

Subcommittee Progress and Outcomes

1. Creation of a health education program inventory is 80% complete

2. Collaborated in the development of an updated health careers manual to promote health professions for future students—manual is currently at the printer

Grants and Resources Subcommittee (Subcommittee transitioning to Ad-Hoc Committee)

Subcommittee Charge (*Previously Specific Duties*)

Review and recommend workforce development funding and appropriate training curriculum, activities and skills credential certifications

Identify, recommend and support applications for federal and other funding opportunities available for health care sector job training and education programs

Generate public and private resources (including but not limited to grants) to support the healthcare sector's work projects

Coordinate and collaborate with the Governor's Workforce Investment Board and DETR staff to develop proposed criteria for health care sector-related RFPs for general or specific health care -related workforce funding opportunities

Maintain coordination with and provide regular updates to the full Health and Medical Services Sector Council

Subcommittee Objectives

1. Develop an evergreen RFP template with generic criteria for DETR to use for health care sector-related general or specific health care-related workforce funding opportunities
2. Support grants awarded to the HCMS Sector Council or those that include the Council as a partner, by assisting with development of a strategic approach for generating related revenues and additional grant opportunities
3. Create awareness of the types of funding opportunities that would support the objectives of the HCMS Sector Council
4. Provide guidance and intelligence to DETR for the competitive grant process and selection, as requested

Subcommittee Progress and Outcomes

1. An evergreen RFP template with generic criteria for DETR to use for health care sector-related general or specific health care-related workforce funding opportunities has been developed and already being used by DETR. (completed 10/10/13)

Economic Development Subcommittee (Pending name change)

Subcommittee Charge (Previously Specific Duties)

Identify the critical jobs, skill and competencies needed by the workforce of the healthcare industry sectors of Nevada

Support the development of health workforce supply and demand analysis

Coordinate with GOED healthcare specialist to brainstorm potential economic growth and development opportunities within the healthcare sector and support GOED efforts as needed

Maintain coordination with and provide regular updates to the full Health and Medical Services Sector Council

Subcommittee Objectives

1. Determine current and future health care workforce industry demand
2. Conduct analysis of survey data and make recommendations to DETR as appropriate
3. Prioritize target job opportunity and training areas
4. Develop a plan to identify the impact of ACA and HIT on the health care workforce in collaboration with other health care professional associations
5. Share information with other health care sector council subcommittees to support a cohesive strategic plan

Subcommittee Progress and Outcomes (Deliverables)

1. Develop and conduct statewide surveys of current and future health workforce industry demand
2. Revised and made suggestions re: the Governor’s Office of Economic Development (GOED) business sector survey and discussed distribution plans (completed 8/8/13)
3. Conducted final review of GOED’s Business Sector Survey and facilitated survey distribution to hospitals
4. Evaluate and prioritize the GOED survey data results to develop next steps and timeline
5. Establish a process to maintain and regularly update the GOED survey to ensure the data remain a useful tool for

DETR, local WIA boards, business and industry and those pursuing health care careers.

6. Reviewed and discussed John Packham's Recruitment and Retention health care industry surveys
7. Present reports through the Subcommittee chairs at their quarterly meetings
8. Identify 1-3 specific tasks for the execution of the Economic Development Subcommittee's Layered Strategic Plan
9. (Duplicate of #2 above)
10. Reviewed and discussed John Packham's Health Workforce Study Report
11. Research existing training programs related to current job openings and identify new training/education programs needed
12. Conduct a workshop and invite representatives from other health care sector professional associations to provide an impact overview from their specific health care field.