

# CENTRAL TEXAS HEALTHCARE PARTNERSHIP 2019 STRATEGIC PLAN

## ABOUT THE PARTNERSHIP

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### MISSION

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The mission of the Central Texas Healthcare Partnership is to sustain and grow the Central Texas healthcare industry while expanding pathways to good jobs for local residents.

### VISION

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We envision an industry-wide partnership that provides a table for Central Texas healthcare companies to come together to 1) Take action to address joint workforce challenges and realize shared opportunities; and 2) Share a forum for joint learning, networking, and information sharing.

### VALUES

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**Industry Led:** The Partnership is intentionally structured as an industry-led organization in order to help ensure that the group's efforts are driven by real-world labor market conditions.

**Collaborative:** The Partnership will provide a forum for business leaders to come together with community partners from K12, higher education, community-based organizations, public agencies, and industry groups to jointly develop solutions and explore ideas.

**Data Driven:** The Partnership will use data to establish priorities and to evaluate the success of Partnership initiatives.

**Solutions Focused & Action-Oriented:** The Partnership will focus its energy on projects that offer concrete and timely opportunities for industry and community partners to advance the Vision and Mission of the partnership.

### LEADERSHIP

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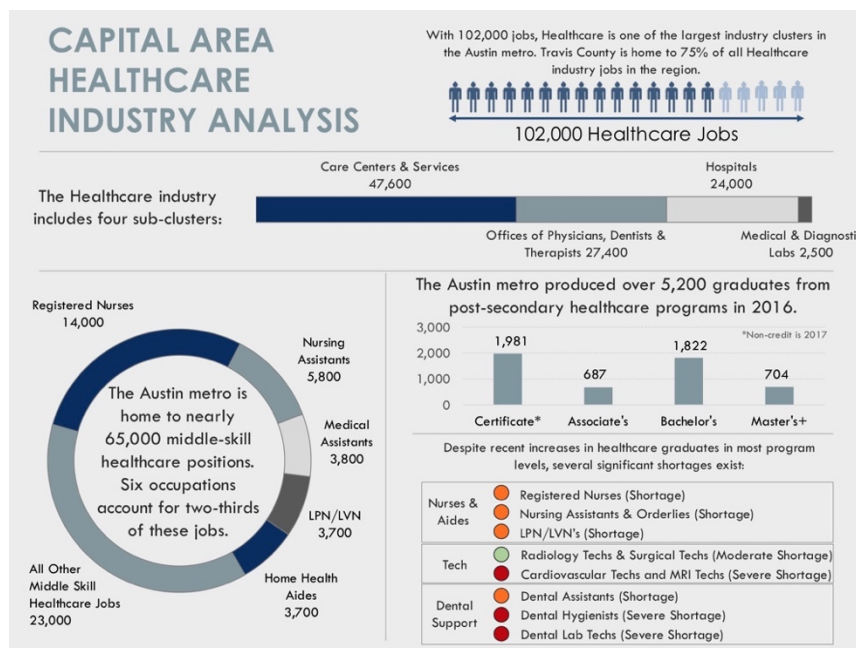
The Central Texas Healthcare Partnership is directed by a Leadership Committee comprised of representatives of the three founding member organizations:

- Baylor Scott & White Health
- Seton | Ascension
- St. David's HealthCare

Backbone support for the Central Texas Healthcare Partnership is provided by Workforce Solutions Capital Area.

## BACKGROUND

Drawing upon lessons learned from successful workforce development initiatives in other regions, the Central Texas Healthcare Partnership (“Partnership”) was founded in early 2018 under the leadership of three Central Texas healthcare industry leaders - Baylor Scott & White Health, Ascension/Seton Healthcare Family, and St. David's HealthCare. Recognizing the natural synergies between the shared interests of the three industry partners and the [Austin Metro Area Master Community Workforce Plan](#), Workforce Solutions Capital Area volunteered to serve as the coordinating (“backbone”) entity for the nascent coalition.



Early on, the Partnership leaders recognized that Central Texas needed better information about current and projected healthcare industry labor market dynamics. With matching contributions from St. David's HealthCare, Ascension, and the Michael and Susan Dell Foundation, the Partnership sought out - and secured - a grant from the Texas Workforce Commission to commission a study by researchers from [Council for Adult and Experiential Learning](#) (CAEL) and [Avalanche Consulting](#). Released in September 2018, the resulting labor market study of the five-county Austin-Round Rock Metropolitan Statistical Area found that Central Texas continues to enjoy strong demand for middle-skill healthcare workers, including shortages of workers in several key occupations. Copies of the research team's analysis are now available on the Partnership website, including the [full report](#), [executive summary](#), and [data appendix](#) for Report 1: *Workforce Supply and Demand Analysis*, and the [full report](#) and [executive summary](#) for Report 2: *Workforce Alignment Strategies*.

In addition to completing the labor market study in 2018, other year-one highlights included:

- Engaging more than 40 industry representatives representing 21 companies and a range of healthcare sub-sectors in Partnership convenings and work groups.
- Convening a series of research and planning conversations between industry representatives and community partners based on three key areas of interest identified by participating industry leaders:
  - Increasing the supply of Central Texas registered nursing talent by jointly working to address education, training, recruiting, and retention challenges.
  - Improving coordination between healthcare employers and K12 institutions to promote career awareness and coordinate more hands-on learning opportunities.
  - Weighing in on public policy discussions related to education and training, affordability, transportation, and other community issues that affect Central Texas employers' ability to attract, develop, and retain healthcare talent.
- Organizing expert presentations to help industry leaders think about how to sustain and grow Central Texas healthcare talent, including *Project Highlights and Lessons Learned: Bridging the Gap between Academia and Practice in Service Excellence and Core Quality Measures* (with Dr. Crystal Wilkinson of Texas Tech), *Community Advancement Network Briefing: Highlights from the 2018 CAN Dashboard*, and *Promising Practices in Healthcare Tuition Assistance Webinar* (with Concordia/LEAP Consulting and Upskill America).

Members of the Partnership Leadership Committee convened in October of 2018 to review progress to date, discuss lessons learned, and develop an updated strategy to guide the work of the Partnership in 2019. The pages that follow summarize the priorities and approaches identified through that conversation.

## 2019 STRATEGIC PRIORITIES

Building upon lessons learned from research and planning group conversations, new insights from the Leadership Committee, and a desire to ensure that Partnership activities are closely aligned with other workforce efforts in the region (including the Master Community Workforce Plan), the Partnership has identified the following priorities for 2019:

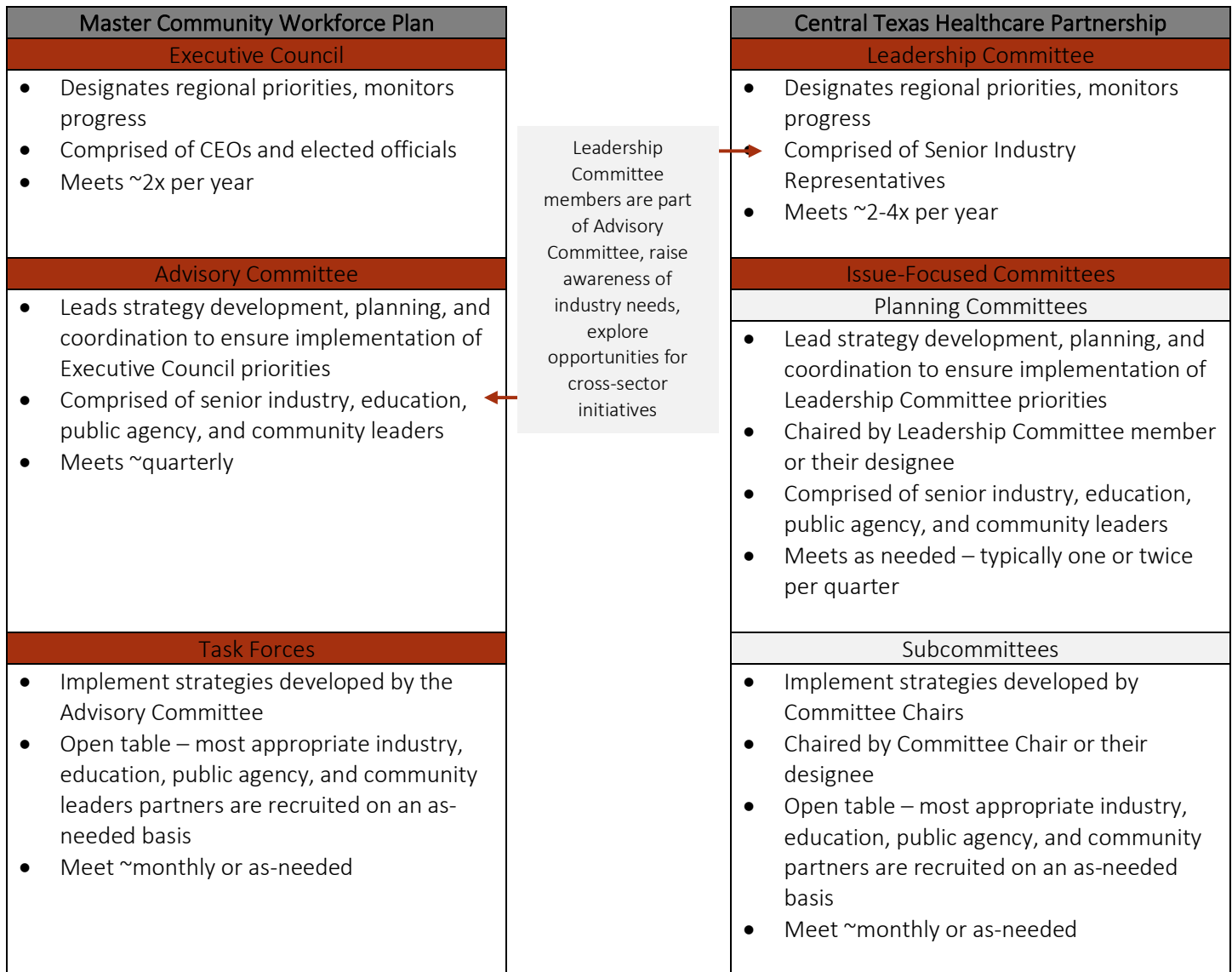
Central Texas Healthcare Partnership 2019 Priorities				
Priority	<b>YOUTH TALENT PIPELINE:</b> Promote increased awareness of health careers and facilitate relevant hands-on learning opportunities for youth and young adults.	<b>POST-SECONDARY ACCESS &amp; SUCCESS:</b> Grow the number of Central Texas skill seekers who are graduating from middle-skill healthcare education and training programs.	<b>NURSING TALENT PIPELINE:</b> Increase the supply of Central Texas registered nursing talent so that companies have ready access to the talent they need to provide high-quality care.	<b>UPSKILLING:</b> Develop innovative education and training approaches that leverage the skills and experience of frontline healthcare workers to fill in-demand healthcare jobs.
2019 Goals	Pilot industry partnerships with AISD and expand to additional districts  CTHP and AISD engage at least 250 students in health careers exploration via three pilot initiatives: <ul style="list-style-type: none"> <li>• Career Exploration Fair</li> <li>• Speakers Bureau</li> <li>• Supply and Equipment Exchange</li> </ul> At least 25 AISD teachers and counselors participate in an externship or other opportunity to grow their knowledge of the healthcare industry.	Austin Community College implements revised policies and practices that 1) Remove barriers for individuals seeking training for in-demand health careers; 2) Accelerate training; 3) Optimize enrollment in key healthcare training programs; and 4) Grow successful completion of healthcare training programs.	Re-launch the Nursing Work Group as a joint venture with hwACT focused on building an effective nursing talent pipeline  Develop a plan to ensure that there are diverse and seamless on-ramps to nursing careers, including effective pathways for CNAs, PCTs, and LVNs	Develop new tools to document and honor industry investments in workers.  Provide learning opportunities for five or more employers to explore options to strengthen their tuition assistance programs to better address industry skill needs.  Engage at least 35 frontline healthcare workers in an upskilling pilot initiative that engages industry and community partners in a joint effort to prepare workers for in-demand health careers.
Master Community Workforce Plan Five-Year Priorities (2017-2021)				
Strategy	<b>AWARENESS &amp; ENROLLMENT:</b> Cultivate interest in high-demand, middle-skill careers	<b>TRAINING:</b> Equip workers with the skills they need to succeed	<b>PLACEMENT:</b> Connect employers with local talent to fill middle-skill jobs	<b>ADVANCEMENT:</b> Assist frontline workers in acquiring skills to advance into middle-skill jobs
Target Outcome	30,000 economically disadvantaged residents enroll in middle-skill training programs	12,000 economically disadvantaged residents earn a middle-skill credential	8,000 economically disadvantaged residents placed in middle-skill jobs	2,000 economically disadvantaged residents advance (raises, promotions) in jobs after upskilling

## IMPLEMENTATION PLAN

In 2019, the Partnership will organize its work through two streams of programming: Education and Networking Events and Strategic Initiatives.

### STRATEGIC INITIATIVES

In 2019, the Partnership will re-organize its operational structure to 1) Enhance authentic industry leadership Partnership initiatives; 2) Align the Partnership's organizational structure with its 2019 strategic priorities ; and 3) Improve Partnership coordination and communication with the Master Community Workforce Plan's leadership body:



### LEADERSHIP COMMITTEE

As in year one, the Partnership's CTHP Leadership Committee will continue to provide strategic direction and oversight for the work of the coalition. In 2019, Workforce Solutions will endeavor to more deeply engage the CTHP Leadership Committee in the MCWP Advisory Committee of the Master Community Workforce Plan's leadership body. In doing so, the healthcare industry will gain a broader audience of leaders with which it can share information about key regional healthcare workforce development needs that have been identified through the work of the partnership. In addition, the closer working relation between the two bodies will enable the Partnership to explore opportunities for cross-sector

collaboration with leaders from other industries (e.g., to address universal challenges around the college readiness of recent high school graduates, the overall need for more post-secondary training options, etc.).

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## ISSUE-FOCUSED COMMITTEES

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In 2019, CTHP will operate four issue-focused committees, each of which will work to advance the Partnership's goals around one of the four priority areas:

- Youth Talent Pipeline
- Post-Secondary Access and Success
- Nursing Talent Pipeline
- Upskilling

## PLANNING COMMITTEES

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In 2018 the three pilot working groups launched by the CTHP Partnership (K12, Nursing, and Policy) were well-attended by both industry and community partners. However, no specific leadership was established for any of the groups, leaving the agenda for each work group constantly shifting based upon who was in the room during a given month. In 2019, in order to both reinforce the Partnership's goal of being industry-driven and to grow impact, the Partnership will shift to a new model wherein CTHP Leadership Committee members - or their designees – co-chair a “planning committee” for each of the issue-focused committees. In the event that the current CTHP Leadership Committee does not have the bandwidth to chair all four CTHP Planning Committees, additional CTHP Leadership Committee members may be recruited to further grow the capacity of the Partnership.

## SUBCOMMITTEES

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In addition, each Committee can create Subcommittees on an as-needed basis to implement strategies and projects selected by the planning committees. CTHP Subcommittees will provide industry leaders with a forum for collaborating with other key community partners who are critical to ensuring the success of regional workforce efforts, including education, public agency, and nonprofit leaders. CTHP Subcommittees may be created as time-limited or standing bodies. To support work already in progress, we anticipate that the existing K12 Career Exploration Fair task force will operate as a subcommittee of the Youth Talent Pipeline committee moving forward. Additional CTHP Subcommittees may be added as needed.

## EDUCATION AND NETWORKING

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In addition to the strategic initiatives outlined above, the Partnership will continue to serve as a hub for regional healthcare industry and workforce development leaders to come together to network, share information, and learn from experts. Over the course of 2019, the Partnership will coordinate a series of “Healthcare Talent Talk” events that bring interested stakeholders together, with the goal of building a better-informed and better-connected healthcare workforce development sector in Central Texas.

## FOR ADDITIONAL INFORMATION

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For more information about this plan or the work of the Central Texas Healthcare Partnership, please contact:

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