



To: The UPLIFT Grant Review Committee

The SLO Healthcare Workforce Partnership is pleased to submit this application for a Catalyst Accelerator Grant. The Partnership was formed in 2023 to address the critical shortage of healthcare employees in the San Luis Obispo (SLO) and northern Santa Barbara Counties. This collaborative has 48 members representing 30 organizations with healthcare employers; education and training providers; and the SLO County Workforce Development Board.

The Partnership requests funding to implement a core strategy outlined in their Strategic Plan. To meet the needs of local healthcare employers, the Partnership plans to build the “SLO Healthcare Career Pathway Program.” Initially, this program will provide healthcare career exposure to high school students, paid summer internship programs for college students, and direct links to high quality jobs in the region.

For this project, the Partnership will partner with Health Career Connection (HCC), a 501(c)3 organization, to study the feasibility of adapting and piloting a customized version of HCC’s nationally known internship model program for college students and designing and piloting high school career fairs. HCC will serve as the fiscal agent and program director for the grant.

Michelle Shoresman, SLO Healthcare Workforce Partnership
Jeff Oxendine, Health Career Connection

UPLIFT Grant Application, submitted 12/13/24

SLO Healthcare Workforce Partnership / Health Career Connection

Cover Letter: Upload a .pdf file (required; limit: 200 words). See attachment

Entity Overview:

Administrative Information

Applicant ID (HCC applicant ID): 235

Entity's Legal Name (required; limit: 300 characters):

Health Career Connection, Inc. (fiscal agent for the SLO Healthcare Workforce Partnership)

Website URL (required): <https://www.slohealthcareworkforce.org/slohealthcarecareers>

Headquarters or Main Office (required): Health Career Connection

Country: USA

Address: 300 Frank Ogawa Plaza, Suite 243

Address Line 2:

City: Oakland

State: CA

Zip Code: 94612

Entity Structure (required):

x 501c3 nonprofit and ...

x Other: The SLO Healthcare Workforce Partnership is a multi-agency, community-based collaborative with Health Career Connection (HCC), a Partnership member and 501(c)3 nonprofit, serving as the fiscal agent and key partner agency for this grant application.

Unique Entity Identifier (SAM UEI) or Federal Tax Identification Number (required): 25-1904312

Primary Contact Person (required): Jeff Oxendine, Founder and CEO

Primary Contact Person's Role (required): Fiscal Agent and Program Director

Primary Contact Person's Email Address (required): Joxendine@healthcareers.org

Primary Contact Person's Phone (required): 925-330-5363

Would you like to list a second contact (required): Yes (Susan McGraw, Project Coordinator, SLO Healthcare Workforce Partnership, info@slohealthcareworkforce.org; 734-330-4772)

Will there be any co-applicants (required): No

Are you using a Fiscal Sponsor (required): Yes

Entity Financial Information:

What are your entity's primary funding sources (required)? Private Donations, Service Fees, Other (HCC)

Attach your entity's most recent financial or audit statement (required .pdf file): HCC provided

Confirm that your entity has the ability to provide liability insurance (required): Yes

Entity Mission Statement & Overview:

Describe what your entity does and its mission statement. Please provide a concise overview of your entity, including key activities and services (required; limit: 300 words):

The SLO Healthcare Workforce Partnership was formed in 2023 to address the critical shortage of healthcare professionals in physical, behavioral, and oral health. This multi-agency collaborative is composed of 48 members from 30 organizations representing healthcare employers, education and training providers, and workforce development agencies in San Luis Obispo and northern Santa Barbara Counties. The Partnership's mission is to ensure universal, equitable access to high quality healthcare in SLO County and northern Santa Barbara County by investing in solutions to strengthen and diversify the County's healthcare workforce, implementing a sustainable model that responds to emerging health care needs and expanding access and pathways to high quality health jobs for local residents.

As the fiscal agent and Program Director for this project, HCC's mission is to inspire, empower and professionally prepare the next generation of health leaders and professionals who are from and reflect the communities they serve. Through its paid health internship and health equity scholars programs, HCC provides community and 4 year college students with exposure, experience, mentorship, skill-building and networking to successfully pursue their authentic health careers, secure quality jobs and enter health professions training programs. HCC has a priority emphasis on students from first generation college, disinvested communities, and underrepresented backgrounds. HCC's paid experiences provide participants with invaluable economic and educational opportunities that lead to upward mobility and access to jobs in high demand health careers. Since 1990, HCC has empowered 5,400 alumni to become leaders and professionals in healthcare, behavioral health, and public health.

HCC also provides ongoing career, professional, and leadership development to our alumni throughout their health career journeys and connects them to employer and health professions

school partners who are seeking to meet their workforce, talent, excellence, diversity, and equity goals.

Project Overview:

Project & Predevelopment Activities Overview:

Provide a description of your project. What are the project's objectives and expected outcomes (required, limit 600 words)?

In January 2024, the Partnership finalized a Strategic Plan, based on an analysis of local healthcare employer/stakeholder interviews and surveys; demographics; labor market data; education/training options; national/state best practices; and regional model programs. This data illustrated the critical shortage of healthcare employees projected for the next 5 to 10 years, at all levels of the career ladder, in physical, behavioral, and oral health.

The local data for San Luis Obispo County indicated significant projected 10-year shortages of top-level healthcare professionals (i.e., primary care/specialty care physicians, psychiatrists, and dentists), ranging from 23% to 31% of current positions needing to be replaced. However, the need for some entry to mid-level positions is projected to be more critical, ranging from over 100% replacement of employees (Nurse Practitioner and Clinical Social Workers at 102%) to 179% (Personal Care Aides).

In addition, the Partnership conducted a survey of local healthcare employers to identify the Top 9 Critical Occupational Needs by 2030, which include: Primary Care Physician, Nursing (CNA/LVN/RN), Physical Therapist, Radiology Technician, Medical Assistant, Marriage & Family Therapist, Registered Dental Assistant, Community Health Worker, EMT/Paramedic.

The Partnership also identified a significant lack of equity in the SLO County healthcare workforce and is committed to building a workforce that is reflective of the local community. (see Equity section).

To address these challenges, in 2025/26, the Partnership will study the feasibility of creating a healthcare career pipeline, custom-designed to meet the unique needs of healthcare employers in San Luis Obispo and northern Santa Barbara counties. For this project, the Partnership will collaborate with Health Career Connection (HCC) to design and test a tiered healthcare career pathway program. The tiered pathway will be built on HCC's proven model implemented in other regions, which emphasizes recruiting students who are from disinvested communities, underrepresented backgrounds, or are first generation college students.

The HCC model includes a paid, 10-week, full-time summer healthcare internship, professional development, and mentoring for college students. This project will assess how to best adapt HCC's

proven model to meet the specific needs of local healthcare employers. It will enable planning, curriculum development, and testing of the components of the tiered pathway program.

In addition, this feasibility study will evaluate the effectiveness of adding coordinated linkages with other components of the pipeline. Possibilities include: 1) Expanding the internship program to offer two versions (i.e., a 10-week full-time program and a 16-week part-time program focusing on community-college students interested in nursing, pre-nursing, or high demand, high-quality technical health occupations); 2) adding career exploration fairs to expose high school students to occupations, training, and education programs; and 3) offering additional supportive services including mentoring, exploration of advanced educational options, and connections with employers for job placement.

To assess the feasibility of the custom-designed pipeline, this project will include piloting the program framework, format, and curriculum to test its effectiveness and scalability. We anticipate that this pilot project will be called the “SLO Healthcare Career Pathway Program.”

The ultimate objective of this project is to increase the number of students, from disinvested communities, who choose healthcare careers aligned with area workforce needs, obtain needed education and training, secure high quality local jobs, and access professional development opportunities to support their career advancement, resilience, and economic mobility.

Project objectives include: 1) Designing and testing the program format at 2 high school career exposure events for a total of at least 110 students; 2) Developing the curriculum and piloting the new versions of the summer internship program for 12 college students in 2025 and 12 students in 2026; and 3) Creating the plans and piloting 2 pipeline mentorship events.

Describe the predevelopment activity(ies) that your entity is requesting funding for. How do these predevelopment activities support the overall project? Please explain their importance and expected outcomes (required, limit 500 words):

The Partnership will undertake the following grant-funded, pre-development activities to plan, pilot, and evaluate the “SLO Healthcare Career Pathway Program” to increase access to high quality healthcare jobs for local high school and college students and address growing regional health workforce gaps:

1. **Program and Curriculum Development:** Adaptation of HCC’s proven model (i.e., 10-week, full-time health career exposure, professional development curriculum, internship placements, and mentorship services) to meet the needs and capabilities of local students, with a priority emphasis on students from disinvested communities. The pilot program and customized curriculum will include: professional skill building; exposure to high demand, high quality jobs/careers; job search support; mentorship; and strategies for advancing health equity and cultural/linguistic competency.

The customized program and curriculum development is important to ensuring that local students, particularly those from disinvested communities, have the knowledge, skills, and support that will enhance their chances of success. The pilot will evaluate if the intended outcomes will be achieved and identify adjustments that need to be made for future program implementation.

2. **Paid Internship Stipends for the Pilot:** The grant will fund educational stipends for some internships that cannot be funded by the host employer. The planned stipend of \$5,000 for a 400-hour internship enables students to participate in the program by helping cover the cost of housing, transportation, living and educational expenses, which are particularly critical for students from disinvested communities. During the pre-development phase, we will assess if the stipend amount is sufficient to attract, enable, and support area students. We will also demonstrate the value to employers of hosting interns so they commit to funding interns during and after the grant period.
3. **SLO Healthcare Pathway Program Manager:** HCC has replicated and successfully adapted its proven paid internship model to 13 different regions. A key success factor is having a local Program Manager who is from the region with extensive community health industry knowledge and strong connections with employers, training programs, community organizations, and funders. The Program Manager must also have the expertise to partner with employers and educational institutions to develop a locally adapted and “owned” program and understand how to engage and support students. The budget will support a contracted, part-time Program Manager, who will work with Partnership leadership to plan, administer, and evaluate all components of the pilot. The Manager will be supported by HCC’s staff, including CEO, Jeff Oxendine, who lives in Avila Beach.
4. **Support for Pilot Program Activities:** Grant funds will be used to manage the pilot for interns, annual mentorship events, and health career fairs for high school students. HCC incurs significant staffing and administrative costs (beyond the budgeted program manager wages) to recruit, place, case manage, mentor, and pay interns. In addition, program activities such as orientations, workshops, and mentoring events require funding for space, program materials, food and/or transportation. Evaluation of program and participant outcomes is also provided. HCC covers these costs through a program fee of \$3,350 per intern.

What stage of funding is your project at (required)? Accelerator

What county is your project located in (required)? San Luis Obispo and Santa Barbara

Is the applicant or co-applicant located in or serving a disinvested community (required)? Yes

Please specify the groups or communities that will directly benefit from the project. Include demographic information and describe how these groups or communities will benefit. Explain how the identified beneficiaries align with the overall goals and objectives of the project. How does your project meet the Justice40 guidelines, ensuring at least 40% of project benefits are

direct, meaningful, and assured benefits to disinvested communities (required, limit 400 words)?

The demographics for San Luis Obispo County reflect great disparity in the socioeconomic indicators for residents. “SLO County consistently ranks in the top 10 most unaffordable small metro areas in the nation.” (Source: Leslie, K., March 2022, San Luis Obispo Tribune). Housing is the primary factor in the high cost of living, with the average home price in 2022 of \$829,000 (previous source by Leslie, K.) and the average cost of rent of \$3,200/month (as of February 2023, Zillow Rental Manager). Unfortunately, 31% of residents in SLO County have an annual household income of less than \$50,000 (U.S. Census Bureau, 2021).

Many of these residents are living in areas of SLO or northern Santa Barbara Counties designated as “disadvantaged” or “low-income communities” such as: San Miguel/Lake Nacimiento (census tract 6079010016), Paso Robles (census tract 6079010102), Atascadero (census tract 6079012800), the City of San Luis Obispo (census tracts 6079010901, 6079011200, 6079011002, 6079011101, 6079011501), Morro Bay (census tract 6079010603), Los Osos (census tract 6079010703), Grover Beach/Oceano (census tracts 6079011902, 6079012200, 6079012102), Nipomo (census tract 6079012401), and Santa Maria (census tracts 6083002502, 6083002306, 6083002402, 6083002011, 6083002305, 6083002303, 6083002304, 6083002403, 6083002404, 6083002209, 6083002205, 6083002206, 6083002101, 6083002102, 6083002103, 6083002007, 608300210, 608300211). (Source: California Climate Investments Priority Populations)

The cost of living and housing, coupled with low-wage jobs, are consistently rated as the most significant barriers to the recruitment and retention of local healthcare employees. This reinforces the need to develop programs to expose students to high quality healthcare career options, provide experiential learning opportunities, and ensure that employees receive wages that are adequate to meet the cost of living. Many of the non-degree certificate programs for healthcare technology occupations (i.e., ultrasound, respiratory, vascular, X-ray, radiology technicians) offered at the local Community Colleges and technical schools have salaries ranging from \$70,000 to \$124,000/year.

During the pilot phase of this project, recruitment activities will ensure that more than 50% of program beneficiaries will be high school students, college students, and young adults from the targeted disinvested communities (listed above), have experienced economic hardship, are the first in their families to go to college, have been justice-system involved, and/or are bilingual, etc. In addition, the pilot high school career fairs will be located in two of these identified communities and internship placements will focus on healthcare employers serving these areas.

Sector & Strategy Alignment

Does your project align with the Target Sector of Precision Manufacturing and Advanced Business Services (required?): No

Does your project align with the target sector of Healthcare (required): Yes

Does your project align with the Target Sector of Agriculture (required): No

Does your project align with Economic Mobility: Main Street & Black, Indigenous, and People of Color (BIPOC) Small Business Development (required)? No

Does your project align with Economic Mobility: Training, Upskilling, and Learning and Development? (required) No

Does your project align with Economic Mobility: Child Care? (required): No

Does your project align with Climate Resilience through Economic and Workforce? (required) No

Does your project align with Community Development? (required). No

UPLIFT North Star Alignment

Explain how your entity’s work, and specifically this project, will be a catalyst for change on the Central Coast and support Uplift’s vision for community-based economic prosperity (required; limit 500 words):

The UPLIFT Central Coast Regional Plan has identified Healthcare as one of the larger industries that is essential to the economic vitality of the region since the availability of high-quality healthcare is a critical factor in the recruitment and retention of employees in any industry, including the two targeted sectors of Precision Manufacturing and Advanced Business Services. The “SLO Healthcare Career Pathway Program” aligns very closely with many of the Healthcare Strategies included in the Regional Plan that are designed to “Enhance Job Quality in Prominent Sectors.” It supports four of the tactics included under Healthcare Strategy #2 (Bolster Workforce Pipeline Between Educational Institutions and Healthcare Institutions). The Partnership has conducted labor market research, surveyed local healthcare providers, mapped the local healthcare training and education opportunities, and identified the most critically needed occupations for the area. Based on this research and in collaboration with representatives of physical, behavioral, and oral health employers, the healthcare career pipeline will be built by representatives of the SLO County Office of Education, Cuesta College, Cal Poly State University, A.T. Still University, and Health Career Connection. Local healthcare employers will be sponsoring paid internships for college students as a component of this pipeline, which will link students to quality job opportunities.

In addition, this program aligns with 5 of the tactics for Healthcare Strategy #3 (Expand Training and Awareness on Healthcare Career Paths). Partnership member organizations will be designing and implementing career exploration fairs for high school students, which will provide interactive activities, speakers, field trips to healthcare facilities, educational materials on career pathway and local educational opportunities, and information on scholarships, financial aid, government programs, internships, etc.

The “SLO Healthcare Career Pathway Program” will contribute to strengthening the region’s healthcare workforce and increase economic opportunity for area residents through health

careers that offer highly competitive salary and benefits packages. Participants will gain greater and more equitable access to high quality healthcare jobs and health professions training and become more competitive candidates. Health employers and educational partners will have a more robust, diverse pool of local candidates to advance their workforce, access, health improvement, equity and diversity goals. A stronger health workforce with local residents having higher quality jobs, and expanded health access to community residents will fuel regional prosperity and support growth in Precision Manufacturing and Advanced Business Services.

Participants in paid internships will have equitable educational stipends, rather than unpaid roles, to advance their education and health career goals. The program will enhance equity as interns will primarily come from disinvested communities. Interns will have a greater likelihood of securing their first job out of both 2 and 4 year colleges which will put them on a trajectory for higher quality jobs, advanced health professions training, and long-term economic success. Students will have greater connections to local health employers and mentors which will increase their likelihood of staying in the area post-training. HCC's proven model, once adapted locally, will promote long-term program sustainability.

Job Creation and Economic Competitiveness

Explain how your project promotes the creation of quality jobs and ensures equitable access to quality jobs for disinvested communities. (required, limit 400 words)

The pilot project aligns closely with the Healthcare Strategies included in the Regional Plan that are designed to "Enhance Job Quality in Prominent Sectors." The primary focus of the project is to provide local college students, particularly those from disinvested communities, with exposure, experience, and access to quality area healthcare jobs. Almost all healthcare professions that students can access through a 2 or 4 year college degree have quality entry level jobs and career trajectories with high upward mobility, earnings, and impact potential.

The Partnership's research from health employers indicates that there is high current and future demand in high growth, high wage health professions such as radiologic technologists, nursing (LVN/ RN, NP), behavioral health, dental assisting, and primary care. Through the pilot, students will gain access to and relationships with area health employers and have paid opportunities to demonstrate their qualifications, commitment, and potential for these jobs. They will have mentors that help strengthen their motivation and provide access to immediate and future opportunities.

Internships may also be provided in health management, policy, technology, and population health. HCC's experience in other regions is that community college and 4-year college interns are often hired (71% of the time) or receive an extended internship in these types of roles, including into entry level positions such as health planning analyst, outreach specialist, health education associate, clinical research coordinator, quality assurance associate, or financial analyst. In other HCC regions, these roles pay an average starting salary of \$45,000- \$65,000 plus benefits with health employers. We

anticipate at least 40% of SLO participants will gain job offers or extended internships at the end of their experience or upon completion of their education.

Many participants will go on to earn bachelors and graduate degrees, which will help fill critical area workforce gaps and provide high career earning potential. Over 82% of HCC alumni complete a graduate degree in the health professions within 10 years of their HCC experience.

In areas like the Central Coast, many students leave the area for health professions training and don't or can't afford to return. In similar HCC regions, like the Coachella Valley and Central Valley, HCC has found that the connections to local employers that students gain from their internship experiences increase the likelihood that they will see the value of service to their local community and secure jobs there before and after health professions training.

How does your project contribute to the Central Coast region's ability to avoid, withstand, and recover from economic shocks? (required, limit 400 words)

Regardless of economic shocks, there will be a growing demand for healthcare workers on the Central Coast. The significant aging of the population, growing rates of chronic disease, emerging infectious diseases like COVID, and persistent health disparities will increase the demand for healthcare. Growing demand is occurring as the region's already insufficient supply of health professions continues to decrease due to the aging health workforce, provider burnout and professionals leaving the field. Without significant action and investment now, these trends will continue to worsen, regardless of the region's economic situation, and if not addressed could contribute to regional economic challenges. Increasing gaps between the race and ethnicity, language capabilities and lived experience of the health workforce compared to the population also require action and investment. Research has clearly demonstrated the positive benefits of a more robust, diverse health workforce on health access, quality and outcomes.

Because of these trends, forecasted growing shortages and their impact on access to quality, affordable and equitable care, public and private state leaders engaged in the [California Future Health Workforce Commission](#) (The Commission) between 2017 and early 2019. HCC's CEO Jeff Oxendine, served as Co-Director. The Commission developed a road map for addressing major health workforce and diversity gaps and expanding California's health workforce to meet future demand. The road map and recommendations were published in the Commission's final report, [Meeting the Demand for Health](#). The State of California, private philanthropic organizations, health plans and health systems have used the recommendations to guide their strategies and invested close to \$2 billion dollars. One of the top 10 recommendations was expanding the scale, sustainability and impact of proven health pathway programs. The SLO Health Career Pathway Project would support the pre-development work required to adapt Health Career Connection's proven pathway program in the region.

The Commission's call to action and recommendations were prior to the pandemic. The pandemic accelerated and significantly increased severe health workforce challenges, resulting in greater provider burnout and professionals leaving the field. In SLO County, approximately 30% of the

workforce may retirement by 2032. The severe economic impact of the pandemic resulted in a greater need for health professionals and demonstrated that a healthy population is essential to regional economic success. A robust, diverse workforce that delivers accessible, quality care and meets the demand for health is essential to attract and retain workers in other industries which fuel the economy.

Equity

Does your entity have a Diversity, Equity, and Inclusion (DEI) or Equity Statement? (required): NO

How does your project intend to advance inclusive access to quality jobs, resources, and services? Highlight how your project aligns with Executive Order N-16-22 (Embedding Racial Equity) and mitigates displacement impacts. (required, limit 350 words).

Diversity, equity, inclusion and racial equity are deeply embedded in HCC's mission and programs. For 34 years, HCC has inspired and prepared the next generation of diverse health leaders and professionals to succeed in their careers and transform health and racial equity. HCC's paid internship and health equity scholar experiences for students from under-represented, first generation college, low-income backgrounds and disinvested communities level the playing field, and expand access to quality jobs and upward mobility. Students gain a support network to help navigate structural racism, educational and economic inequities, and healthcare disparities.

Racial equity is embedded in HCC's programming and interns hear from health equity leaders about their strategies, challenges and lessons learned. Interns train in inclusive leadership, belonging, racial equity, cultural/linguistic competency, power building and advocacy. Many internships focus on advancing health equity, racial justice, and diversity and over 5,400 alumni advance diversity and equity through their healthcare occupation. Over 68% serve in underserved communities.

The need for a more robust, diverse health workforce to improve access to quality, racially equitable care is more urgent and important than ever. This is particularly true in SLO County where the Hispanic/Latinx community makes up 23% of the population but only 5% to 8% of the top-level healthcare positions (i.e., physicians, psychiatrists, psychologists, dentists, physician assistants, nurse practitioners, pharmacists, physical therapists, and occupational therapists). Positions requiring the least education and providing the lowest wages reflect the diversity of the community (24% to 27% Latinx). Through this pre-development grant, HCC will work with the Partnership members and area K-12 and higher educational institutions to expand access to health career opportunities, high quality jobs and health professions training that will increase the representation of Latinos and members of other disinvested area communities in SLO's higher level, high impact and well paid professions.

HCC also embeds racial equity in its staff and Board. HCC's CEO, Jeff Oxendine, is a Native American and over 80% of HCC's staff is from a group underrepresented in the health professions. Over 90% of HCC Board Members are from racial and ethnic backgrounds underrepresented in the health professions.

Describe your community engagement strategy for this project, including feedback mechanisms. How will you engage with the community throughout the project to maintain support and address any concerns? (required, limit 300 words)

A priority of the SLO Healthcare Workforce Partnership is to increase membership (growing in 2024 from 32 to 48 members representing 30 organizations) to ensure inclusive representation of key stakeholders including healthcare employers, education & training institutions, and workforce development, all of whom are committed to addressing the critical shortage of healthcare employees in the region, particularly those from disinvested communities. The Partnership has conducted research to solicit feedback to assess community and employer needs including data collection on local demographics, healthcare labor market trends, key stakeholder interviews, and employer surveys. The Partnership plans to continue to use these community engagement strategies to collect, analyze, and update this data on a regular basis.

Partnership representatives have presented a summary of their findings and solicited input from community collaborations including the SLO County Help Me Grow/First 5, SLO Health Counts, SLO Chamber Business Council, and other groups interested in ensuring that all communities are represented in our local workforce and economic development initiatives.

In October 2024, the Partnership hosted its first annual Community Engagement Forum. The focus was to provide information on the work of the Partnership and solicit feedback from the 67 attendees about healthcare funding and advocacy initiatives; recruitment and retention challenges and strategies for healthcare employers; and plans to pilot the “SLO Healthcare Career Pathway Program.” Attendees included partner organizations providing supportive services for historically underrepresented residents and communities. This event will be held annually to share information and solicit input from participants to refine and enhance the Partnership’s strategic approach to addressing the critical shortage of healthcare employees in the community.

Feedback from participants in pilot pathway programs, through surveys and discussion forums, will shape future program design and implementation.

Uplift is committed to funding projects that uplift our community and would like to prevent any unintended negative impacts. Please outline the steps you will take to ensure that this project mitigates potential risks and safeguards all community members, with a focus on members of disinvested communities. (required, limit 300 words).

In this pre-development phase, the Partnership and HCC will work together to address anticipated risks and take the following steps to prevent and mitigate risks and unintended consequences, for

participating students, particularly those from disinvested communities. Adaptation of HCC's proven model, replicated in 3 other California regions and 8 others nationally, helps mitigate the risk.

- **Insufficient paid health internship placements.** The Partnership and HCC are actively recruiting local health employers to host and provide meaningful experiences to college students. The demand for internships will likely exceed the number of positions. The grant will provide funding for 12 interns to work in underserved communities. HCC will also contribute funds from statewide grants to support 5 additional interns. The combination will provide a solid pilot base of opportunities for disinvested students and a sufficient cohort size.
- **Students from disinvested communities and those in some area health professions training programs may be challenged to participate in the internships due to school, work and family commitments.** During the pre- development phase we will learn about student ambitions, commitments and constraints and work to ensure design of and access to programs that will accommodate their schedules and preferences.
- **Preparation of students for internship success and securing high quality jobs:** Students may need significant support and professional development to be prepared for entry, navigation and success in internship placements, particularly in settings that are predominantly white or unfamiliar medical settings. HCC will adapt, pilot and evaluate orientations, pre-internship workshops, training and staff support to increase the likelihood that students will succeed and feel a sense of belonging. HCC team members and the program manager will provide structured support, and will have frequent check-ins with interns and preceptors to ensure successful internship experiences. Coaching and mentorship support will also be provided.

Have you completed an equity impact assessment and/or a displacement analysis and avoidance strategy? (required) No

Environmental Sustainability

How does your project intend to advance sustainability, environment and natural resource protection, climate resilience, and environmental justice? (required, limit 300 words)

A key concern consistently heard from our Partnership members and through key stakeholder interviews and surveys is the lack of access to healthcare providers in the area, particularly for primary and specialty care. In 2023, the SLO County Public Health Department conducted a Community Health Assessment survey of community residents, which indicated that to improve the quality of life, respondents believed that access to care (physical health, 56%; mental health, 46%; dental care, 30%) must be addressed. In addition, 40% of respondents delayed or went without needed medical care, 32% mental health care, and 33% dental care. Two of the primary factors for going without needed care were the inability to find a local provider who accepted new patients or had available appointment times without a long wait.

The need for a resident to drive outside their own community or to travel outside the county boundaries for primary care services is not unusual, and is even more typical for residents in need of specialty care that often requires frequent visits. San Luis Obispo is somewhat geographically remote, requiring a 3.5 to 4 hour drive to get to larger urban areas, such as Los Angeles and San Francisco, where the diversity of

providers and availability of specialty care is more prevalent. Mass transportation options are very limited within the County and between the County and other more urban areas. This lack of mass transportation impacts healthcare employees as well, who often drive across the County to get to work.

The negative impact on the environment of routine auto travel has been well documented (see the next question). This pilot project will address the critical shortage of healthcare employees, making more services available in the local community, and reducing the need for residents to drive long distances to access care.

Describe how your project aligns with State climate goals and policies such as greenhouse gas (GHG) emissions mitigation, climate vulnerability reduction, and climate adaptation or mitigation, and State strategies (e.g., CARB Scoping Plan, EO N-82-20, EO N-19-19, Sustainable Groundwater Management Act). (required, 300 words)

Executive Order N-19-19 includes a requirement (#2) that the State Transportation Agency leverage the more than \$5 billion in annual state transportation spending to help reverse the trend of increased fuel consumption and reduce greenhouse gas emissions associated with the transportation sector. It provides several tactics to do this including to reduce vehicle miles traveled to support housing production near available jobs, to encourage people to shift from cars to other modes of transportation, and fund transportation options such as transit, walking, biking, and other active modes.

Although this is specifically calling out the construction of housing near available jobs, the same principles apply to the need for local residents to be trained for healthcare jobs as close to their home as possible, particularly in light of the lack of mass transit options throughout the area. In addition, the goal to reduce vehicle miles traveled also applies to the need to ensure the availability of high quality healthcare services in close proximity to residents in the community and minimize the need to go outside of the County or drive long distances to receive care not provided locally.

This pilot project will help address the critical need for healthcare employees and build a strong and robust local healthcare workforce to meet the needs of the community.

Experience, Expertise, and Collaboration

Personnel and Past Experience

Who are the key personnel involved in this project? Please provide their names, titles, and roles within the project. (required)

- Michelle Shoresman, Division Manager for Health Care Access, San Luis Obispo County, Public Health Department; Lead Agency Sponsor for the SLO Healthcare Workforce Partnership
- Susan McGraw, Project Coordinator, SLO Healthcare Workforce Partnership

- Jeff Oxendine, Founder and CEO, Health Career Connection (HCC), Fiscal Agent & Program Director for the “SLO Healthcare Career Pathway Program”

What relevant experience and expertise do these key personnel bring to the project (limit 300 words)?

The Partnership has built a strong team of leaders to oversee this project. Michelle Shoresman, the Division Manager for Health Care Access for the San Luis Obispo County Public Health Department was the initiator of the Partnership and serves as the Lead Agency Sponsor. She manages numerous initiatives related to healthcare access (juvenile hall medical care, services for uninsured residents, the oral health program, and services for Medi-Cal members). In addition, Michelle serves as the Vice Mayor for the City of SLO. For this project, Michelle serves as the convener, effectively engaging her wide network of key stakeholders in the community in support of this project.

Susan McGraw was contracted by the Public Health Department in 2023 to effectively engage key stakeholders, implement effective strategic planning, and manage all aspects of Partnership operations. Susan has extensive experience building strong multi-agency community collaboratives that address specific public health and wellness needs for the community. In addition, Susan has designed and implemented programs to support youth and job seekers in transitioning into high quality jobs and careers. Susan will bring this expertise, in partnership with HCC leadership, to support the execution of this grant-funded project.

Jeff Oxendine brings 40 years of experience as a health executive, educator, consultant and nonprofit CEO. He will bring 34 years of experience founding and leading HCC and adapting its proven programs in new regions. He also brings more than 2 decades of leadership in health workforce and diversity at statewide and regional levels in California. He has supported over 10,000 college and graduate students to successfully pursue their authentic health careers, including thousands from disinvested communities. Jeff also convenes, connects and provides technical assistance to regional health workforce and pathway initiatives across California and will bring best practices and lessons learned to SLO project.

Please provide brief bios or attach resumes using the next field highlighting their qualifications. (required .pdf). Select up to 10 files to attach. See attachment

- **Bio or Resumes for:**
 - **Michelle Shoresman**
 - **Susan McGraw**
 - **Jeff Oxendine**

Please describe your entity’s past experience in implementing similar initiatives. Include specific examples and outcomes. (required; limit 500 words)

Since 1990, HCC has empowered 5,400 alumni to become leaders and professionals in healthcare, behavioral health, and public health. Over 71% of HCC interns secure jobs, 98% increase their health

career knowledge, 88% build valuable skills, 87% strengthen professional networks, and 82% secure a graduate degree. Sixty-eight percent are serving underserved communities.

HCC has adopted its proven program and operates cohort programs in 13 regions nationally, including 4 in California. In addition, HCC partners with regional health pathways and workforce programs to advance tiered health career pipelines. Through area tiered pipelines, HCC alumni who are health professionals or are in health training programs and local employers serve as role models and mentors to HCC college student interns and all provide career exposure and mentorship experiences that inspire and empower high school students to pursue health careers.

One of HCC's most successful regional partnerships is the OneFuture Coachella Valley-Health Career Connection (HCC) Internship Program. [OneFuture](#) is an economic development organization dedicated to strengthening college and career access and readiness to local students, particularly those from disinvested communities and building a future workforce to meet the health and economic needs of the region. Like the Central Coast, OneFuture is a more isolated, rural area with people of high income, key pockets of disinvested communities and growing, major health workforce needs. HCC has partnered with OneFuture to provide over 300 paid health summer internships for local college students, paid them over \$1 million in internship stipends, and connected them to area employers for internship and quality jobs (instead of having them stay in urban areas where they go to school) and prepared them to be future area leaders. Numerous interns have become health professionals and are serving their communities in high priority professions.

HCC has also already successfully implemented internships for disinvested students on the Central Coast including numerous interns over the past 15 years in Monterey, Salinas, King City, Gonzales and Santa Cruz. However, students have not been part of a Central Coast specific cohort program nor have the experiences been coordinated through a regional partner like SLO Healthcare Workforce Partnership or OneFuture Coachella Valley.

HCC is a national and California workforce development leader that partners with regional health workforce collaboratives to advance their capacity, sustainability and impact on area health workforce needs and opportunity for local residents to become health professionals. HCC's Founder and CEO, and Co-Director of the California Health Professions Consortium, Jeff Oxendine, lives in SLO County, and is committed to developing a successful new local program.

Based on HCC's record in other regions, we anticipate that participants in this pilot program will increase their awareness of health career options, be exposed to high-quality healthcare jobs, and enhance their knowledge of health training pathways. At least 40% of college interns will secure a job or extended internship offer, 80% will build professional skills, 50% will find at least one professional mentor, and 80% will increase their confidence and sense of belonging in their health career direction.

Please provide a detailed work plan using the template linked below for the project. Include major milestones, timelines, and deliverables. Clearly highlight the predevelopment activities. (pdf file to be attached; see attachment)

How does the work plan ensure the successful implementation of the predevelopment activities? (required; limit 300 words). Please highlight how the predevelopment activities fit into the work plan.

What are the potential challenges or risks associated with the implementation of this project, and how do you plan to mitigate them? (required; limit 250 words).

Many challenges associated with project implementation are detailed in the previous section on participant risks. As mentioned, the fact that the pilot program is a customized adaptation of HCC's proven paid health internship model and that HCC's Founder and CEO Jeff Oxendine, based on SLO County, will work closely with experienced Partnership leaders to design and implement the program, minimizes the risk. Key factors that will minimize the risk and enhance the likelihood of program success and long term sustainability is that it is the core strategic initiative of the Partnership and that it has the full support of all key stakeholders. Uplift grant funding and funds from HCC grants will provide a solid base of pilot internships. HCC's experience from other regions is that once health employers, health plans, colleges and universities, area funders and students experience the value and impact of the program, they will step up to expand opportunities, funding and support. Disinvested students will also be more likely to engage, secure the support they need and obtain quality jobs in local communities. Students, key stakeholders and our regional economy will all benefit from the program, which will enhance immediate and long term success.

Collaboration and Community Partnership

List entities you are collaborating with and describe their roles and contributions. (required; limit 350 words).

The SLO Healthcare Workforce Partnership is a multi-agency collaborative, with 48 members representing 30 organizations (physical, behavioral, and oral health care providers; educational institutions; and workforce development). The full roster and contact information for Partnership members can be found here:

https://docs.google.com/spreadsheets/d/1_cTDTe1PNx2adImPUILeN4adsQmauAZJW_52wpb-rCg/edit?usp=sharing

Three working Committees were created to address the three key strategic priorities of the Strategic Plan: 1) Recruitment & Retention of Healthcare Employees; 2) Healthcare Career Pathway Development; and 3) Funding & Advocacy to Support Healthcare Workforce Initiatives. The Partnership meets, as a whole, on a monthly basis, and each of the three working Committees meet monthly and are actively engaged in implementing the components of the Strategic Plan.

To meet key objectives of the Plan, the Partnership agreed to develop a customized "SLO Healthcare

Career Pathway Program,” which will be the first pipeline program for high school and college students to enter healthcare careers in SLO and northern Santa Barbara Counties. For this project, the Partnership will be collaborating with one of our member organizations, Health Career Connection, who will serve as the Fiscal Agency and Program Director to design and pilot this Pathway Program.

The members of the Partnership will be actively involved in the creation of the Pathway Program. They will participate in creating and hosting career exploration events for high school students, coordinating summer paid internship opportunities with healthcare employers in the community, recruiting college students to complete internships, and providing mentoring opportunities. Healthcare employers that are Partnership members will be encouraged to fund 1 or more interns within their organization.

In addition, Partnership members will be overseeing the overall success of the program on an annual basis by reviewing outcome-based program and participant evaluation data from HCC.

An executed Memorandum of Understanding (MOU) will be required upon execution of the contract with Uplift. Confirm that you will be able to provide an MOU detailing roles and responsibilities of each party and key team members upon receiving funding.

Yes, I confirm that my entity will be able to provide a Memorandum of Understanding (MOU)

Provide Letters of Commitment from direct project partners. (required; up to 10 pdf files)

- See attachment for the MOU between PH and HCC, Letter of Support from Partnership members, and letter of support from WDB.

Budget and Funding

What is the total amount of funding you are requesting? (required); \$250,000

(Note: As a reminder funding is meant for specific predevelopment activities.)

Submit your project budget using the template linked below. Within this budget overview please provide a detailed breakdown of the requested funding, including specific categories (e.g., personnel, equipment, materials, travel, etc.) and a budget narrative for each line item. (required; pdf file) See attachment

Please explain how the budget supports the project’s objectives and deliverables. How does the requested funding align with the size and scope of the project and the expected stage (i.e., Concept, Accelerator, or Launchpad) as outlined in the NOFO? (required

**Memorandum of Understanding
SLO Healthcare Workforce Partnership
Operational & Programmatic Support**

This Memorandum of Understanding (hereafter referred to as “MOU”) is entered into, by, and between the County of San Luis Obispo Public Health Department (hereafter referred to as “the Public Health Department”) and Health Career Connection (hereafter referred to as “HCC”).

I. PURPOSE.

The SLO Healthcare Workforce Partnership (hereafter referred to as “the Partnership”) was launched in September 2023 to address the critical shortage of healthcare professionals in physical, behavioral, and oral health in San Luis Obispo County. This collaborative Partnership is composed of over 20 organizations representing healthcare, education, and workforce development. The purpose of this MOU is to set forth the terms and conditions for the Public Health Department and HCC to provide operational and programmatic support for the SLO Healthcare Workforce Partnership.

This MOU identifies the roles and responsibilities of these two partner organizations:

- A. The Public Health Department has been serving as the fiscal agent and Lead Agency in supporting the launch, management, and operations of the Partnership, with funding provided by the American Rescue Plan Act (ARPA) from January 2023 to December 31, 2026.
- B. HCC, a 501(c)3 non-profit organization, is a member of the Partnership and will serve as the fiscal agent and Program Manager for a programmatic grant to support the development of the “SLO Healthcare Career Pathway Program,” during the term of this MOU.

There will be no exchange of funds between the two organizations or any comingling of funds between the ARPA grant (managed by the Public Health Department) and any other grants received by the Partnership and managed by HCC during the term of this MOU.

II. TERM.

- A. This MOU shall commence January 1, 2025, and will expire on December 31, 2026.

III. PUBLIC HEALTH DEPARTMENT RESPONSIBILITIES.

A. *The Public Health Department will:*

- 1. Continue to serve as a fiscal agent for the funds received via the American Rescue Plan Act (ARPA) to support the launch, management, and operations of the Partnership for the period, January 2023 to December 31, 2026.
- 2. Comply with all requirements of the American Rescue Plan Act for receiving, disbursing, and reporting on the funds received that support the operations of the Partnership.
- 3. Contract with a consultant from March 2023 to December 31, 2026 to manage the operations of the Partnership which include:
 - a. **Research:** Conducting research on local labor market trends related to the healthcare workforce in SLO County; national, state, and regional best practices

- on healthcare workforce initiatives; issues relevant to the Partnership (for example, Medicare and Medi-Cal reimbursement rates, healthcare provider shortage areas, funding and advocacy opportunities, etc.); and other research, as required.
- b. **Meeting Facilitation and Management:** Managing the logistics and facilitating monthly Partnership and Subcommittee meetings (3 working subcommittees).
 - c. **Communication:** Orienting new members, coordinating communications with members, creating and maintaining the Partnership website, etc.
 - d. **Event Management:** Planning, facilitating, and managing the logistics of the annual Community Engagement Event and other Partnership special events.
4. Contract with a Program Evaluator to implement various strategies to analyze data and information to assess the effectiveness of the Partnership at achieving the overall goals and desired outcomes.
 5. Assist with recruitment of organizations to host or sponsor internships and provide tools to help Partnership members do the same.
 6. Facilitate the Partnership's engagement in building and participating in healthcare career pathway programs and activities.

IV. HCC RESPONSIBILITIES.

A. *HCC will:*

1. Serve as a fiscal agent on behalf of the Partnership and apply for and manage programmatic grants to support the development of the "SLO Healthcare Career Pathway Program," which will incorporate career exploration fairs for high school students, linked to the HCC paid summer internship and professional development program for college students.
2. Comply with all requirements of the grant funders for receiving, disbursing, and reporting on the funds received that support the "SLO Healthcare Career Pathway Program," sponsored by the Partnership.
3. Hire, train, and supervise a part-time Program Manager to build, launch, and support the local programs.
4. Provide funding for student interns (for organizations willing to host an intern but unable to cover the intern cost).
5. Recruit and host local students for placement in paid health internships on behalf of the Partnership with a priority emphasis on students from disinvested backgrounds.
6. Recruit area healthcare organizations to host interns as part of the Partnership's Healthcare Career Pathway Initiatives.
7. Provide cohorts of Partnership interns with a comprehensive health career, leadership, and professional development program and build community, belonging, and connection among the cohorts and with area health professionals and organizations.
8. Manage a budget for operational expenses for the career exploration fairs.
9. Provide data on funded program outputs and outcomes to the Partnership and the Public Health Department for use in evaluating the value of Partnership activities.

V. CONTACTS.

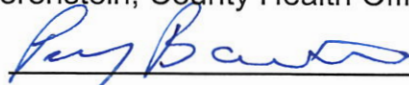
- A. Public Health Department: Michelle Shoresman, Director of Health Access, mshoresman@co.slo.ca.us
- B. HCC: Jeff Oxendine, CEO, Joxendine@healthcareers.org

VI. GENERAL PROVISIONS.

- A. **AMENDMENTS:** This MOU may be amended in writing at any time by written mutual consent of the Parties.
- B. **TERMINATION:**
 - 1. Termination without cause. This MOU may be terminated by either Party, with respect to that Party's participation in the MOU, without cause upon thirty (30) days written notice to the other Party.
 - 2. Termination with cause. This MOU may be terminated immediately by either Party, with respect to that Party's participation in the MOU, if the terms of this MOU are violated by the other Party in any manner.
 - 3. Other grounds for termination. In the event that any other MOU that is related to or necessary for the performance of this MOU terminates or expires, this MOU may be terminated upon the effective date of the termination of that other MOU even if such termination shall occur with less than thirty (30) days written notice.
- C. **AUTHORIZED REPRESENTATIVES:** By signing below, the individual certifies that it is acting as the representative of the Party named below and possesses the authority to enter into this MOU on behalf of that Party and that the Party possesses the legal authority to enter into this MOU.
- D. **COUNTERPARTS AND FACSIMILE SIGNATURES:** This MOU and any and all other documents or instruments referred to herein may be executed with counterpart signatures, all of which taken together shall constitute an original without the necessity of all Parties signing each document. This MOU may also be executed by signatures to facsimile or electronic transmittal documents in lieu of an original or machine-generated or copied document.

For the Public Health Department:

Dr. Penny Borenstein, County Health Officer, SLO County Public Health Department

Signature: 

Date: 12/10/24

For Health Career Connections (HCC):

Jeff Oxendine, CEO 
Signature: _____

Date: 12/10/24



COUNTY OF SAN LUIS OBISPO
DEPARTMENT OF SOCIAL SERVICES
WORKFORCE DEVELOPMENT BOARD

Devin Drake *Director, Department of Social Services*

Dawn Boulanger *Workforce Development Board Director*

December 11, 2024
Catalyst Partnership Opportunity Review Committee
Uplift Central Coast
c/o REACH
San Luis Obispo, CA

Dear Review Committee,

I am writing on behalf of the Workforce Development Board of San Luis Obispo County (WDBSLO) to share our support for the San Luis Obispo (SLO) Healthcare Workforce Partnership and Health Career Connection (HCC) application to the Uplift Central Coast Catalyst Partnership Notice of Funding Opportunity. The SLO Healthcare Workforce Partnership brings together a vital group of stakeholders with capacity to influence and develop healthcare career training opportunities throughout the central coast region. With the expertise and proven track record of healthcare training success of HCC, the partnership will be poised to make an impact on furthering the development of a healthcare workforce pipeline to meet regional employer demand.

With existing staffing shortages throughout healthcare occupations in the region and projections for future vacancies to only grow, talent development in healthcare is at a critical point. Improving this talent pipeline begins with exposure to healthcare careers and internship/work experience opportunities are a known way of successfully accomplishing this. The partnership's proposal to expand the existing model operated by HCC for paid internship opportunities in various healthcare occupations will expose more individuals to healthcare career opportunities with regional employers. By broadening awareness of healthcare employers and opportunities in various healthcare settings, the region will be better prepared to fill the notable occupation gaps that exist currently and are anticipated to grow in the future. Supported by the partnership members who can leverage existing funding and expand employer internship site opportunities, the HCC internship program will expand to provide opportunities to future healthcare workers and make strides towards meeting employer hiring needs. This expansion will also strengthen the program's ability to forge deeper partnerships with industry leaders and healthcare training institutions, creating more comprehensive career pathways for Central Coast residents.

The healthcare industry's workforce demand, coupled with competitive salaries and career pathway opportunities for continued earnings, position HCC interns for immediate success

County of San Luis Obispo Workforce Development Board

3433 South Higuera Street | San Luis Obispo, CA 93403 | (P) 805-781-1908 | (F) 805-781-1846

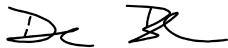
wibadmin@co.slo.ca.us | www.SLOworkforce.com

in our evolving regional economy. What sets this program apart is its strategic cohort design focused on encouraging peer mentoring and group learning parallel to the individual internship placements.

The success of the partnerships collaborations combined with the industry training expertise of HCC demonstrates their capacity to build and maintain effective industry partnerships and build a talent pipeline in healthcare for the central coast region. These relationships enhance the program's ability to provide relevant, hands-on training that prepares students for real-world success. By investing in this program, we invest in the long-term economic resilience of our region, creating a sustainable pipeline of skilled workers who will support the growth of our healthcare sector for years to come.

I strongly encourage you to select the partnership and HCC's proposal for funding. Your support will strengthen a proven program that creates enduring pathways to economic prosperity while addressing critical workforce needs in the healthcare industry.

Respectfully,



Dawn Boulanger
Director, Workforce Development Board of San Luis Obispo County
dboulanger@co.slo.ca.us
805-781-1835



Letter of Support from Members of the SLO Healthcare Workforce Partnership

December 1, 2024

Dear Grant Selection Committee,

The SLO Healthcare Workforce Partnership was launched in September 2023 to address the critical shortage of healthcare professionals in physical, behavioral, and oral health in San Luis Obispo County. This collaborative Partnership is composed of 30 organizations representing healthcare, education, and workforce development.

Our mission is to ensure universal, equitable access to high quality healthcare in San Luis Obispo County by investing in long-term solutions to strengthen and diversify the County’s physical, behavioral, and oral health workforce and implementing a sustainable model that responds to existing and emerging health care needs.

To achieve our goals, one of our top priority core strategies is to develop a **“SLO Healthcare Career Pathway Program,”** which will build a pipeline to healthcare careers. This pipeline will initially include career exploration fairs for high school students, a paid summer internship program for college students and recent graduates, and linkages to high quality healthcare jobs in San Luis Obispo County. This program will include a direct partnership with Health Career Connections, a non-profit organization with over 34 years of experience providing a healthcare paid summer internship and professional development program. It will also require extensive collaboration between area healthcare employers, workforce development organizations, and training and education providers (the K-12 school districts, Cuesta College, Cal Poly, A.T. Still, and other regional educational programs).

As members of this Partnership, we sign below to indicate our enthusiastic support of the Partnership’s grant application with UPLIFT Central Coast and agree to engage in the development of the “SLO Healthcare Career Pathway Program.”

Signature	Name	Organization
<i>Penny Borenstein</i>	Dr. Penny Borenstein	County of SLO, Dept. of Public Health
<i>Michelle Shoresman</i>	Michelle Shoresman	County of SLO, Dept. of Public Health
<i>Marie Avila</i>	Marie Avila	Dignity Health, Common Spirit
<i>Patty Herrera</i>	Patty Herrera	Dignity Health, Common Spirit
<i>Sarah Clair</i>	Sarah Clair	Adventist Health
<i>Brad Groh</i>	Brad Groh	Adventist Health
<i>madisyn masatani</i>	Madisyn Masatani	Community Health Centers of Central Coast
<i>Elias Guzman</i>	Elias Guzman	Community Health Centers of Central Coast
<i>Jordan Turetsky</i>	Jordan Turetsky	CenCal Health
<i>Gisela Taboada</i>	Gisela Taboada	CenCal Health
<i>Adam Butler</i>	Adam Butler	CenCal Health
<i>Frank Warren</i>	Frank Warren	County of SLO, Dept. of Behavioral Health
<i>Kristen Alexander</i>	Kristen Alexander	Transitions Mental Health Association (TMHA)
<i>Barbara Morrow</i>	Barb Morrow	County of SLO, Dept. of Public Health/Oral Health

Jeff Oxendine, MBA, MPH has been a health executive, educator and consultant for over 40 years. Jeff is Founder and CEO of [Health Career Connection \(HCC\)](#). He is also a longtime California and national leader in health workforce and diversity.

Jeff's purpose is empowering students to achieve their authentic health careers, realize their full potential and optimize their impact on health. He's done this for over 34 years at HCC, a national nonprofit that has supported over 5400 undergraduate students from under-represented, first generation college and low-income backgrounds to become health leaders and professionals.

Jeff also fulfilled his purpose at UC Berkeley School of Public Health where he empowered, mentored and prepared thousands of students for 16 years as a faculty member in Health Policy and Management and Associate Dean of Public Health Practice. He also served as Co-Director of the Undergraduate Public Health Major. Jeff continues to serve as Director of Health Workforce and Diversity in the Center for Healthcare Organizational Innovation Research.

Jeff shared his insights from HCC and Berkeley in his book [*You Don't Have to Be a Doctor: Discover, Achieve and Enjoy Your Authentic Health Career*](#) to empower more people to achieve their authentic health careers and have the lives and impact they want to lead.

Jeff is also a leader in advancing health workforce and diversity initiatives at the statewide and regional level in California and at national level in public health. Since 2006, Jeff has served as Co-Director of the California Health Professions Consortium, a coalition of over 300 organizations working to strengthen health workforce and diversity. He also served as Co-Chair of the National Public Health Consortium's Recruitment and Retention Task Force.

Jeff recently served as Co-Director of the California Future Health Workforce Commission from 2017 to February 2019. He co-led design, planning, and support of the Commission's work to develop an actionable statewide health workforce strategy for California. He is now engaged in efforts to advance Commission recommendations (<https://futurehealthworkforce.org/>).

Prior to his roles at Berkeley, Jeff was a senior executive for 20 years in leading Bay Area and Boston hospitals and medical groups. He was a Lecturer in Health Management for five years at Harvard School of Public Health.

Jeff received his masters degrees in business administration and public health from UC Berkeley and his bachelors degree in health management from California State University, Chico.

BIOGRAPHY

Michelle Shoresman

Division Manager for Health Care Access

San Luis Obispo County Public Health Department

Lead Agency Sponsor for the SLO Healthcare Workforce Partnership

Michelle Shoresman serves as the Division Manager for Health Care Access for the San Luis Obispo County Public Health Department. In this role, she manages a variety of initiatives and programs including the SLO Healthcare Workforce Partnership, medical care for the SLO County Juvenile Hall, the Medically Indigent Services Program for uninsured San Luis Obispo County residents, the County's Oral Health Program, and one of the county's few Enhanced Care Management Programs for Medi-Cal members. She has served in that capacity since 2014, and before that worked as the Department's Public Health Emergency Preparedness Program Manager and HIV/AIDS Program Manager, having served the Department continuously for twenty-two years. Before coming to Public Health, she worked for a variety of local SLO County non-profits, both professionally and as a volunteer.

Michelle has a Bachelor of Arts Degree in Political Science from Cal Poly, San Luis Obispo. She further received her Master of Public Administration from the University of Washington in Seattle, where she focused on health and non-profit management and policy.

In addition to her Division Manager role at County Public Health, Michelle serves as Vice Chair and Trustee on the County of SLO Pension Trust Board and is Chair of the County of SLO Homeless Services Oversight Committee. In 2021, she was appointed to the San Luis Obispo City Council and then successfully ran for a full, four-year term as councilmember in 2022. She is currently serving as Vice Mayor for the City of SLO.

In her limited spare time, Michelle enjoys traveling, riding her bike, running, backpacking and doing anything that gets her outside on the Central Coast with her husband and 16-year-old son.



Biography

Susan McGraw
Project Coordinator
SLO Healthcare Workforce Partnership

Susan McGraw has extensive expertise designing and implementing strategies to support individuals, teams, organizations, and multi-agency community collaboratives to proactively manage change, enhance performance, and achieve extraordinary results. She has served as a consultant, facilitator, trainer, speaker, or coach, specializing in career and organizational development, change management, and strategic planning. She has focused her work on partnering with organizations that are committed to enhance service delivery to the residents of the communities that they serve, including local governments, education, healthcare, and community-based non-profits.

For more than 20 years, Susan has managed numerous client projects for organizations in the central coast of CA. Currently, she is serving as the Project Coordinator for the SLO Healthcare Workforce Partnership, a multi-agency collaboration with 48 members representing 30 organizations in healthcare (physical, behavioral, and oral health), education and training, and workforce development. The Partnership is implementing strategies to address the critical shortage of healthcare employees in San Luis Obispo County.

Susan has also facilitated the formation, strategic planning, and program evaluation for other multi-agency collaborations including: SLO Health Counts (CA), First 5/Children & Families Commission of SLO County (CA), School Readiness Project (CA), Great Start Collaborative (MI), the Behavioral Health Task Force (MI), Washtenaw County Literacy Coalition (MI), Washtenaw Housing Alliance (MI), and Community Health Collaborative (MI).

Other projects she has supported are as diverse as:

- Building a Talent Gateway, with an online community and mentoring program, to support university students in preparing for the changing world of work.
- Implementing community-based strategic planning processes, developing sustainability plans, and conducting program evaluation for a Technical Middle College for students co-enrolled in high school and college.
- Designing the curriculum and operating career centers to facilitate smooth career transitions for youth and job seekers.
- Designing strategic planning, leadership development, and team building programs to achieve organizational outcomes for universities, governments, and non-profits.
- Serving as a coach to support governmental agencies in building strong collaborations with community-based organizations to address community needs.
- Facilitating long-range planning processes with multicultural neighborhood teams to implement programs to support children in developing the skills for school readiness.
- Partnering with an Employee Advisory Council to design and implement an in-house Employee University to deliver customized training to over 3,000 employees.

Uplift Central Coast Catalyst Predevelopment Grant Application Workplan Template

"SLO Healthcare Career Pathway Program" (Feasibility & Pilot Programs)

Estimated Dates

Summer 2025 Internship Pilot Program and Curriculum Design

Meet with the key health employers and education/training providers to design the customized version(s) and format of the internship program.	Feb. 2025	March 2025
Develop customized curriculum and program materials for the 2025 summer internship program(s).	Apr. 2025	April 2025
Finalize schedule of summer activities based on curriculum design, including Partnership member speakers	March 2025	May 2025

Milestone Description: Program Customization & Curriculum Development for Internship Pilot #1 completed.		April 2025
Summer Schedule finalized		May 2025

Recruit Host Organizations and Students and Finalize Summer 2025 Internship Placements

Jeff Oxendine and HCC Staff develop a project plan for program design and implementation	February 2025	February 2025
Jeff Oxendine and HCC Staff recruit and assess college student applicants	February 2025	March 2025
SLO HealthCare Workforce Partnership and HCC staff recruit local health employers to host interns	February 2025	March 2025
Develop a position description for and contract with a Program Manager to oversee the design, customization, and piloting of the program.	February 2025	March 2025
Project Program Manager on board and plays a key role in site recruitment and student placement	February 2025	April 2025
HCC works with local host employers and selected students to finalize summer 2025 placements	February 2025	April 2025

Milestone Description: Contract with Program Manager completed.		March 2025
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Milestone Description: Sufficient pool of host organizations and students recruited.		March 2025
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Milestone Description: Internship placements finalized.		April 2025
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On Board and Support Interns, Launch and Operate Pilot 2025 Summer Internship Program

Support interns with pre-program preparatory workshops	May 2025	May 2025
Students complete pre-program survey	May 2025	May 2025
Onboard interns into HCC and set up for stipend payment	May 2025	May 2025
Plan and hold cohort orientation	May 2025	June 2025
Internships begin (start date varies)!	June 2025	June 2025
Internship workshops, professional development activities, networking events with local professionals	June 2025	August 2025
Program manager check-ins with interns and preceptors, review internship plans, provide ongoing support	June 2025	August 2025
Mid-summer evaluation by students and preceptors	July 2025	July 2025
Mid-summer conference and networking event	July 2025	July 2025
Student stipends paid	June 2025	August 2025
Local health professions and career exposure program	August 2025	August 2025
Program graduation ceremony with students, host organizations, other Partnership Members	August 2025	August 2025

Final Program Evaluation surveys for interns and employers	August 2025	August 2025
Milestone Description: Successful launch and completion of the 2025 pilot internship program		August 2025
Milestone Description: Visible Program Graduation and Celebration with Key Stakeholders		August 2025
Milestone Description: Completion of Pilot evaluation Surveys and review for future program design		August 2025
Plan Pilot 2025 Fall Health Career Fair		
Meet with the key health employers and education/training providers to design the health career exploration fair portion of the program.	Aug. 2025	Sept. 2025
Develop customized program materials, if needed for the health career exploration fairs.	Sept. 2025	Sept. 2025
Manage the launch, implementation, and program evaluation of the 2025 health career fair pilot program.	Sept. 2025	Oct. 2025
Milestone Description: Program Customization & Curriculum Development for 2025 Health Career Fair Pilot completed.		Oct. 2025
Summer 2026 Internship Pilot Program and Curriculum Design		
Based on the evaluation of the 2025 internship pilot, revise the program format and curriculum to enhance program and participant outcomes for the 2026 internship pilot.	October 2025	November 2025
Develop customized curriculum and program materials for the 2026 summer internship program(s).	Oct. 2025	November 2025
Finalize schedule of summer activities based on curriculum design, including Partnership member speakers	January 2026	March 2026
Milestone Description: Program Customization & Curriculum Development for 2026 Internship Pilot completed.		March 2026
Summer Schedule finalized		March 2026
Plan Pilot 2026 Spring Health Career Fair		
Based on the evaluation of the 2025 Health Career Fair pilot, revise the program format for the 2026 Health Career Fair.	Nov. 2025	Dec. 2025
Develop customized program materials, if needed, for the health career exploration fairs.	Jan. 2026	Feb. 2026
Manage the launch, implementation, and program evaluation of the 2026 health career fair pilot program.	May 2026	June 2026
Milestone Description: Program Customization & Curriculum Development for the 2026 Health Career Fair Pilot completed.		June 2026
Recruit Host Organizations and Students and Finalize Summer 2026 Internship Placements		
Jeff Oxendine and HCC Staff recruit and assess college student applicants	Oct. 2025	January 2026
SLO HealthCare Workforce Partnership and HCC staff recruit local health employers to host interns	Oct. 2025	January 2026
HCC works with local host employers and selected students to finalize summer 2026 placements	February 2026	April 2025
Milestone Description: Sufficient pool of host organizations and students recruited.		March 2026
Milestone Description: Internship placements finalized.		April 2026
On Board and Support Interns, Launch and Operate Pilot 2026 Summer Internship Program		
Support interns with pre-program preparatory workshops	May 2026	May 2026
Students complete pre-program survey	May 2026	May 2026
Onboard interns into HCC and set up for stipend payment	May 2026	May 2026
Plan and hold cohort orientation	May 2026	June 2026
Internships begin!	June 2026	June 2026
Internship workshops, professional development activities, networking events with local professionals	June 2026	August 2026
Program manager check-ins with interns and preceptors, review internship plans, provide ongoing support	June 2026	August 2026
Mid-summer evaluation by students and preceptors	July 2026	July 2026

Mid-summer conference and networking event	July 2026	July 2026
Student stipends paid	July 2026	August 2026
Local health professions and career exposure program	August 2026	August 2026
Program graduation ceremony with students, host organizations, other Partnership Members	August 2026	August 2026
Final Program Evaluation surveys for interns and employers	August 2026	August 2026
Milestone Description: Successful launch and completion of the 2026 pilot internship program		August 2026
Milestone Description: Visible Program Graduation and Celebration with Key Stakeholders		August 2026
Milestone Description: Completion of Pilot evaluation Surveys and review for future program design		August 2026

Please use this example budget format for submissions. Add accounts and sub accounts as needed.

YEAR 1 & 2 - BUDGET EXAMPLE FORMAT					
List All Funding Sources					
Catalyst Request				\$250,000	
Other Sources of Funds*				\$	
				\$	
Total Funding Request				\$250,000	
Program Expenses	Type of Unit	# of units	Unit cost	Subtotal	Total
A. Personnel	(e.g. hour, month, annual, qty, etc.)				
<u>Salary Expense</u>					
Personnel #1 (approximately 25% time on this grant): Program Manager (contracted hourly)	contracted for hourly			\$70,000	\$70,000
Personnel #2 (% of time)				\$	
			Subtotal Salary	\$	\$
<u>Fringe Expense</u>					
Total Personnel Fringe Rate %		0.19			\$
				Total Personnel	\$ 70,000.00
B. Direct Program Expenses					
Costs of Goods Sold (if applicable)			\$	\$	\$
Purchases			\$	\$	\$
Services			\$	\$	\$
Research			\$	\$	\$
Technology Equipment			\$	\$	\$
IT Subscriptions & Expenses			\$	\$	\$
Communications Tools & Subscriptions			\$	\$	\$
Event Travel			\$	\$	\$
Mileage			\$	\$	\$
Marketing/Advertising/Promotion Costs			\$	\$3,000	\$3,000
Outreach			\$		
Supplies			\$	\$1,650	\$1,650
Insurance			\$	\$	\$
Training			\$	\$	\$
Construction Costs			\$	\$	\$
Equipment			\$	\$	\$
Sub-contracts			\$	\$	\$
Other #1: Educational stipends for 21 interns (2025/2026) x \$5,000		21	\$5,000	\$105,000	\$ 105,000.00
Other #2: HCC Program expenses: 21 interns (2025/2026) x \$3,350		21	\$3,350	\$70,350	\$ 70,350.00
Add rows as needed				Subtotal Direct Program Expenses	\$ 180,000.00
C. Administrative Expense					
Operating Expenses			\$	\$	\$
Accounting/Audit			\$	\$	\$
Postage, Shipping, etc.			\$	\$	\$
Rent			\$	\$	\$
Insurance			\$	\$	\$
Legal			\$	\$	\$
Telecommunications			\$	\$	\$
Office Supplies			\$	\$	\$
			\$	\$	\$
Add rows as needed				Sub-total Direct Administrative Expenses	
D. Indirect Costs (Max allowed 10%)*		10%			\$
A NICRA is required for entities requesting an indirect cost rate. Indirect cost rates are optional and not a requirement. There is a 10% cap to indirect costs.				TOTAL EXPENSES	\$ 250,000.00

Budget Narrative	Please provide a Line-Item Budget Narrative detail (required)
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Funding Narrative:

HCC and the SLO Healthcare Workforce Partnership will seek three sources of additional funding to support additional internships during the pilot year and post-grant sustainability: 1) Contributions from Partnership member organizations, internship sites paying to host a intern, and additional grant. During the grant term, HCC will fund a total of 10 interns through a state-wide grant.

Program Expense Narrative:

1) Program Manager:

Over the grant period, the grant will cover the cost of a program management through a contract with an independent contractor or HCC staffing. This role will be paid approximately \$4,200/month for the 17 months of the grant period.

2) Marketing/Advertising/Promotion Costs:

Funds allocated to support strategic marketing campaigns, advertisements, and promotional materials aimed at enhancing program visibility and recruiting internship host sites and students to apply for internships. This will also include costs associated with promoting the health career fairs.

3) Supplies:

Budget for essential materials and supplies required to support program operations, events, and activities.

4) Other #1: Intern Educational Stipends:

HCC will provide interns with educational stipends to ensure equitable access to the program and to support their living, educational and professional development expenses. By offering competitive educational stipends, HCC will attract and support highly motivated and skilled candidates and reduce financial barriers of participation fostering a more inclusive cohort. Furthermore, stipends will allow interns to focus on their work and learning objectives, enhancing their overall experience and contributing to the success of their projects.

5) Other #2: HCC Program Expenses:

The HCC program fee of \$3,350 per intern, contributes to HCC's costs of intern recruitment, screening, placement, mentorship, case management and program administration. It also includes the cost of intern participation in HCC's comprehensive, educational career, leadership and professional development program. Educational program expenses include professional skill training expenses (Excel, writing, project management, mental health first aid certification, and other skill development and material expenses).