

# National Fund NEWS

**National Fund**  
for Workforce Solutions

June 2017

## 2017 Leadership Convening - What to Know



More than 380 business, workforce development, and philanthropic leaders met in Philadelphia, PA to discuss how communities can *build prosperity together*.

### Workforce Innovation in West Philadelphia

Philadelphia's [Job Opportunities Investment Network](#) (JOIN) has supported innovative approaches to equip Philadelphia residents with the in-demand skills needed for a good job. Its investments catalyzed the creation of the [West Philadelphia Skills Initiative](#) which uses a hyper-local focus to connect West Philadelphia employers seeking talent to West Philadelphians seeking opportunity.



## Aligning Workforce & Economic Development

Building prosperity together requires combining a commitment to growing good jobs with a strategy that builds on a region's current and potential assets. This panel explored how national and regional organizations are developing innovative strategies to integrate and leverage the best of both disciplines.

## Why CEOs Invest in Frontline Workers

Why do some CEOs and Presidents decide to invest in their frontline workforce while others do not? Healthcare, transportation and manufacturing executives answered why frontline investment is critical to their business strategy. Representing companies offering a range of skill and career development opportunities, the speakers discussed effective strategies for aligning business priorities with workforce investments and how to motivate other senior leaders to do the same. [Watch](#) how Norton is using its workforce investments to build a better business



## Access Event Resources

Visit the [Leadership Convening app](#) to access workshop and plenary materials, speaker bios, and social media information. You can access the web version of the app anytime at: <https://crowd.cc/nflc2017>.

## Join the Conversation ([#NFMeeting](#))

Scores of attendees recorded their conversations and insights from the Leadership Convening. Search [#NFMeeting](#) to continue the conversation and recap key conversations from [Twitter](#), [Facebook](#) and [LinkedIn](#).

## Thank You to BLU

[Business Leaders United for Workforce Partnerships](#) was a co-sponsor and critical to the success of the 2017 Leadership Convening. BLU Chair Michael Tamasi started Friday's sessions and encouraged business leaders to make their voice heard and act on federal workforce issues.

## Hiring National Apprenticeship Director. Please Share!

The National Fund is hiring an [Apprenticeship Director](#) to lead a new initiative to [expand apprenticeships](#). Ideal candidates should have experience in implementing workforce development programs and a deep knowledge of the apprenticeship model. Please share this [job listing](#) and encourage qualified candidates to apply.

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## Dive into Event Workshops

The Leadership Convening included 21 workshops with expert panelists from across the network to discuss top issues facing businesses, communities and philanthropy. [View](#) workshop descriptions or materials and dive into key insights generated at the Convening. The National Fund [live-blogged](#) or posted materials from the following popular sessions:

- [CareerSTAT Frontline Worker Champions & Emerging Champions](#)
- [Young Adults & Their Employers](#)
- [Generating Ideas & Innovation from Frontline Workers](#)
- [Apprenticeships in Healthcare](#)
- [Improving Worker Self-Sufficiency and Retention through Improved Financial Coaching](#)
- [Apprenticeships in Non-Traditional Industries](#)

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## CareerSTAT's Frontline Healthcare Worker Champions

CareerSTAT's healthcare leaders [selected](#) four providers as [Frontline Healthcare Worker Champions](#) and seven organizations as Emerging Champions.

### Frontline Healthcare Worker Champions:

- [Hebrew SeniorLife](#), Boston, MA
- [Mercy](#), Missouri, Oklahoma, Arkansas and Kansas
- [Ochsner Health System](#), Louisiana
- [University Health System](#), San Antonio, TX

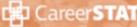
### Emerging Frontline Healthcare Worker Champions:

- [Boston Children's Hospital](#), Boston, MA
- [The Boston Home](#), Boston, MA
- [Mercy Health](#), West Michigan
- [SEIU Healthcare PA Training & Education Fund](#), Harrisburg, PA
- [Seton Healthcare Family](#), Austin, TX
- UC Davis Health, Sacramento, CA
- [Yale New Haven Hospital](#), New Haven, CT

# Successes Across the Network

The National Fund's network of 33 partner communities are continually testing and scaling new efforts to help workers, companies and communities succeed. Our partners are strengthening their regions' workforce system, preparing workers for good jobs, and helping companies hire and retain talented employees. Recent success include:

- [SkillUp Washington Completes Greater Seattle Sector Skills Academy](#)
- [Boston Makes Significant Investment in IT Talent Pipeline](#)
- [CNN Money Features Hartford Manufacturer & YA Champion](#)
- [CareerEdge Boasts \\$20M in Boosted Wages](#)
- [JPMC Cites CareerSTAT as Promising Model in Forbes](#)
- [National Fund Featured in Washington Monthly's Successes in Philanthropy](#)



## INTEGRATING WORKFORCE INVESTMENTS WITH BUSINESS IMPACT.

HOW NORTON HEALTHCARE IS MAKING THE CASE FOR ADVANCING ITS FRONTLINE WORKERS' SKILLS AND CAREERS

By Dr. Randall Wilson

Norton Healthcare of Louisville, KY, the region's leading healthcare provider, has been nationally recognized as a standard for delivering and measuring quality care. Driving this leadership is deep investment in the growth and development of their staff—a "culture of continual, lifelong learning"—and commitment to the Metro Louisville's "cradle-to-career" education strategy. Investing over \$1 million a year in staff education and development, their transformational approach to workforce development integrates their strategic priorities with programs based on assessment and forecasts of staffing needs, data analysis, internal and external partnerships, and quantifiable measures of the impact their investments have on their business.

This combined approach to quality care, workforce development, and analytic capacity is no accident: the three are closely related and

Norton stands as a model of sustainable learning and career growth for a healthcare employer's frontline workforce.

mutually supportive. While not unique in this approach, Norton's integration of it represents an organizational best practice and stands as a model of sustainable learning and career growth for a healthcare employer's frontline workforce.

The Norton Healthcare case study is the first in CareerSTAT's business practice series on how healthcare employers measure the impact of their investments on frontline workers. This study documents Norton Healthcare's approach to workforce programs and measurement with a focus on how analysis of their workforce needs influenced decision making and investment goals, and consequently deepened its reliance on data to inform planning and program development.

Presented here to inform healthcare employers, workforce practitioners and others interested in starting, scaling and sustaining frontline workforce programs of their own, the study explores the ways leading healthcare organizations around the country use frontline investments to improve six key business metrics:

- › Workforce Availability
- › Employee Competency and Advancement
- › Employee Engagement
- › Patient Experience
- › Community Impact and Quality
- › Safety

As a Frontline Healthcare Worker Champion recognized for sustained investment in advancing the skills and careers of entry-level workers, Norton appears in the CareerSTAT Guide to Investing in Frontline Healthcare Workers for demonstrating programmatic and organizational best practices.



## How Norton Healthcare is Making the Case for Advancing Its Frontline Workers

Read



EMPLOYER PROFILES OF JOB QUALITY

## UNIVERSAL WOODS

THE BUSINESS LOGIC OF TRUST

By Steven L. Dawson, Advisor to the National Fund

The workforce strategy of Universal Woods starts here: "We trust the people we've hired," says Paul Neumann, CEO. From that premise flows all major workforce decisions:

- › Eliminate the role of supervisor
- › Share financial information
- › Build team-managed teams
- › Invest in everyone's education
- › Encourage participation throughout the organization

"And that logic of trust," emphasizes Neumann, "extends beyond our 200 employees to every person who has a stake in the success of Universal Woods: our customers, our suppliers, our shareholders, our banker."

The result of this organization-wide business logic is a company that over the past four years has grown 20 percent per year, doubled the size of its workforce, maintained 95 percent customer retention rate for 10 years, and is the leader in its two major markets. Headquartered in Louisville, Kentucky, Universal Woods now has operations in Ohio, Australia and Belgium, serving over 200 customers in more than 80 countries.

"Our business strategy," says Neumann, "is to align the economic interests of all our stakeholders—and you can only do that if you share information transparently across all parties—and treat each with respect. If you do that consistently enough, long enough, then those you work with every day will reward you in turn with their trust. And a trusting relationship is incredibly efficient and productive—you're not slowed down by lawyers, lengthy negotiations, layers of supervision, or assignment of blame.



UNIVERSAL WOODS SHOP FLOOR

Universal Woods manufactures hard-surface panels for the photo, art and personalized/customized gift markets, as well as high-durability mezzanine flooring for the material-handling industry. Product brands include Unisub® and ChromaLux® for the sublimation panels, and ResinDek® for the industrial flooring. For the Unisub and ChromaLux lines, Universal Woods applies an ultrathin, "sublimatable" polymer coating to a variety of hard-surface substrates. Unlike traditional printing, which applies ink to the surface of an object, sublimation uses heat and pressure to bond the image directly into the coating at the molecular level. After applying the sublimatable coating, Universal Woods cuts the panel to the desired shape—anything from a name tag to a wall panel—and the customer then applies the desired graphic. The final "sublimated" graphic is remarkably vibrant yet exceptionally durable. For the ResinDek line, flooring panels are custom-manufactured for Universal Woods' customers. After applying specialized coatings, the resulting industrial flooring durably withstands heavy equipment, rolling carts and pallet jack loads.

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## Universal Woods and a Business Logic of Trust

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