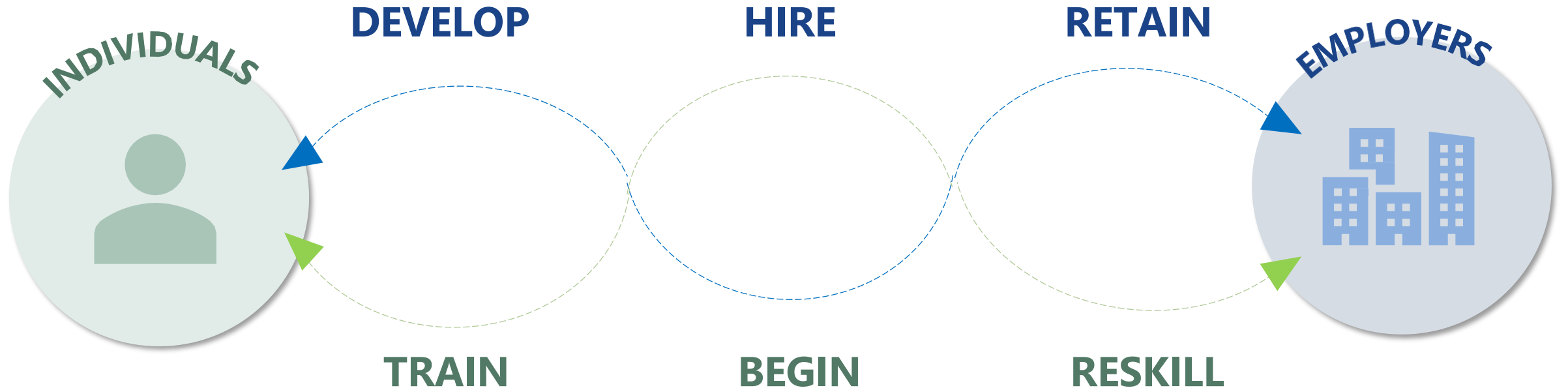


What's The Role of Virginia Works?

- 1 • WE COORDINATE, EVALUATE, AND PROVIDE STRATEGIC DIRECTION FOR STATEWIDE WORKFORCE DEVELOPMENT PROGRAMS *as the designated agency setting performance metrics & outcomes data for continuous improvement*
- 2 • WE DIRECTLY ENGAGE WITH THE BUSINESS COMMUNITY, EMPLOYEE ORGANIZATIONS, AND ORGANIZED LABOR *to gather firsthand customer feedback and improve service delivery statewide*
- 3 • WE SUPPORT LOCAL DELIVERY OF CAREER COACHING, SKILLS ASSESSMENT, AND TRAINING & JOB PLACEMENT SERVICES *that are provided at Virginia's 20+ local American Job Centers through federal WIOA funding*
- 4 • WE DIRECTLY DELIVER SELECT WORKFORCE SERVICES AT THE LOCAL LEVEL *such as Registered Apprenticeship, layoff aversion for businesses, reemployment services for those receiving unemployment, and programs for Veterans, migrant and seasonal farm workers, and more!*

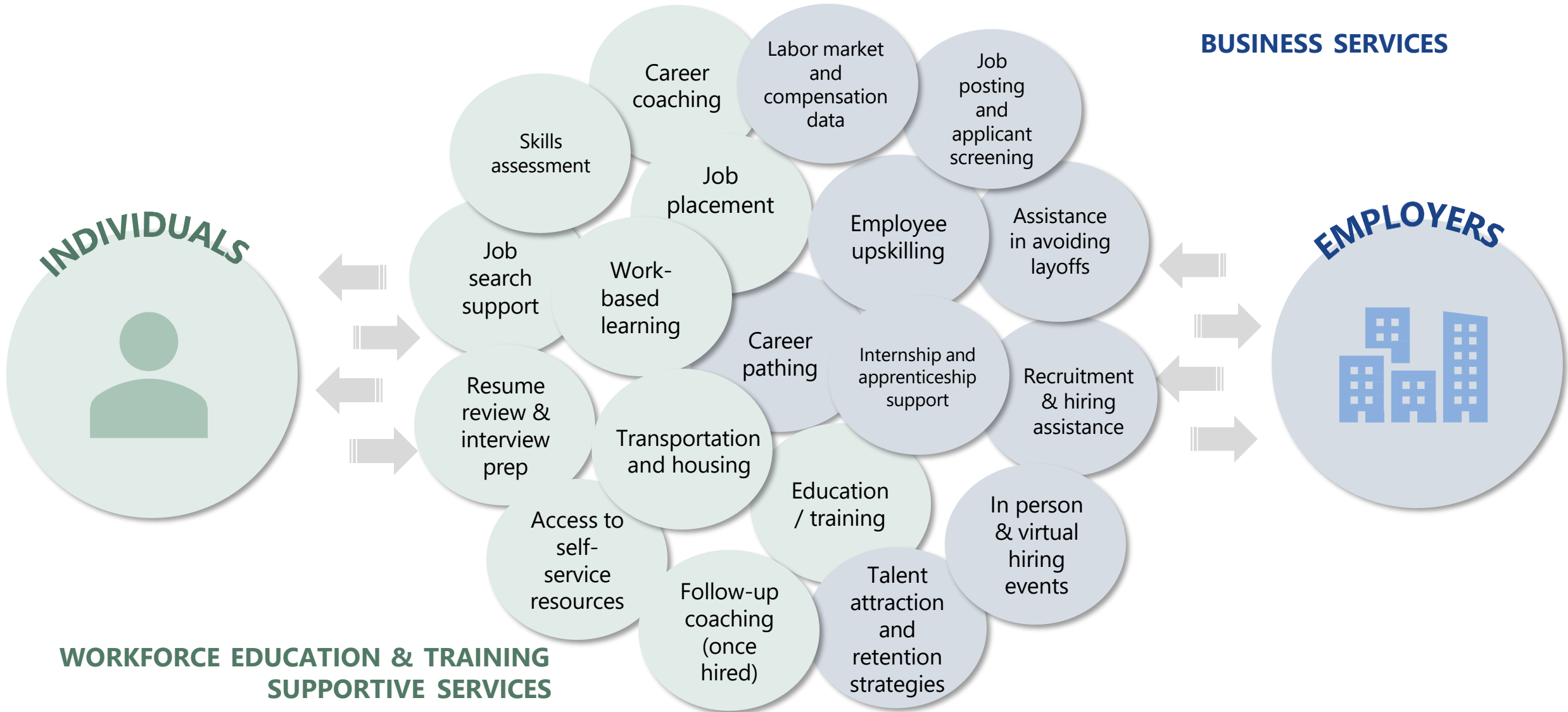
Our Dual Customers: Virginia's Individuals and Employers



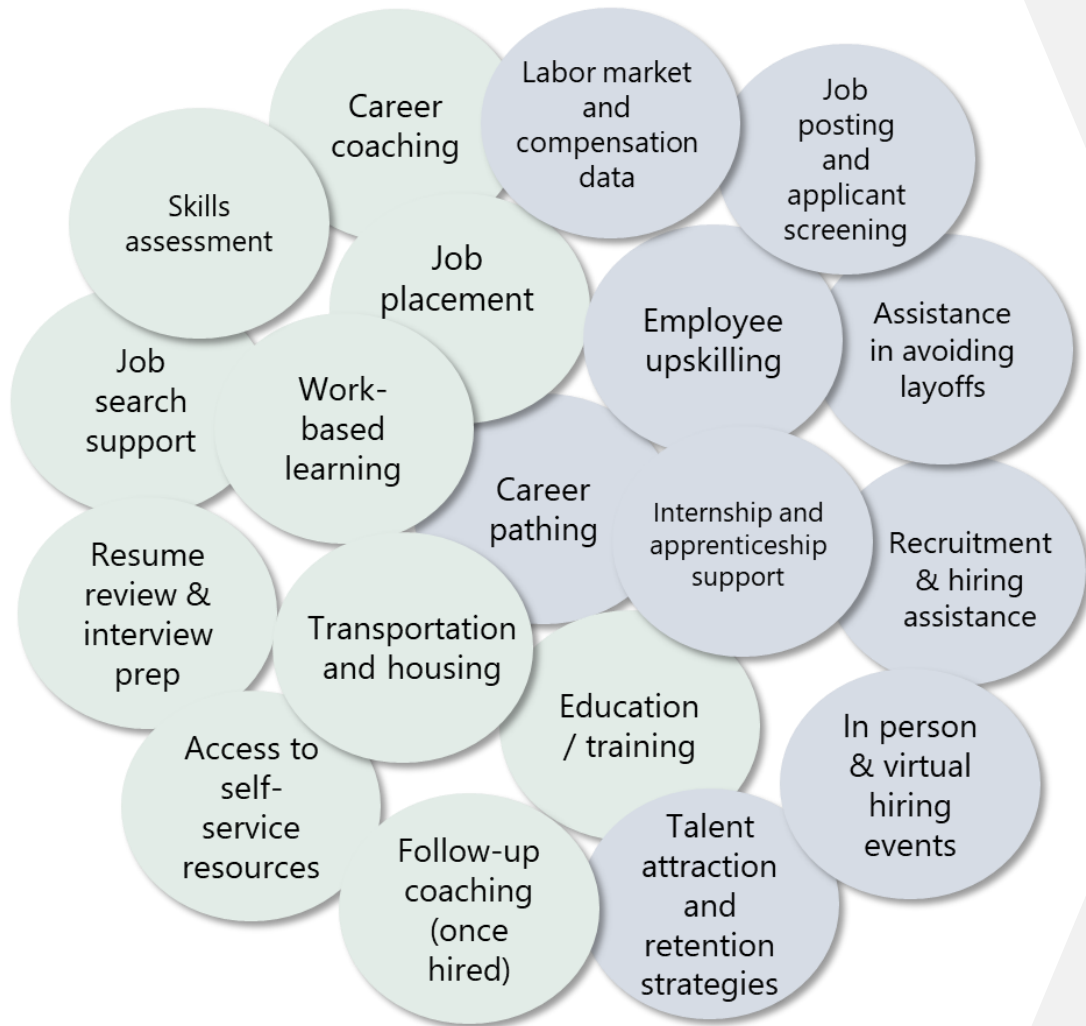
First – What Services Do Our Customers Need?



A Level Deeper – What *Specific* Services Are We Talking About?



Virginia Works Isn't Doing It Alone



WHERE ARE SERVICES PROVIDED?

- At Virginia Career Works centers across the Commonwealth managed by 14 local workforce development boards
- At community colleges
- At local DSS, DARS, and other offices

WHO PROVIDES SERVICES?

- | | |
|--------|----------------------|
| • DARS | • VEC |
| • DBVI | • VCCS |
| • DSS | • VDOE |
| • DOC | • VEDP |
| • DVS | • Virginia Works |
| | ... <i>and more!</i> |

Metrics Effort: Reminders Shared with Participating Programs

SIX CORE METRICS

- 1 People Trained
- 2 Progressed Wage Growth
- 3 Job Retention Rate
- 4 Total Program Cost
- 5 Job Placement *(or Jobs Created for Business Services Programs)*
- 6 Program Cost per Placement
And per Participant

WHAT THIS IS

- An effort to collect metrics across programs involved in workforce development at the statewide level to understand program activity and performance
- Program-focused, not individual or cohort-focused – as in, we are gathering overall program data around activity during each reporting period, NOT tracking cohorts of participants over time
- Intended to set baselines only after one full year of data collection
- Focused on measuring individual program performance over time – NOT performance relative to each other

WHAT IT ISN'T

- It is NOT longitudinal – as in, it does not track cohorts of participants and their outcomes over time
- It is NOT gathering individual participant outcomes over time

This effort is focused on measuring individual program performance over time, not against one another. We are looking to see which programs are performing so that we can scale them and collaborate with others to improve their performance.



Collaborating to Address Regional Workforce Challenges: A Roadmap

Last updated August 22, 2024

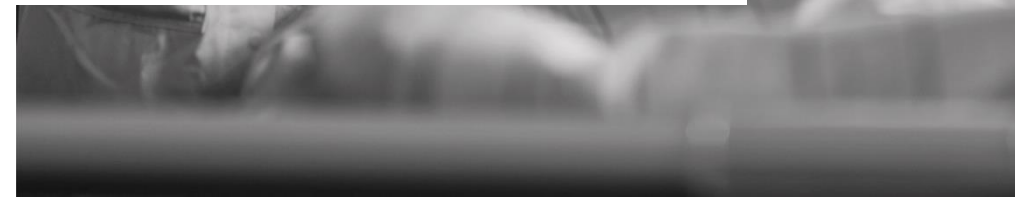
Better Jobs, Vibrant Economies, Healthier Communities - Together

Why are you reading this document?

The Commonwealth faces a health workforce crisis. Industry-focused workforce partnership is a solution.

What's the point? You might call it a collaborative, a network, a coalition, or a collective impact model – but a single organization cannot create a talent pipeline of trained workers to meet industry needs. Employers, educators, non-profits/philanthropy, and government must work together as partners to collectively enhance the health science talent pipeline.

- **Places workers in good careers in Virginia.**
- **Strengthens the health industry & Virginia economy.**
- **Improves access to health services.**



Launching and scaling your team is a journey. This playbook is your guide:

HOW TO USE THIS PLAYBOOK

1. Given the complexity of the workforce ecosystem and local/regional nuances, this document is a framework to simplify that complexity, but NOT “the only way” to produce valuable outcomes.
2. There is no “one size fits all” approach to solve workforce challenges. This resource is meant to inspire ideas and action, recognizing that regions have unique challenges and strengths that will shape their workforce efforts.
3. This playbook includes details on a number of the most common activities related to starting, building, and scaling a workforce partnership. Not all topics will be relevant to every reader or regional team.

HOW IT WAS CREATED

This Playbook was created through a joint project with the Commonwealth of Virginia and Claude Moore, and was informed by:



50+ *workforce stakeholders*



4 *in-person site visits to GO Virginia Region 2, Region 3, and Region 5*



Secondary research of workforce data, Virginia resources, national workforce models, and evaluation



Guiding Principles

Sector-based workforce partnerships take many forms. The Guiding Principles embedded throughout this playbook are what it all comes down to, regardless of how your efforts evolve. We suggest you pay particular attention to them!

What is the sector partnership model?

You might call it a partnership, network, collaborative, ecosystem, coalition, or a collective impact model...

Whatever you call it, it's a **team of people across organizations working together** to prepare the workforce of today & the future.

IN WORKFORCE DEVELOPMENT

The concept of a "sector strategy" or "sector partnership" is often used to describe industry or employer-led efforts to solve workforce shortages or skill gaps.

Typically galvanized by one initial convening entity, a cross-organization team comes together to define the challenge, design programs or initiatives to solve it, source funding, and administer and evaluate them.

THE CRITICAL ROLE OF INDUSTRY & EMPLOYERS

While there are countless players in the workforce ecosystem who serve individuals, if they do so without active engagement from the employers who are expected to hire and retain them, their efforts may not ultimately be successful. Having an employer(s) at the table, actively engaged, and committed is **the** critical pillar of success.



Guiding Principle #1: One size does not fit all

What works in Northern Virginia may not work in Southern Virginia. What works in Staunton may not work in Richmond.

Workforce partnerships are collaboration between employers within the same industry, educators, government, philanthropy, non-profit, and community organizations that focus on key issues related to the target industry in their region.

Partnerships are business-driven, locally led, and are empowered to make decisions and act based on the unique needs of their community.

They act as a coordinating body to address industry workforce needs.

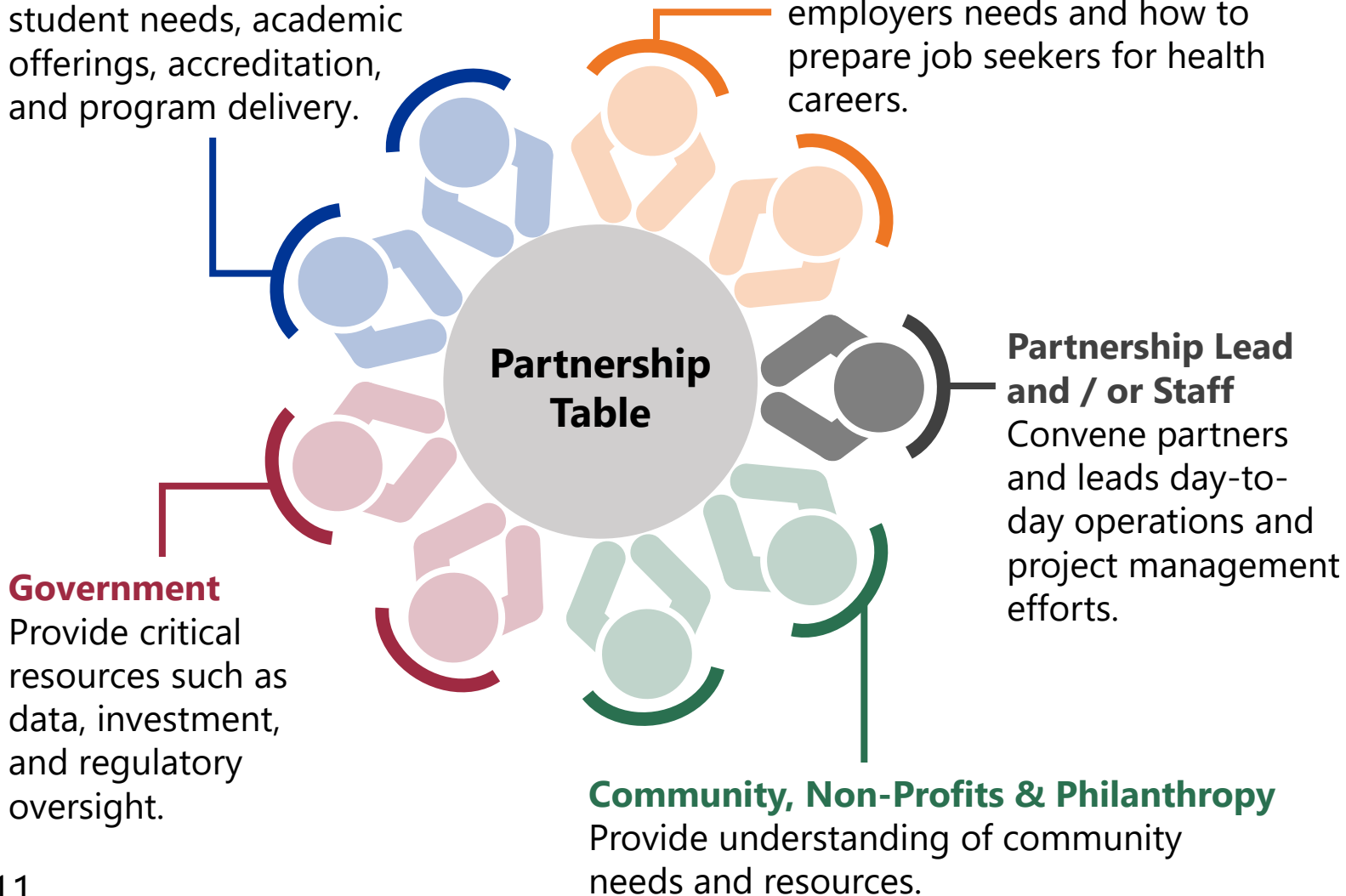
Who comes together in a partnership model?

Educators

Provide understanding of student needs, academic offerings, accreditation, and program delivery.

Employers

Deliver understanding of employers needs and how to prepare job seekers for health careers.



★ Guiding Principle #2: Make it a win-win-win

What is in it for my organization? For the team to thrive, there needs to be a clear value-add for each organization.

For...

- *Employers*, the partnership can increase their access to needed skills and individuals, improving operations and bottom line. Provides single table at which to work with public entities
- *Job seekers*, the partnership can provide clearer pathways to in-demand careers in their community
- *Educators*, the partnership can provide partners to help equip students for work
- *The community*, the partnership can improve access to health services

What can partnerships achieve together?

As local/regional teams, partnerships will have different focus areas by design. They most successfully achieve the following:

- 1 Shape education and training programs to meet industry needs
- 2 Increase outreach and exposure to students and job seekers
- 3 Improve utilization of resources and build education and training capacity
- 4 Communicate policy & regulatory challenges and shape solutions

Guiding Principle #3: **Small wins can make a big impact**

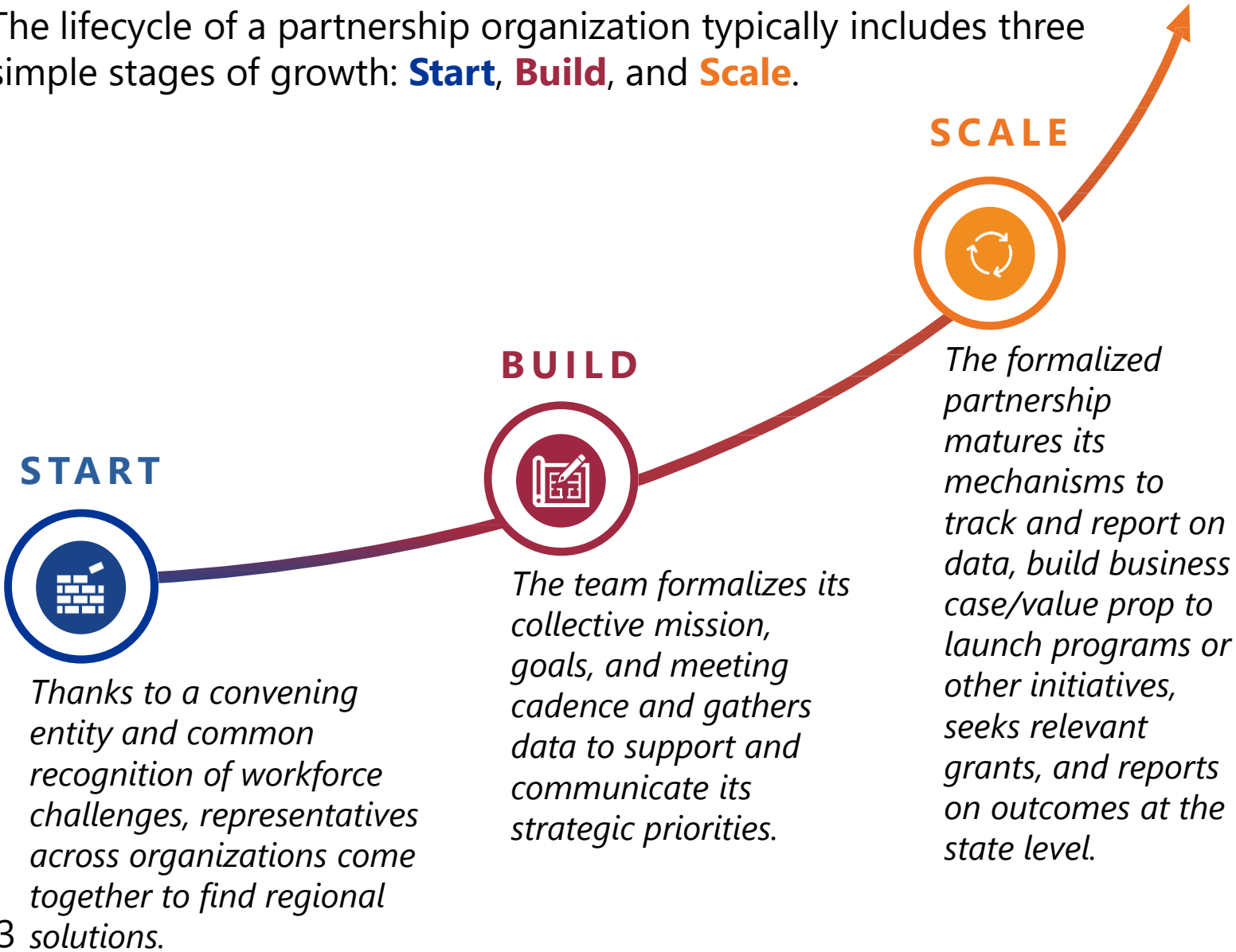
It's about outcomes, not process or ownership.

Partnership models should focus on what they are able to achieve today and recognize that workforce efforts are iterative and will improve over time as the partnership evolves.

Working together to coordinate and complement efforts will break down silos, reduce duplication, and improve outcomes.

How do partnerships evolve?

The lifecycle of a partnership organization typically includes three simple stages of growth: **Start**, **Build**, and **Scale**.



Guiding Principle #4: Organic growth is good

It's hard to put forth exactly one recipe for what makes a partnership "successful" – and that's okay.

The Blue Ridge Partnership for Health Science Careers was established in 2019 by a core group of dedicated employers, educators, and community leaders.

Today, the partnership engages ~75 leaders across a variety of committees aligned to their strategic goals focused on academic planning, student engagement, advancing IT and workforce analytics, and others.

Learn More: [BRPHSC WhoWeAre Flyer.pdf](#)
(virginiahealthcareers.org)



Blue Ridge Partnership
for Health Science Careers

Important to remember: The diversity of our Commonwealth

Partnership models will reflect the nuances of their local communities and regional economies. Some factors to consider are...



Rural or Urban

Rural, urban, and suburban communities have different resources and challenges.



Employer Landscape

Employer needs vary and the types of health science employers will vary by region.



Education & Training Assets

Each community will have unique education & training resources and will offer different programs region-to-region.



Population Demographics

Who are the community members that would benefit from workforce programs, where do they receive information, and what are their needs?



Geographic Size & Infrastructure

Ability to access resources can be a challenge for large regions with widely distributed resources.

Guiding Principle #5: It isn't rocket science

At the end of the day, a “partnership” is truly that – just a team working together with a common vision.

Project Quest was started in 1992 in San Antonio, TX by a partnership of employers, education institutions, and community partners focused on upskilling residents for in-demand healthcare careers. In 2023, Project Quest:

- Worked with nearly **2,400 individuals**
- Program graduates realized a **200% wage increase**, moving from an average wage of \$15,553 pre-program to \$46,6482 post-program



What indicates “success” for a partnership?

It can be hard to define progress or success for a partnership or its discrete programs. Some indicators and long-term outcomes include:

EARLY PROGRESS INDICATORS

Measuring priorities and the partnership as an organization

Diversity of organizations involved in the partnership & continued engagement over time

Impact of priority programs/initiatives launched by partnership

Progress towards strategic goals as articulated by partnership

EXPECTED ONGOING OUTCOMES

Measuring the partnership’s impact on the region & industry

Job placements increase in critical workforce segments

Retention rates increase across key roles for every employer

Vacancies decrease in critical workforce segments

Accessibility of meaningful careers increases for jobseekers

Guiding Principle #6: Data informs everything

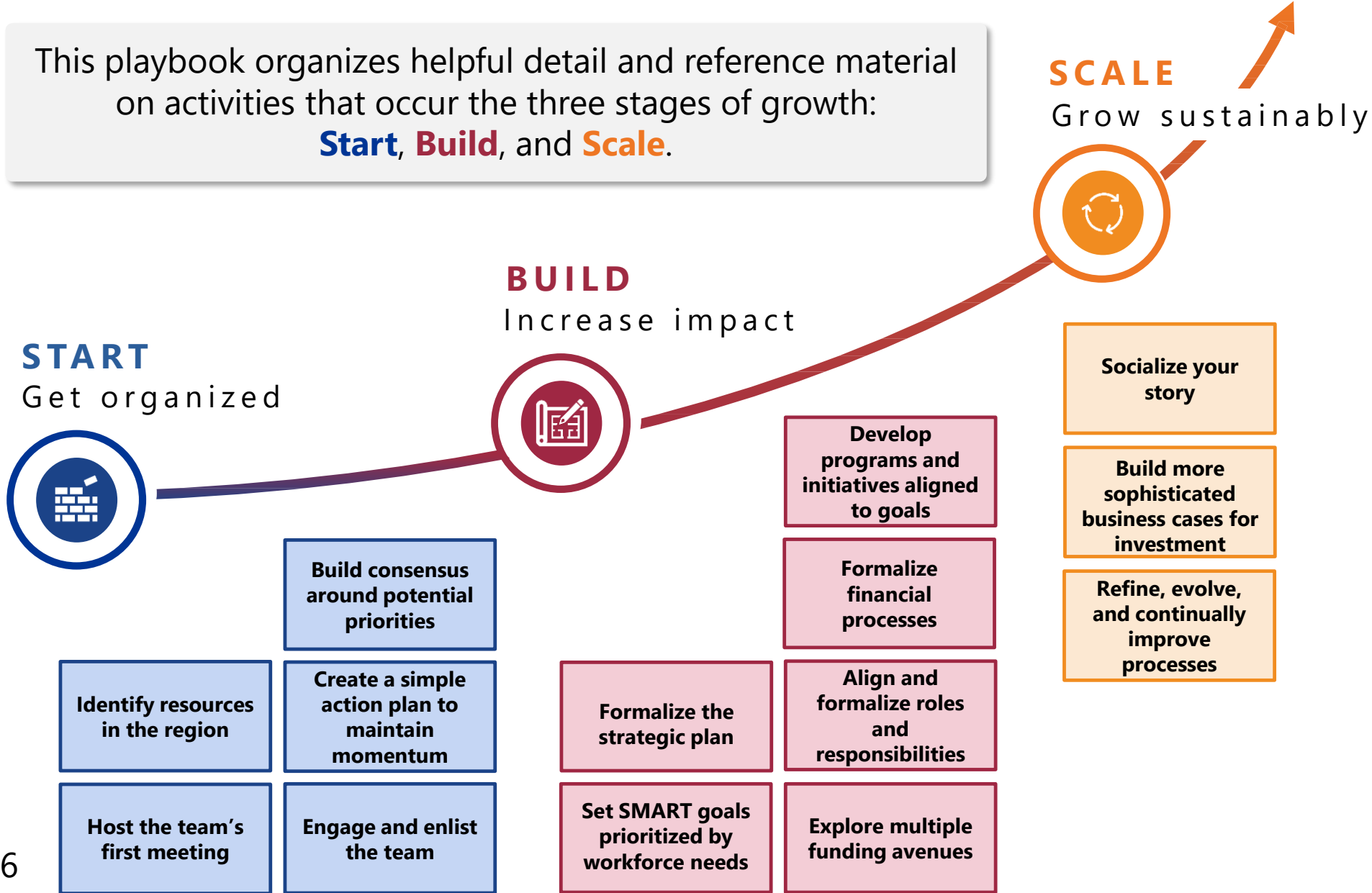
[George Mason University Center for Health Workforce](#) supports multiple GO Virginia Regions in leveraging data to inform regional decision making:

- Providing data to understand labor demand and workforce gaps
- Establishing processes to track and validate multiple data sources, with ability to collect deidentified employer data
- Supporting partnership strategy development and priority setting of partnership activities
- Interpreting data and conducting analysis to measure partnership impact

Navigating this playbook to meet you where you are today



This playbook organizes helpful detail and reference material on activities that occur the three stages of growth: **Start**, **Build**, and **Scale**.



What do these icons mean?

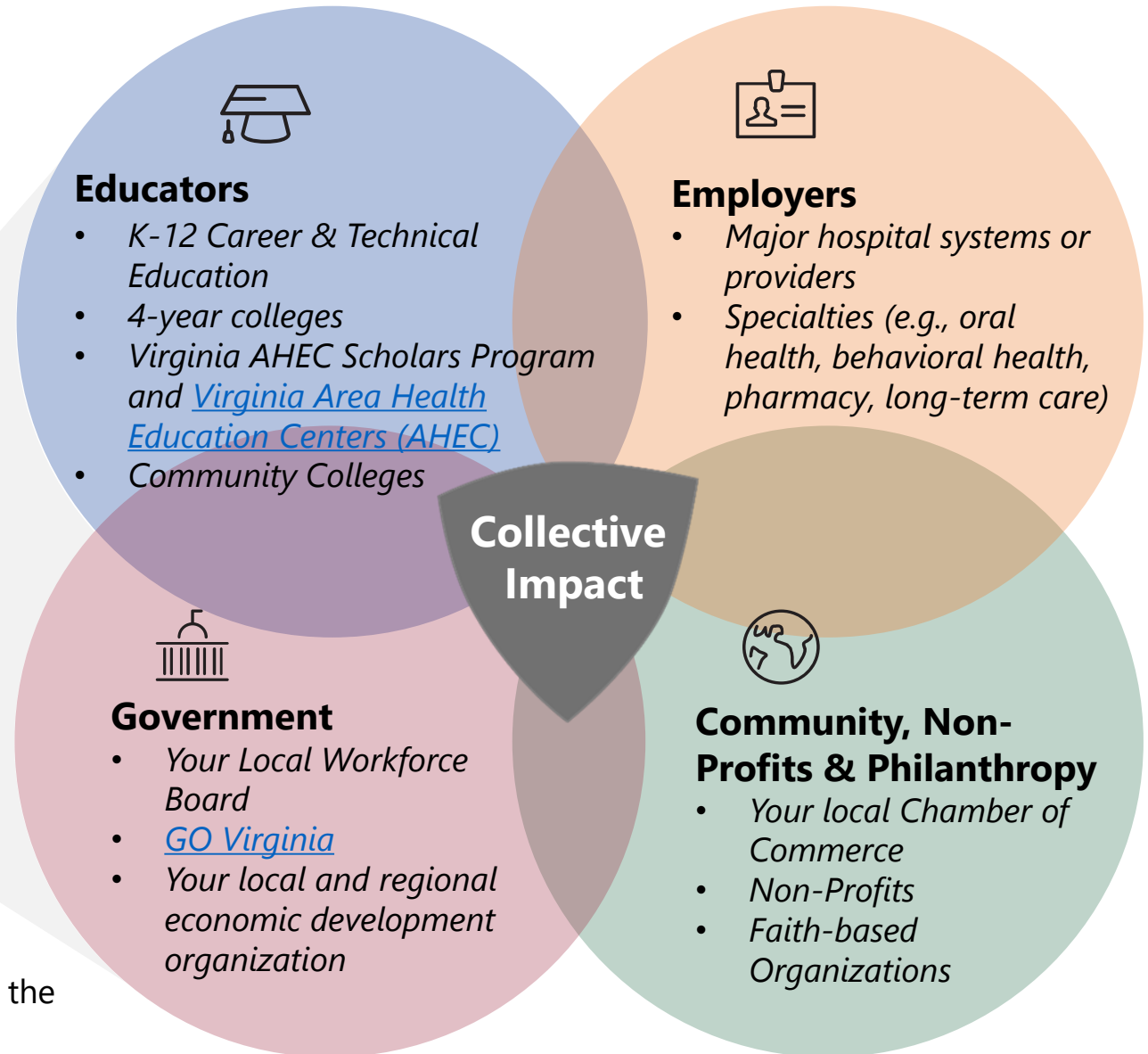
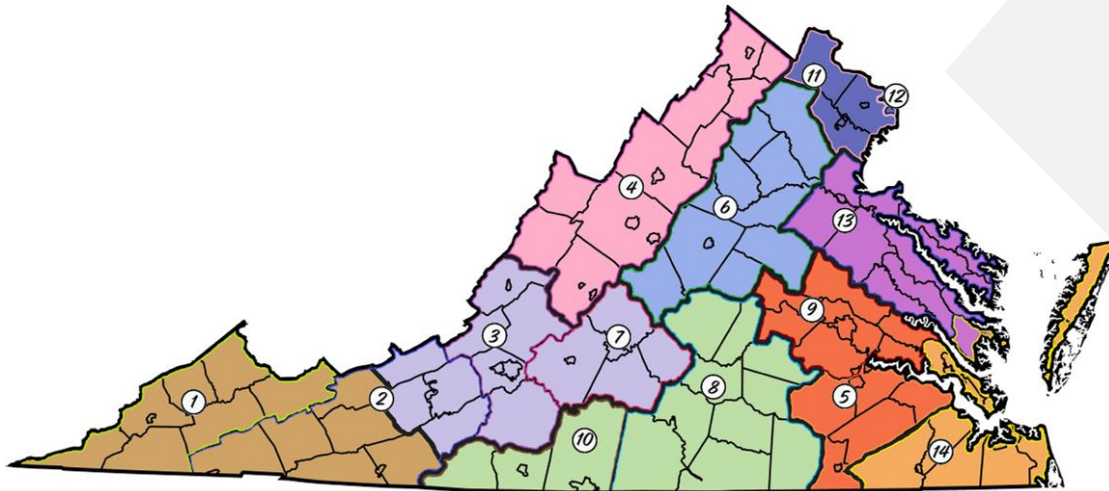
Refer to the colored icons at the top right corner of each page to let you know where you are in the lifecycle of the organization:

-  **START**
-  **BUILD**
-  **SCALE**

Identify resources in the region



Your workforce ecosystem is complex and includes a variety of players and stakeholders, each with their own roles and goals. **Recognizing existing efforts** and how you can amplify them while addressing unresolved gaps will help your team be seen as a contributor and collaborator rather than competitor.



Additional detail, points of contact and resources can be found in the playbook Appendix: Start section, on pages 36-43.



SERVE VIRGINIA

We exist to inspire & celebrate volunteering and service in Virginia.

- Serve Virginia represents a more intentional partnership between the Virginia Service Commission, which operates within the Virginia Department of Social Services and the Virginia Service Foundation, an independent 501(c)3 organization.
- In addition to supporting community service and volunteerism statewide, Serve Virginia oversees the annual grant competition that awards funding for AmeriCorps State and connects organizations to national service resources

National Launch: Youth Mental Health Corps

teenVOGUE

STYLE POLITICS CULTURE IDENTITY VIDEO SUMMIT SHOPPING

Identity

This New Program Offers a Systemic Solution to America's Youth Mental Health Crisis

The program will provide young people with mental health care, while giving those who are interested in mental health work with training and tangible experience.

Addressing America's Youth Mental Health Crisis

AXIOS



Serve Virginia

WHY SERVE ▾ GET INVOLVED ▾ FIND RESOURCES ▾ ABOUT US ▾ Q



NEW INITIATIVE
Youth Mental Health Corps in Virginia

LEARN MORE

Serve Virginia Joins New National Initiative to Address Youth Mental Health Crisis

June 10, 2024

AmeriCorps

About Serve Partner Members & Volunteers Grantees & Sponsors

NEWSROOM

Eleven States Launch New Initiative to Address America's Youth Mental Health Crisis

Virginia Youth Mental Health Corps

- Develop incentives for workforce development and national service, including **service-to-career** and **service-to-credit or credential pathways**, higher education incentives, and networking opportunities with Schools and Employers of National Service to offer additional benefits for members that earn certifications through their service.
- Design a national service (AmeriCorps) program model that will **engage young Virginians aged 18-24 in service opportunities** to address youth mental health needs (aged 13-18).





Service to Career Pathways

- Assess current landscape of credentials with experts and determine training, credential, and credit opportunities for members:
- Behavioral Health Technician and Assistant
- Potential for training in curriculums (TMHFA, YMHFA)
- Partnering to provide trainings across programs for things like CPR, resource navigation, suicide prevention, etc.
- Connecting with potential employers to map out pathways to aligned roles (school based mental health professional, paid CHW or family/youth support partners, etc)

YMHC Program Model

Pathways:

- Deepening impact of existing programs that train and credential Community Health Workers and Peer Recovery Specialists
- Designing a program with school-based mental health roles

Members can pursue one of three service-to-career pathways:



School-based mental health navigator

Members will earn stackable credentials and/or credits toward a higher education program as they serve in schools, out-of-school-time programs, and community-based youth organizations in communities with limited access to mental health services.



Peer support/recovery navigator

Members who have lived experience with mental health challenges and/or substance use disorder will support peers and near-peers along their recovery journey while getting the training and experience required to earn a peer support/recovery specialist state certification.



Community mental health navigator


Members without lived experience will have the opportunity to serve youth and young adults in communities where access to mental health resources is limited, all while receiving the training, support, and experience to earn a community health worker state certification.




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YMHC Program Model

- Option 1: part to full time, earned or are earning bachelor's degree in related field, assisting school counseling department in delivering specific curriculum (TMHFA or other)
- Option 2: part time, little to no previous education required, placed with out of school time partners like 4H or nonprofit afterschool settings
- Career pathway: BHT or BHTA, curriculum training, other appropriate trainings including areas like CPR, 211, etc decided in partnership


Members can pursue one of three service-to-career pathways:

 **School-based mental health navigator**

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 **Community mental health navigator**

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YMHC Program Model


Partnering with Recovery Corps:

- Option 1: supporting school based SUD or recovery programs, like Chesterfield Recovery Academy
- Option 2: supporting youth through community recovery programs
- Career pathway: PRS, BHT or BHTA, other appropriate trainings including areas like CPR, 211, etc decided in partnership


Members can pursue one of three service-to-career pathways:

 **School-based mental health navigator**

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 **Community mental health navigator** →

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YMHC Program Model

- Developing in partnership with community CHW training programs
- Career pathway: CHW, BHT or BHTA, other appropriate trainings including areas like CPR, 211, etc decided in partnership

Leveraging National Service for Youth Mental Health

- Gathering stakeholders to identify ways to align YMHC efforts with other plans and initiatives
- Fall surveys to gather input from potential members, host sites, and programs

Partners:

- First Lady's Office, Governor's Administration, Secretaries of Health and Human Resources and Education, DSS, DBHDS, Right Help Right Now, DOE
- VA Funders Network
- CSBs (Mount Rogers, Horizon BH), schools, DBHDS Behavioral Health Academy
- 25+ nonprofit partners, funders, local government, higher ed. institutions





**Your next
career move
is someone's
brighter
future.**



Virginia Youth Mental Health Corps to launch Sept. 2025

- Planning for 75 members across the three pathways
- Opportunities for program partners to operate Youth Mental Health Corps programming
- Opportunities to collaborate on service to career pathways by supporting members in accessing training and resources during their terms of service