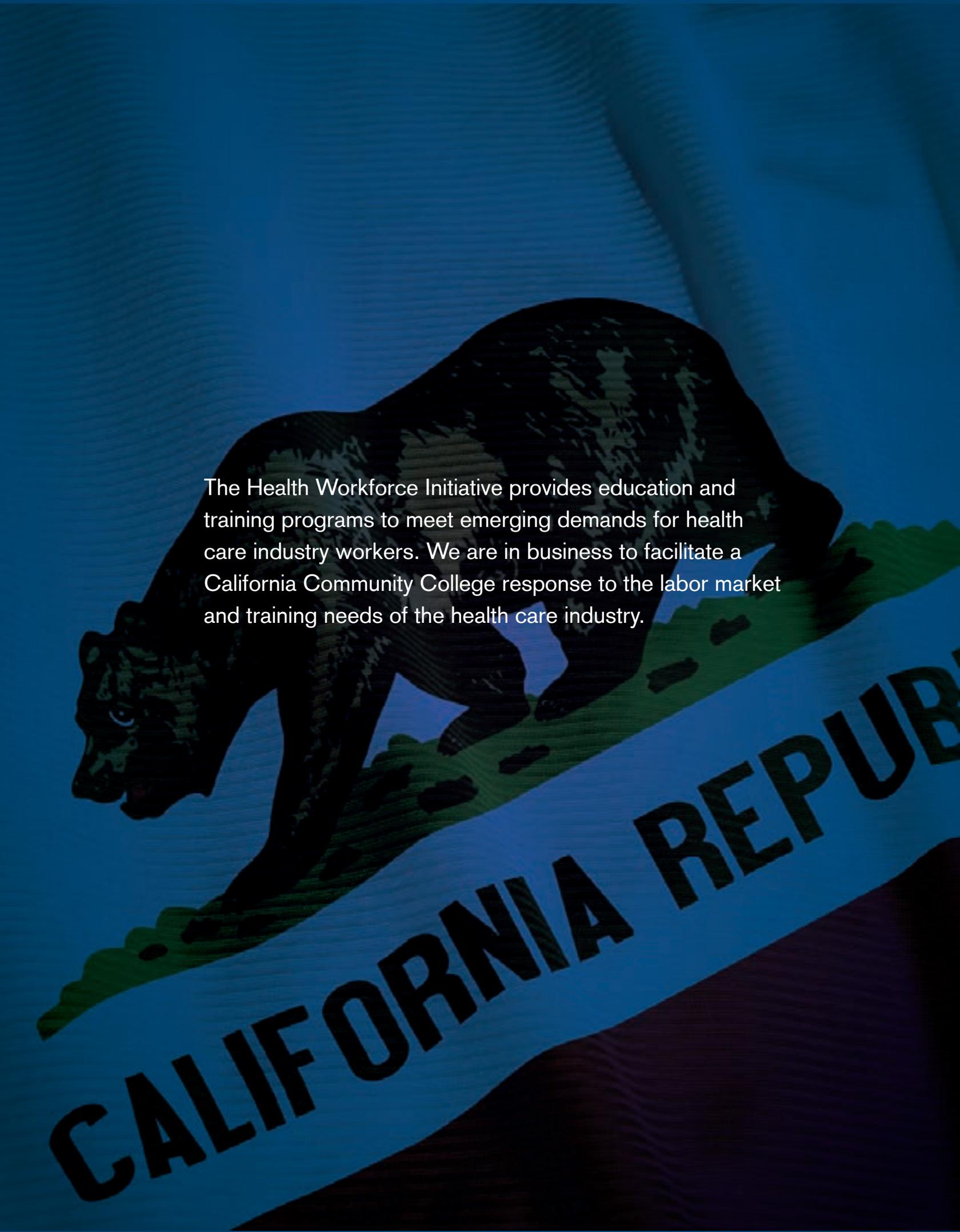




Health Workforce Initiative

Doing What Matters
for **Business & Industry**



The image features a stylized illustration of a bear walking from left to right on a green path. The bear is rendered in a dark, textured style. Below the path is a white banner with the text "CALIFORNIA REPUBLIC" in a bold, sans-serif font. The background is a solid blue color with a subtle, wavy pattern.

The Health Workforce Initiative provides education and training programs to meet emerging demands for health care industry workers. We are in business to facilitate a California Community College response to the labor market and training needs of the health care industry.

CALIFORNIA REPUBLIC



CALIFORNIA COMMUNITY COLLEGES

Doing What MATTERS™

FOR BUSINESS & INDUSTRY

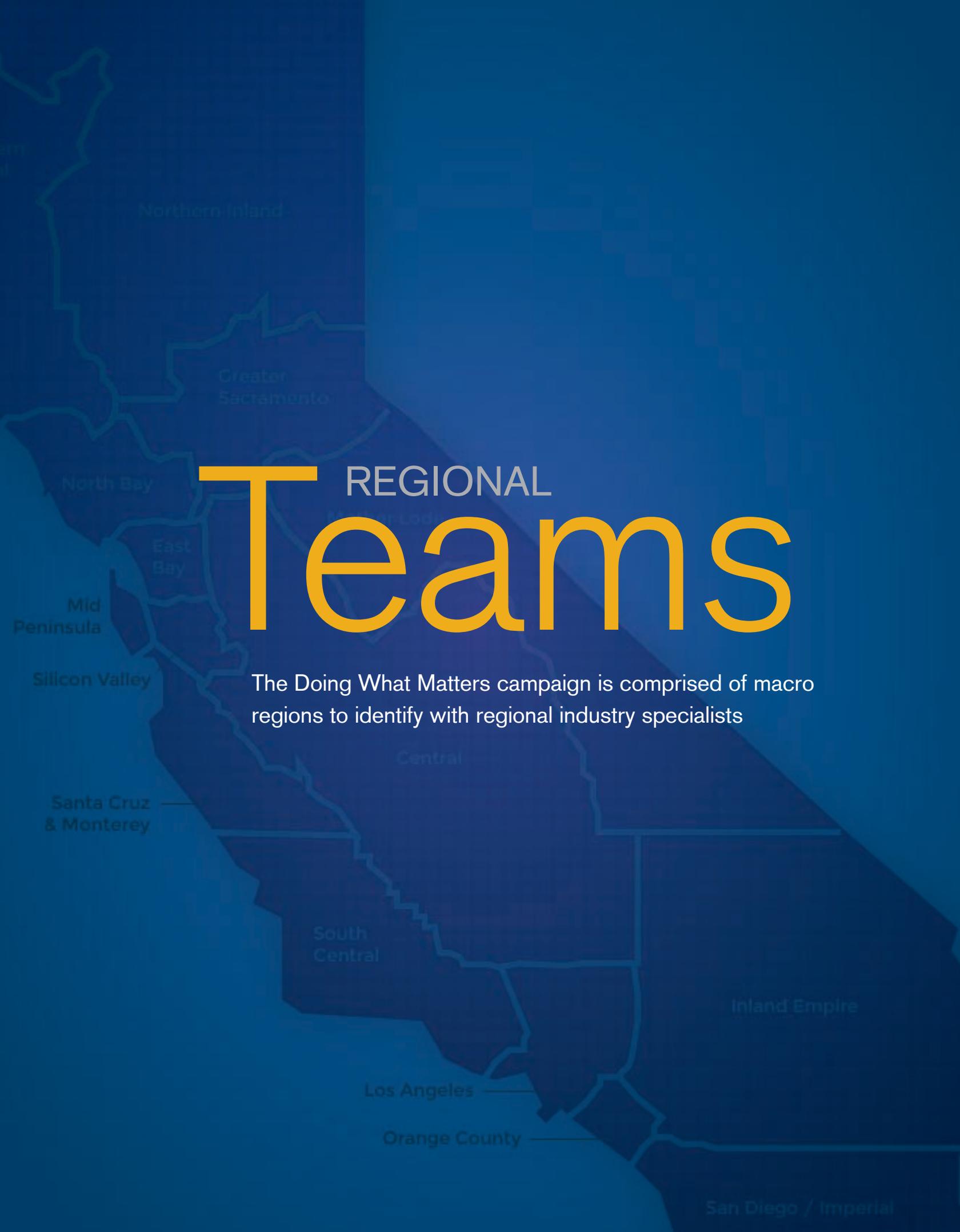
Our partnerships and systems working for you

Among the activities of the California Community Colleges Chancellor's Office, the programs of the Division of Workforce and Economic Development bridge the skills and jobs mismatch and prepare California's workforce for 21st century careers. The Division collaborates with employers, organized labor, local communities, and their community colleges to close the skills gap and to foster successful student completion.

The Health Workforce Initiative is an integral part of this Division and its Doing What Matters campaign, investing funding and resources in industry sectors that are key to California's economic growth. Doing What Matters is a concerted effort among California Community Colleges to partner with California business and industry and work together to find solutions to regional workforce issues pertaining to California's high growth sectors. The goals of Doing What Matters are to supply in-demand skills for employers, create relevant career pathways and stackable credentials, promote student success and get Californians into open jobs.

Health care is one of the designated high growth sectors in California. The Health Workforce Initiative identifies the workforce needs of California's health care delivery systems and develops solutions through a comprehensive problem-solving process that includes assessment and analysis, planning and development, and implementation and evaluation. We provide education and training programs to meet emerging demands for California's health care industry workers; to determine needs, facilitate development of innovative solutions and to locate resources to implement planned responses; and to evaluate and initialize health-related educational programs.

This edition is dedicated to helping health care business and organizations understand who to connect with in their region for partnership opportunities and services, and their roles in helping you succeed.



REGIONAL Teams

The Doing What Matters campaign is comprised of macro regions to identify with regional industry specialists



Deputy Sector Navigators

Local specialized industry expert

Deputy Sector Navigators serve as the in-region contact for a sector, working with the region's colleges and employers to create alignment around and deliver on workforce training and career pathways. There are seven macro-regions subdivided into 15 economic regions. Deputy Sector Navigators operate at the macro-region level. In certain geographies, there may be two Deputy Sector Navigators providing coverage to the macro-region.



Sector Navigators

Statewide specialized industry expert

- Sector Navigators serve as first contacts in a sector for employers and for the community college system, fielding inquiries and determining how best to address the inquiry. They have in-depth subject matter expertise in a particular sector or occupational cluster as well as familiarity with the assets of the California's community college system. The Sector Navigators operate with a statewide focus and align community college and other workforce development resources with the needs of industry sectors and occupational clusters.
- Sector Navigators assist the community college system – its various advisories, consortia, and networks – in connecting with industry associations and major employers and tracking industry trends that have workforce development implications, and facilitate engagement between businesses and colleges.





Linda L. Zorn, RD, MA
Statewide

Deputy Sector Navigators

Trudy Old

Northern Inland Region
Northern Coastal Region

Sue Hussey, M.S., OT/L

Greater Sacramento Region

Cynthia Harrison, RN, MS

Mid-Peninsula Region
Silicon Valley Region
Santa Cruz/Monterey Region
North Bay Region
East Bay Region

Valerie Fisher, RN, MA

Mother Lode Region
Central Valley Region



John Cordova, BSN, RN, PHN, DSD

South Central Coast Region (SCCRC) Region

Deputy Sector Navigators

Shari Herzfeld, RN, MN

Los Angeles Region

Laurie Sienkiewicz, DNP, RN, ONC

Orange County Region

Avante E. Simmons

Inland Empire/Desert Region

Ann Durham, RN, MSN, FNP, Esq.

San Diego/Imperial Region



MEET OUR
Team



Linda L. Zorn, RD, MA

Statewide

- **Sector Navigator Health, Doing What Matters for Jobs and the Economy**
- **Hosted by Butte College**
- **Registered Dietitian**
- **Masters of Arts from Marquette University, Communications and Rhetorical Studies**
- **30+ years experience in health care, management, and education including:**
 - » Statewide Initiative Director – Health Workforce Initiative, California Community College Chancellor’s Office Economic and Workforce Development Program (EWD)
 - » Health Workforce Initiative Center Director – EWD
 - » Co-Chair North Far North Regional Consortium
 - » Director Pacific Wellness Institute, CSU Chico
 - » Registered Dietitian and Wellness Specialist, Mercy Preventive Cardiology and Diabetes Center
 - » Executive Director, National Wellness Institute, Stevens Point, WI
- **Statewide Priorities**
 - » Coordination of the Statewide HWI Industry Advisory Committee and 3CNAC.
 - » Represent the CCCCCO as the nursing and allied health statewide subject matter expert.
 - » RN Specialty Certification Review Course/Training.
 - » Curriculum integration of the **Hi-Touch Healthcare: The Critical Six Soft** modules into nursing and allied health curriculum.
 - » Nursing and allied health faculty recruitment.
 - » Diagnostic Imaging Advanced Modality training - Computed Tomography (CT), Magnetic Resonance Imaging (MRI), Nuclear Medicine/PET –CT, Mammography, and Interventional Radiology (IR).
 - » Facilitation of the Community College Pathway to Medical School project.
 - » Participation in the California Healthcare Workforce Academy.
 - » Maintain HWI website – <http://ca-hwi.org>.
 - » Facilitate a statewide innovative practice conference for nursing and allied health faculty sharing of creative teaching strategies.
 - » In partnership with COADN and statewide nursing faculty, provide nursing professional development.
 - » Provide technical assistance to each Regional Consortia selecting health as a priority or emergent sector in the formation of workforce development networks to respond to the health care labor market needs of each individual region.
 - » Coordinate HWI Deputy Sector Navigator activities including labor market analysis, connections with industry including advisory groups, program development to meet industry need, business services, curriculum and new program development, professional development, collaboration with Regional Consortia, data reporting, strategic planning, and other essential tasks.
 - » Assist each region in meeting workforce needs based on the identified regional priorities.
 - » Develop and implement an incumbent worker training series, “Leading in a Healthcare Environment.”
 - » Facilitate Medical Assistant (MA) Certification Preparation courses
 - » Support two new curriculum development projects: Community Health Worker and Care Coordination.
 - » Support community college allied health baccalaureate pilot projects
 - » Promote the development of pre-allied health AS or certificate programs similar to the Sacramento City College model.
 - » Continue collaboration with CSU and private universities on ADN to BSN pathways.
 - » Partner with the Employment Training Panel (ETP) to increase the number of health care facilities utilizing ETP funds for training.



Trudy Old

- **DSN, Far North Region**
- **Hosted at Butte College**
- **Business Administration Degree**
- **25 + years health care experience**
 - » Grant and Contract Manager: EWD, SB70, SB1070, SB858, CDE, Private Industry Council and Workforce Development Boards
 - » Coordinate SWAC, 3C-NAC, COADN and HWI meetings
 - » Coordinate educator and incumbent worker professional development
 - » Manager, home health agency for five northern counties
 - » Facilitator for HHA and CNA continuing education
 - » Hospice volunteer
 - » Medical transcription business
- **Regional priorities include:**
 - » Continue existing industry, college and association partnerships and expand scope
 - » Promote and adhere to the Task Force on Workforce recommendations
 - » Align work plan, metrics, and goals to the Local Workforce Development Board (LWDB) and coordinate regional planning
 - » Partner with the pathway trust grant recipients to develop career pathways and offer student career exploration
 - » Technical assistance for new nursing and allied health programs/courses and clinical rotations
 - » Provide RN Specialty, MA certification, and incumbent worker training
 - » Promote and support train-the-trainer to expand MA certification regionally
 - » Provide faculty/staff professional development opportunities, including collaboration with Contract Education
 - » Support in-house industry CNA training in the rural/frontier areas
 - » Continue and expand work-based learning through the Health-Career Exploration Summer Institute (HESI)
 - » Provide teacher/faculty externships
 - » Promote CTE Pathways such as ADN to BSN
 - » Support and participate in Health Career Fairs
 - » Facilitate high school student tours with industry and colleges
 - » Support and expand the NorCal Science Teacher Collaborative which includes 7 counties, 32 schools, 54 teachers and over 2,800 students. Continue collaboration with other regions.
 - » Partner with HASPI San Diego to develop an on-line lab kit order tool for science teachers
 - » Pursue science kit order and assembly process with The Work Training Center
 - » Collaborate with the north region on an Allied Health Learning Community Model



Sue Hussey, M.S., OT/L

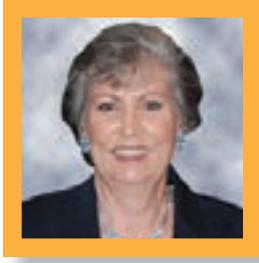
- **Deputy Sector Navigator, North Region**
- **Hosted by Sacramento City College**
- **Masters of Science in Occupational Therapy**
- **Experience (30 years' experience in health care as practitioner and educator):**
 - » Grant project manager: California Community College Linked Learning Initiative grant, California Wellness Foundation grant, Health Occupations Preparation and Education grant, FIPSE Recruiting and Retention grant
 - » Professor and Program Coordinator, Occupational Therapy Assistant Program, Sacramento City College
 - » Occupational Therapy practitioner specializing in physical rehabilitation and assistive technology for people with disabilities
- **Regional priorities include:**
 - » Providing incumbent worker training for nurses in advanced specialty areas.
 - » Working with industry, local workforce boards and community colleges within the region to identify workforce gaps, develop strategies for closing these gaps, and strengthening health occupation programs.
 - » Supporting curriculum development for health navigator, imaging and medical assisting programs.
 - » Promoting and supporting middle and high school pipeline activities.
 - » Engaging 9-14 health pathway faculty and staff in a community of practice geared towards learning about each other's systems and best practices as part of aligning curriculum and courses to facilitate successful student transitions into health careers
 - » Broadly publicizing 9-14 industry-informed health pathway programs
 - » Providing professional development opportunities for 9-14 faculty and teachers to update their skills
 - » Providing leadership to the region and Regional Consortia on all health sector programs and activities
 - » Providing staff development training on integration of soft skills utilizing the new modules (Hi-Touch Healthcare: The Critical Six Soft Skills) developed by the HWI IDRC.
 - » Providing Certification Review courses for medical assistants.



Mid-Peninsula/North Bay/
East Bay/Silicon Valley/
Santa Cruz/Monterey Region

Cynthia Harrison, RN, MS

- **Deputy Sector Navigator, Bay Region**
- **Hosted by Mission College**
- **Education:**
 - » Masters of Science in Nursing with Nurse Educator Emphasis
 - » Post-Masters Coursework in Simulation
 - » BS Nursing with Public Health Degree
- **Experience (35 years + in health care as practitioner and nurse educator):**
 - » Center Director, Health Workforce Initiative, Mission College
 - » Director Registered Nursing (LVN-RN) Program, Mission College
 - » Nursing Instructor, Mission College and San Jose State University
 - » Staff Nurse, Cardiovascular Surgical Intensive Care and Cardiac Catheterization Laboratory at Good Samaritan Hospital
 - » Staff Nurse, Asthma & Allergy Associates Outpatient Clinical and Medical Office
 - » OSHPD MHSA WET committee member
 - » CPR Instructor
- **Bay Area Region Healthcare Sector Priorities include:**
 - » Medical Assistant expanded practice, patient navigator role and/or modules for integration into allied health programs;
 - » Allied Health and nursing faculty development workshops;
 - » Men in Nursing workshop and assisting with chapter development;
 - » Mental health peer mentor/ and/or mental health/behavioral health worker programs;
 - » RN specialty training;
 - » Middle school and high school pathway and career awareness projects
 - » Soft skills, cultural competency, and linguistic competency training or programs;
 - » Career advancement/training for incumbent and dislocated workers; and
 - » Industry-recognized Nursing Assistant Certification testing



Central Valley Region

Mother Lode/

Valerie Fisher, RN, MA

- **Deputy Sector Navigator – Mother Lode/Central Valley Region**
- **Hosted by College of the Sequoias**
- **38 + years' experience in healthcare, workforce development & education**
 - » Registered Nurse – ER, Trauma, ICU/CCU, Flight Nursing & Transplantation
 - » Program Coordinator for various Community Collaborative Grants (WIBs/K-12)
 - » Regional Director/Program Director for numerous EWD special projects
- **Regional Priorities include:**
 - » Work in concert with the Central/Mother Lode Regional Consortium in moving the needle forward to improved student success and job readiness.
 - » Continue to serve regional colleges allied health/nursing programs with technical assistance, new program development, faculty engagement and innovative practices to facilitate increased student success and academic achievement.
 - » Collaborate and advance the work of community based organizations who offer health educational opportunities (WIBS, Economic Development groups, non-profit health organizations).
 - » Provide incumbent worker career advancement opportunities (RN specialty trainings, Medical Assisting certification review courses, and others as needed).
 - » Support regional Health Academies/ROPs/CTE Health Career Pathways with faculty trainings, curriculum updates and technical assistance.
 - » Offer educational workshops and conferences for high school and community college counselors describing ways to appropriately prepare students for the rigor of allied health and nursing college level programs.
 - » Monitor and support changes in the health care industry as the Affordable Care Act continues to advance healthcare practices with new and innovative models.
 - » Continue ongoing professional development activities in concert with Association of Nurse Leaders (ACNL), Nursing Leadership Coalition of the Central San Joaquin Valley (NLC), CA Community College Association of Occupational Education (CCCAOE), Association of California Community College Administrators (ACCCA) and other professional organizations.

South Central Coast Region (SCCRC)



John Cordova, BSN, RN, PHN, DSD

- **Deputy Sector Navigator, South Central Coast Region (SCCRC) Region**
- **Hosted by College of the Canyons**
- **17 years of experience in the community college system**
 - » Served in various capacities from classified, faculty and management;
 - » Skills include policy and advocacy; assessment, workforce scans and evaluation; curriculum development, simulation program implementation; grant writing, management and coordination; Certified DACUM and Compression Planning facilitator.
- **Regional priorities include:**
 - » Serve as the regional content/ industry expert on health and human services programs;
 - » Promote unified regional collaboration in allied health and nursing programs and link to high school health academies;
 - » Serve regional healthcare providers thru information dissemination, training in cutting-edge healthcare processes, consulting;
 - » Improve high skill labor pool and competencies identified by industry;
 - » Train incumbent healthcare employees;
 - » Outreach to high school students/ parents and faculty awareness of healthcare degrees and certificated programs;
 - » Foster and expand a Regional Advisory Committee;
 - » Facilitate regional South Central Coast Region (SCCRC) Regional Deans and Directors meeting from health and human services programs;
 - » Identify regional champions in CTE articulated programs and share best practices within the region;
 - » Develop framework for regional fiscal support in development of CTE program articulation.
 - » Provide awareness to identify special population to increase diversity into allied health programs (Men in Nursing Conf., Health Technology in Motion);
 - » Seek alternate funding sources for regional programs/ projects leveraging funds from outside sources (private foundations, state and regional funding);
 - » Serve on advisory boards of regional Workforce Development Boards, representing the Community College Health and Human Services programs.



Los Angeles Region

Shari Herzfeld, RN, MN

- **Deputy Sector Navigator, Los Angeles**
- **Hosted by Rio Hondo College**
- **Masters in Nursing UCLA – Medical Surgical Clinical Nurse Specialist with Concentration in Education**
- **Bachelors in Science, Nursing CSULB**
- **30 + years experience in health care as practitioner and educator including:**
 - » Professor of Nursing – Rio Hondo College, Los Angeles County College of Nursing, USC, CSULA
 - » Assistant Director of Vocational Nursing Program at Rio Hondo College
 - » Clinical Nurse Specialist in Plastic and Reconstructive Surgery at City of Hope
 - » Acute medical surgical, rehabilitation, and obstetric nurse – LACUSC, Rancho Los Amigos, Methodist Hospital
 - » Volunteer camp nurse: Girl Scouts, SGPV Jewish Federation, Big Brothers Big Sisters
- **Regional priorities include:**
 - » Serve as an intermediary for the LA Region's community colleges and the health sector to meet the region's workforce needs.
 - » Provide technical assistance and services within the sector to high schools, community colleges, and industry.
 - » Work collaboratively in a network comprised of statewide Health Workforce Initiative Sector Navigator and other Deputy Sector Navigators.
 - » Develop regional faculty collaboratives and advisory committees to connect programs with employers and promote and strengthen curriculum and program alignment.
 - » Work with employers, industry and labor organizations, and Workforce Development Boards to determine gaps in the workforce; promotes integration of workforce training and employment; strengthens programs.
 - » Provide incumbent worker training; promotes opportunities for contract education and faculty professional growth;
 - » Support community college curriculum; including credit, non-credit, not-for-credit or contract education, to meet the needs of the employer and employee.
 - » Form collaborative partnerships between health-related employers and the community college regional consortium, in order to maintain and expand the regional workforce.
 - » Prepare and administer the program implementation and monitor the collection of data elements.



Orange County Region

Laurie Sienkiewicz, DNP, RN, ONC

- **Deputy Sector Navigator, Orange County**
- **Hosted by Golden West College**
- **25 + years' experience in health care as practitioner and educator including:**
 - » Doctor of Nursing Practice-Systems Leadership, Rush University
 - » Masters of Science in Nursing-Family Clinical Nurse Specialist/Education, University of San Diego
 - » 25 years of experience in Orthopaedic, Med-Surg, and Telemetry as Staff Nurse, Educator and Clinical Nurse Specialist
 - » Nursing Director-Ortho/Neuro, Med/Surg, and Telemetry at Hoag Hospital
 - » Faculty-Golden West College and Vanguard University
 - » President-National Association of Orthopaedic Nurses
- **Regional priorities include:**
 - » Work closely with all Nursing and Allied Health programs in the 5 Community Colleges in the region;
 - » Meet with health care industry professionals in advisory committees, professional organizations, and specialty groups to promote role of HWI;
 - » Collaborate with Nursing and Allied Health Deans/Directors to provide professional development programs and implementation of new/revised curriculum;
 - » Provide incumbent worker training for specialty nurses;
 - » Support regional health academies, ROP, and CTE Career Pathways with faculty training, technical support, and collaboration.
 - » Provide certification review course for Medical Assistants;
 - » Collaborate with education and economic development partners to develop and publicize career pathways leading to long-term workforce needs within industry;
 - » Provide leadership for Regional Testing Center to continue operations for Nurse Assistant Certification Testing.



Avante E. Simmons,
Regional Director

- **Deputy Sector Navigator, Desert Inland Empire**
- **Hosted by College of the Desert**
- **Masters Degree in Organizational Leadership, Minor Business Ethics, APU**
- **15 yrs experience in (10) Career Technical Education and (5) Education Management**
 - » Job Placement Specialist, Regional Occupational Programs
 - » Business Liaison, Regional Occupational Programs (ROP)
 - » Advisory Committee Coordinator, ROP Programs
 - » Advisory Committee Coordinator, Community College CTE
 - » Articulation Officer High School-Community College agreements
 - » Grant Manager, CTE Transitions and sb70

Inland Empire Desert Region

- **Regional Priorities include:**

- » Serve as the in-region contact for the Health Sector
- » Work with the region's Community Colleges and Employers to create an alignment around and delivery on workforce training and career pathways for healthcare programming
- » Operate at the macro-region level, serving the health industry or occupational cluster selected by the macro-region as its priority or emergent sector is targeted for investment
- » Work closely with Inland Empire Desert Regional Consortium to align the needs of sector employers with the program and curriculum offered by colleges within the regional consortium
- » Through the network of Deputy Sector Navigators and under the leadership of the Health Sector State Navigator, work to normalize workplans, learn of curriculum models and effective practices, and field "how to" questions
- » Promote Soft skills, cultural competency, and linguistic competency training or programs
- » Provide opportunity for career advancement/ training for incumbent and dislocated workers
- » Share responsibility of moving the needle on Common Metrics and Accountability Measures
- » Work with employers, industry and labor organizations, along with Workforce Investment Boards (WIBs) to determine gaps in the workforce
- » Strengthen programs within the Health Sector at regional colleges and high schools
- » Explore and promote opportunities for faculty professional growth
- » Participate with Hospital Advisory Committees and link to College programs and High School Health Academies
- » Participate in and expand Regional Advisory Committees
- » Bring together CTE and SB70 Directors – explore and expand articulated career pathways or career lattices and a system of stackable credentials
- » Explore and expand collaborative incumbent training through credit, non-credit, or contract education, depending upon the needs of employers



San Diego/ Imperial Region

Ann Durham, RN, MSN, FNP, Esq.

- **Deputy Sector Navigator, San Diego/Imperial Region**
- **Hosted by Grossmont College**
- **35+ years experience as a Registered Nurse**
 - » RN in Telemetry, ICU/CCU, Oncology, ER, Pre-Op, PACU
 - » Family Nurse Practitioner in College Student Health Centers
 - » Taught in Advanced Practice Nursing Programs at George Mason University, University of Kansas, University of Hawaii
- **10+ years experience as an attorney**
 - » Specialized in Social Security Disability Appeals for people with HIV/AIDS
- **Regional priorities include:**
 - » Work closely with all Nursing and Allied Health programs in the 10 Community Colleges in the region
 - » Meet with healthcare industry professionals in a variety of venues [advisory committees, professional organizations, focus groups, etc.] so HWI can help to ensure that the community colleges are meeting the workforce training needs of the healthcare industry
 - » Support the San Diego Welcome Back Center, which helps internationally trained health professionals get licensed to work in California, thereby increasing cultural and linguistic competency of healthcare providers, leading to improved compliance, satisfaction, and outcomes for our diverse patient population
 - » Collaborate with the Health and Science Pipeline Initiative [HASPI] to:
 - Increase healthcare career awareness
 - Improve performance in high school and college science courses
 - Strengthen transition and retention rates in college programs
 - » Provide incumbent worker training/professional development to:
 - Healthcare professionals
 - Nursing and Allied Health faculty members
 - » Facilitate DACUM job analyses and curriculum development, as needed
 - » Work with Regional Consortium and with Regional and Statewide Health Advisory Committees to meet identified Health Sector needs
 - » Collaborate with Health Sector Navigator and Deputy Sector Navigators to continue successful work throughout the State

Health Workforce Initiative

Mission:

To promote the advancement of California's health care workforce through quality education and services.

Purpose:

The purpose of the Health Workforce Initiative is to identify health care workforce needs and cultivate solutions. The role of the Health Workforce Initiative is to facilitate a community college response to workforce needs.





CALIFORNIA COMMUNITY COLLEGES

Doing What MATTERS™

FOR BUSINESS & INDUSTRY

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Statewide

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Health Workforce Initiative