

Future Ready Oregon Healthcare Industry Consortium Charter *Draft – April 26, 2023*

Committee Name	HECC Future Ready Oregon Healthcare Industry Consortium
Committee Sponsor (Convener)	<ul style="list-style-type: none"> • Ben Cannon – Director, Higher Education Coordinating Commission • Terry Cross – Chair, Higher Education Coordinating Commission • Anne Mersereau – Chair, Workforce and Talent Development Board
Committee Organizers (Facilitator)	<ul style="list-style-type: none"> • Jennifer Purcell – Future Ready Oregon Director, Higher Education Coordinating Commission • TBD – HECC Healthcare Industry Consortium Operations & Policy Advisor • Todd Nell – Director, Workforce and Talent Development Board • Lindsey Woolsey – Principal, The Woolsey Group • Turner Odell – Senior Project Manager, Oregon Consensus/Oregon Solutions, National Policy Consensus Center
Contributing Staff	<ul style="list-style-type: none"> • Rudyane Rivera-Lindstrom – Director of Diversity, Equity, and Inclusion, Higher Education Coordinating Commission • Julia Steinberger – Director, HECC’s Office of Workforce Investments • Clay Martin – WTDB Initiatives Analyst, Office of Workforce Investments • Sydney King – Executive Administrator, Office of Workforce Investments • Kerry Thomas – HECC Future Ready Oregon Program Manager • Heather Anderson – HECC Future Ready Oregon Workforce Ready Grant Healthcare Program Analyst • Eleni Collins – HECC Future Ready Oregon Administrative Specialist • Ronan FitzSimons-Brey – HECC Future Ready Oregon Office Specialist • Shanda Haluapo – Senior Policy Analyst, HECC’s Office of Research and Data • Others
Background	<p>The State of Oregon has committed to supporting the education and training needs of Oregonians through the establishment of Future Ready Oregon, also known as SB 1545 (2022). Future Ready Oregon, is a comprehensive \$200M investment package that supports the education and training Oregonians need for good-paying jobs and meaningful careers, emphasizing priority populations. Priority populations include communities of color, women, low-income communities, rural and frontier communities, veterans, incarcerated and formerly incarcerated individuals, persons with disabilities, members of Oregon’s nine federally recognized tribes, individuals who disproportionately experience discrimination in employment on the basis of age, and individuals who identify as members of the LGBTQ+ community.</p> <p>Future Ready Oregon comprises several strategic initiatives. A summary of each is below;</p> <ul style="list-style-type: none"> • Prosperity 10,000: Local Workforce Development Boards (LWDBs) will distribute funds to nonprofit community-based organizations, educational institutions, labor organizations and other workforce service providers to provide services. Those services will include career coaching, occupational training, job placement services, wraparound supports, paid work experiences and targeted recruitment and engagement efforts. • Workforce Ready Grants: Competitive grants will be made available to workforce service providers and community-based organizations (CBOs) that administer workforce programs in the health care, manufacturing and technology industry sectors and prioritize equitable program participation by individuals from priority populations. These grants will provide funding for paid work experiences, workforce program tuition and fee assistance,

	<p>wraparound services, the development of culturally and linguistically specific career pathways and organizational developments.</p> <ul style="list-style-type: none"> • Postsecondary Career Pathways Training Grants: Grants will be awarded to community colleges for the development and support of postsecondary career pathway training programs that provide individuals from priority populations with opportunities and student supports to obtain the necessary skills for securing a job or career advancement in high-wage, high-demand industries and occupations. • Credit for Prior Learning Grants: Grants will be awarded to community colleges and universities that work toward increasing opportunities for students from priority populations to receive academic credit for the knowledge and skills gained through work and life experience, through military training and experience and through formal and informal education and training from institutions of higher education in the United States and in other nations, with such academic credit counting toward a certificate or credential that provides a pathway to employment or career advancement. • Industry Consortia: Three separate, statewide Industry Consortia will be established to represent the health care, manufacturing, and technology industry sectors. The purpose of each consortium is to establish strategic partnerships, develop structured processes to address mutual industry goals, identify industry-specific workforce needs in this state, develop targeted recruitment strategies to increase equitable participation, and promote workforce development programs and activities in the targeted industry sectors. • Workforce Benefits Navigators: Grants will be awarded to LWDBs to place workforce benefits navigators in comprehensive one-stop WorkSource Oregon centers or community-based organizations. These navigators will serve as a single point of contact to help individuals, particularly those from priority populations, access the resources that match their unique needs. • Bureau of Labor and Industries Registered Apprenticeships: Competitive grants will be awarded to community-based organizations, labor organizations, local workforce development boards and other entities that develop apprenticeship and pre-apprenticeship training programs. • Youth Development Division Youth Programs: The YDD will request and evaluate proposals for grants, to be awarded to entities that provide youth and young adults from priority populations with increased access to youth workforce programs. Funds will be used for paid work experiences, workforce readiness training and job placement services.
<p>Purpose and Scope</p>	<p>The purpose of convening Industry Consortia is to:</p> <ul style="list-style-type: none"> • Be a forum for identifying ways industry can engage in innovation, co-investment, and implementation of workforce and talent development opportunities in alignment with economic strategies. • Be a mechanism for coordinated action and implementation by public, private, and community-based partners around shared issues and opportunities, including the curation of resources and investments that solve shared workforce and talent development problems. • Be a vehicle through which industry in Oregon can develop and demonstrate a shared commitment to diversity and inclusion through talent development practices and investments supporting equitable recruitment, retention, and career advancement strategies. <p>Industry Consortia will:</p> <ul style="list-style-type: none"> • Utilize the HECC Equity Lens to shape their work. • Work collaboratively and honor the diversity of members and thinking. • Make strategic policy and funding recommendations to address gaps and opportunities in addressing the workforce needs of healthcare employers.

<p>Timeline and Outcomes/Deliverables</p>	<ul style="list-style-type: none"> • Short-term (April-December 2023) – Consortia will inform HECC’s Future Ready Oregon funding opportunities, with significant effort focused on Workforce Ready Grants which comprise nearly half of the total Future Ready Oregon investment. <ul style="list-style-type: none"> ○ The Healthcare Industry Consortium will assess healthcare workforce needs, identify education and training assets, and recommend funding strategies to address priority gaps and opportunities. ○ The Healthcare Industry Consortium will reach consensus on a first set of recommendations that will inform criteria for future rounds of Workforce Ready Grant funding. • Long-term/persistent (2024 and beyond) – Consortia will continue to assess statewide, industry-specific workforce needs, skills standards, and career pathways. Industry Consortia are advisory to the Workforce and Talent Development Board and the Higher Education Coordinating Commission, making strategic policy and funding recommendations to address gaps and opportunities.
<p>Industry Consortia Roles and Activities</p>	<ol style="list-style-type: none"> 1) Talent Development Roles: <ol style="list-style-type: none"> (a) Be <i>the</i> source for consistent, integrated workforce supply and demand data for the industry (b) Inform Skills Standards for the target industry for broad use (c) Identify common high-value, stackable credentials for the industry (d) Inventory Oregon’s industry-specific education and training assets and identify gaps and opportunities (e) Identify and advance solutions to licensure barriers, and other policy related workforce bottlenecks (f) Identify and advance recruitment, retention, and career advancement strategies that address the persistent under-representation of priority populations in industry-specific job opportunities and career pathways. 2) Systems Alignment Roles: <ol style="list-style-type: none"> (a) Forum for convening and coordinating state systems and industry leaders to share ideas, collaborate, and innovate on solutions to complex workforce challenges that advance the alignment and integration of Oregon’s talent development and economic strategies. (b) Identify and advance complex systems challenges to the WTDB for consideration (e.g., workforce-related childcare, workforce housing, etc.) (c) Identify and inform strategic investment opportunities and workforce-related policy recommendations through Future Ready Oregon; as well as informing future funding opportunities across Oregon’s public workforce system. <ol style="list-style-type: none"> (i) Short-term (April-December 2023) (ii) Long-term (2024 and beyond)
<p>Authority and Statutory Parameters</p>	<ul style="list-style-type: none"> • The Healthcare Industry Consortium is established by Section 10 of SB 1545, a 2022 package of investments that work together to advance an equitable workforce system that supports people with the education, training, and resources they need to get into good paying jobs, in which sub-section (2)(a) declares that the Higher Education Coordinating Commission, in consultation with the State Workforce and Talent Development Board, shall establish a program to convene statewide Industry Consortia that represent the health care, manufacturing and technology industry sectors. Each individual consortium established under this section shall represent a single targeted industry sector. • The intent of the program within legislation is to: (A) Establish strategic partnerships to align workforce development activities that aim to increase participation in workforce programs by individuals from priority populations; (B) Develop structured processes to address mutual goals and promote consensus in decision-making; (C) Identify industry-

	<p>specific workforce needs in this state, including the need for high value credentials, to inform the development and implementation of culturally and linguistically diverse workforce education and training curricula; (D) Develop targeted recruitment strategies to increase equitable participation by individuals from priority populations in statewide workforce programs; and (E) Promote workforce development programs and activities in the targeted industry sectors.</p> <ul style="list-style-type: none"> • This charter defines the objectives and functions, roles and activities, structure and staffing of the Healthcare Industry Consortium. This charter shall be reviewed periodically by the Workforce and Talent Development Board and the Higher Education Coordinating Commission to ensure the work of the Consortium aligns with legislative intent and the long-term vision for the Consortium to achieve overall objectives on an ongoing basis.
Accountability	<ol style="list-style-type: none"> 1) Consortium shall ensure that: <ol style="list-style-type: none"> a) Industry and relevant workforce data is integrated, organized, and corroborated into a high quality, credible and trusted data source for the target industry; and b) Stakeholders and consortium participants have access to a reliable source of information related to the industry and its potential and existing workforce. 2) The Industry Consortium shall be responsible: <ol style="list-style-type: none"> a) For informing and aligning with the WTDB acting in its capacity as a cross-system governance board to the Governor’s Office; and b) To the HECC, acting in its capacity as the legislative point of accountability for Future Ready Oregon for the purposes of ensuring legislative requirements of the Industry Consortium are met. 3) Consortium shall serve as an integrated mechanism informing accountable, demonstrated, coordinated workforce investments, including Future Ready Oregon during its tenure and other workforce-related funding streams across multiple state agencies and systems. This can include blending, braiding, and aligning strategies and investments by using deliberate guidance that supports the following goal: investments working together to advance an equitable workforce system that supports people with the education, training, and resources they need to get into good paying jobs in the target industry.
Structure	<ol style="list-style-type: none"> 1) Consortium Executive Leadership Team <ol style="list-style-type: none"> a) To be a five-member executive leadership team of decision-making leaders from a respected, credible employer; the Executive Director of an existing association or council <i>most relevant</i> to the target industry; a respected and relevant education system leader; a representative of labor organization relevant to the target industry; and a knowledgeable community-based organization that administers workforce development programs relevant to the target industry. b) The Executive Leadership Team is responsible for acting as subject matter experts and innovative thinkers, as well as providers of practical guidance to Industry Consortium staff person(s) for specific deliverables and working group outcomes. 2) Consortium Members <ol style="list-style-type: none"> a) To include the 5 members of the Executive Leadership Team b) To include up to 25 Executive level employer-based leaders (direct employers or executive level leaders from associations of employers) <ol style="list-style-type: none"> i) Executive level employer-based leaders must represent the actual make-up of sub-sectors of the target industry. ii) Executive level leaders from associations of employers may not exceed direct employer Executive level leaders. c) To also include the following legislatively mandated partners: (A) One or more representatives from the State Workforce and Talent Development Board. (B) One or more representatives of the Racial Justice Council within the Office of the

	<p>Governor. (C) One or more representatives of local workforce development boards. (D) One or more representatives of economic developers. (E) One or more additional education institutions</p> <p>d) Total membership not to exceed 45.</p> <p>3) Working groups</p> <p>a) Consortium shall identify and operate working groups intended to convene Consortium members and additional experts and stakeholders</p> <p>b) It is expected that the Healthcare Industry Consortium shall operate three standing working groups:</p> <p>i) Integrating Workforce Supply & Demand Data: Responsible for identifying, collecting, and assessing multiple, varied sources of existing workforce needs data and educational supply data for the target industry and its associated occupations and families of occupations.</p> <p>ii) Expanding Equity & Diversity: Responsible for deeply understanding the barriers in the specific targeted industries for lack of diversity and lack of advancement by persons of color and other underrepresented populations, and for identifying best practices and strategies to expand and diversify the workforce to implement at scale solutions.</p> <p>iii) Integrating Education & Training Responses: Responsible for defining the connected continuum of learning and working that best aligns with hiring and advancement in the target industry, and analysis of gaps and disconnects in connected programming (e.g., dual credit, stackable credentials, for-credit work-based learning, credit for prior learning, etc.).</p> <p>(1) Also responsible for: An annual, high-quality skills standards process for the industry’s top ten (or more) critical occupations (or occupation families), available for use by any/all education and training entities for curriculum and credential improvements. Refreshed and expanded each year as needed.</p> <p>(2) Explore specific occupations or families of occupations</p> <p>c) Consortium shall additionally operate two agile working groups intended to convene Consortium members and additional experts and stakeholders on as-needed issues and topics:</p> <p>i) These shall be deliberately time-limited, as needed, just-in-time, just enough and focused on shifting topics depending on what is illuminated from Industry Consortium Executive Leadership Team discussions and work.</p> <p>ii) These shall focus on two broad categories: A) Policy Actions Needed; B) Innovation Solutions Needed.</p>
<p>Staffing</p>	<p>1) The Higher Education Coordinating Commission’s Office of Workforce Investments, or any other neutral entity designated by the State Workforce and Talent Development Board, shall staff the Industry Consortium, supporting and facilitating agreement among members.</p> <p>2) Industry Consortia staff will serve as members of the Future Ready Oregon Program Team in the Office of the Executive Director, reporting to the Future Ready Oregon Director until the Future Ready Oregon investments sunset in December 2026. Long-term, permanent Industry Consortia staff will be situated in the Office of Workforce Investments and responsive to the WTDB as a cross-system governance board.</p> <p>3) Staffing choices shall be made to maximize the combined needs of:</p> <p>a) Expertise in harnessing collective voice of a diverse collaborative, the Industry Consortium</p>

	<ul style="list-style-type: none"> b) Ability to achieve real outcomes and deliverables, informed and guided by the Industry Consortium c) Credibility with leadership from public and private member and non-member institutions that will lead to a high chance of success related to the top core functions of the industry consortium <p>4) Backbone staffing functions shall combine and include:</p> <ul style="list-style-type: none"> a) Full time Industry Consortium coordination, including exceptional facilitation skills; exceptional workstream management; ability to identify, access and use high quality data, information and input effectively; and an ability to broker relationships and cross-system collaboration. b) Creation and updates to an inventory of programs and institutions with education and training relevant to the target industry, and ability to act as the concierge for industry’s skilled graduate needs, managing the Skills Standards process and deliverables, and partnering with Industry Consortia and education partners to create stackable credentials and connected pathway guides. c) Policy advocacy with policy brokerage capacity across multiple systems, with an ability to translate Industry Consortia policy needs (legislative and administrative) to stakeholders and decision makers that can make needed changes. Requires an ability to act on behalf of the Industry Consortia, build and maintain relationships with partners, facilitates communication and coordination of policy development.
Schedule	<ul style="list-style-type: none"> • Kick off meeting (April 2023) <ul style="list-style-type: none"> ○ Determine working groups • Quarterly Meeting #1 (May 2023) <ul style="list-style-type: none"> ○ Review & Finalize Charter • Quarterly Meeting #2 (August 2023) • Quarterly Meeting #3 (November 2023) • Quarterly Meeting #4 (February 2024) <ul style="list-style-type: none"> • Standing Monthly Working Group Meetings (<i>Proposed</i>) <ul style="list-style-type: none"> ○ <i>Data Integration</i> ○ <i>Education & Training Responses (including Skills Standards & Career Pathways)</i> ○ <i>Expanding Equity and Diversity</i>
Healthcare Consortium Executive Leadership Team	<ul style="list-style-type: none"> • Janet Campbell – President, Oregon Health Leadership Council (<i>representing Industry</i>) • Marin Arreola – President, Advanced Economic Solutions Inc. (<i>representing Community-based Organizations</i>) • Dr. Adrien Bennings – President, Portland Community College (<i>representing Education</i>)
Healthcare Industry Consortium Membership	<ul style="list-style-type: none"> • See Membership List attached
Structure and Decision Making	<ul style="list-style-type: none"> • Industry Consortia are advisory to the Workforce and Talent Development Board and HECC staff • Structure and decision-making processes to be determined by committee members at first quarterly meeting • Executive Leadership Team will designate co-chairs who will provide leadership to the Industry Consortia, facilitate meetings, and work with HECC staff to develop agendas and meeting content
Conflict of Interest Statement	<p>Service on the Industry Consortia will not in any way prohibit consideration of an eligible organization associated with the committee member for award of Future Ready Oregon funds. Industry Consortia are advisory to the Workforce and Talent Development Board and HECC staff. Decisions related to Future Ready Oregon funds will be made by the Higher Education Coordinating Commission and its staff. Thus, no conflict of interest exists for Consortia members.</p>