



# 2023 WORKFORCE EXCELLENCE AWARD NOMINATION FORM

## NOMINATION FORM

APPLICANT:

**Lubbock Economic Development Alliance**

Name of Community or Workforce Board

**Christine Allen, Director of Workforce Development**

Contact Name and Title

[Christine.allen@lubbockeda.org](mailto:Christine.allen@lubbockeda.org)

Email Address

**806-723-8227**

Telephone Number

**267,329**

Community Population (as of the most recent census or as officially marketed)

**Christine Allen**

TEDC Member Name (must be individual TEDC member, not organization)

## SUMMARY:

Please attach a brief description of the workforce development initiative. Within this description, address the award criteria of Innovativeness, Transferability, Community Commitment and Leverage, Measured Objectives and Secondary Benefits. Please provide the start date of the project and completion date, if applicable.

**The program or initiative is to be for the period of January 1 to December 31, 2022.** Please provide measurable results for that 12-month period. The workforce development initiative can be a long-term project, however, it must show measurable results within the award year. The nomination can be no longer than five conventionally formatted 8.5" x 11" pages (including the one-page nomination form).

**Please submit this completed nomination form and your project summary via email to Amy Swank at amy@texasedc.org on or before 5:00 PM, Friday, May 8, 2023.** You may also submit up to five (5) photographs of your workforce project as separate jpeg files.

Questions regarding the Workforce Excellence Award program or procedures should be directed to Amy Swank, Vice President, Texas Economic Development Council, [amy@texasedc.org](mailto:amy@texasedc.org), 512-480-8432.

TEDC 2023 Workforce Development Committee Chair  
Chester Jenke, Seguin Chamber of Commerce

# South Plains Talent Pipeline Management Healthcare Program

## Program Partners

### **Healthcare Collaborative Members:**

Covenant Health System  
University Medical Center Health System  
Texas Tech University Health Sciences Center (TTUHSC)  
Lubbock Chamber of Commerce  
Lubbock Economic Development Alliance  
Lubbock Heart Hospital West  
UMC Physicians Group  
StarCare Specialty Health System  
BSA Compassion Home Care  
Lubbock Independent School District  
Lubbock-Cooper Independent School District  
Frenship Independent School District  
Workforce Solutions South Plains  
City of Lubbock

### **South Plains Training Providers:**

TTUHSC School of Nursing  
Covenant School of Nursing  
South Plains College  
Lubbock Christian University  
Wayland Baptist University  
Texas Professional Training

## Background Information

The Lubbock Chamber of Commerce and Lubbock Economic Development Alliance (LEDA) have partnered to provide future workforce training and demand planning strategies to South Plains businesses through the formalized Talent Pipeline Management (TPM) program. Created in 2014 by the U.S. Chamber of Commerce, TPM is a program designed to benefit employers through mobilizing the business community and closing the skills gap. This is done by applying lessons learned from supply chain management, education, and workforce partnerships. Employer collaborations play an expanded role as “end-customers” of a talent supply chain, consequently becoming more effective at determining and communicating the most critical working needs to trusted partners as well as managing and improving performance.

The Chamber Foundation has taken this end-to-end talent management approach and held training academies all over the United States. There are six strategies that make up TPM’s approach and are designed to assist public-private partnerships in establishing and maintaining effective and sustained employer engagement and leadership.

Team members from both LEDA and the Lubbock Chamber took part in the Texas TPM Academy and as a result, decided to implement TPM in the South Plains area and focus on the labor shortages in the healthcare industry.

### **Strategy 1: Organize for Employer Leadership and Collaboration**

The U.S. Chamber of Commerce Foundation’s Talent Pipeline Management initiative has an employer-led approach that organizes the business community into employer collaboratives to address its most critical workforce needs using the six-talent supply chain strategies.

CEOs from Covenant Health System, University Medical Center and TTUHSC penned a letter that went out to over one hundred health related businesses, inviting them to commit the appropriate staff to participate in the South Plains Healthcare Collaborative (The Collaborative). Based on the critical labor needs within the region’s healthcare industry, these three large hospital systems were intent on creating a group of regional healthcare professionals, private employers, training providers and various community partners whose goal was to foster collaboration across the healthcare community throughout the South Plains region. These hospital systems and partners not only serve many of the 15 counties surrounding Lubbock, but also Eastern New Mexico, the Permian Basin and Panhandle regions of Texas. The Collaborative met over a series of months to discuss how to best meet the needs of current business challenges.

**Strategy 2: Project Critical Job Demand**

According to the Texas Workforce Commission’s Labor Market Information, the South Plains Region’s fastest growing occupations include registered nurses, medical assistants, medical and health services managers and medical secretaries. These occupations are also adding the most healthcare jobs to the region.

The Collaborative identified five critical occupations through the demand planning process. These include registered nurse, licensed vocational nurse, medical assistant, certified nurse aid, and patient care technician. For these five occupations alone, members of The Collaborative estimated that the South Plains area will need approximately 5,607 certified healthcare personnel over the next 36 months. The critical job needs are as follows:

	Projected Needs	Current Enrollment	Capacity Fall 2021	Capacity Spring 2022
Registered Nurses	1,779	901	705	995
Licensed Vocational Nurses	506	126	48	148
Medical Assistants	993	24	30	30
Certified Nurses Aides	1,979	120	77	77
Patient Care Technician	350	53	20	20
<b>Totals</b>	<b>5,607</b>	<b>1,224</b>	<b>880</b>	<b>1,270</b>

*(These numbers don’t reflect the shortages in other in-demand healthcare positions such as Radiology Technician, Respiratory Technician, Physical Therapist, MRI Technician, etc.)*

Although the South Plains area has well-qualified training providers in these fields, the annual training enrollment in the critical position programs is 1,224. Projected enrollment capacity for subsequent semesters was only estimated to increase by 46 seats.

After identifying this pain point, The Collaborative created a plan to address the critical jobs shortage immediately, while simultaneously planning a long-range training strategy that will promote the various health science career occupations at multiple levels. The Collaborative identified the urgent need for training at all levels of education from middle school and high school to technical school and higher education institutions like colleges and universities. Overwhelmingly, they noted the dire need across the South Plains to increase the capacity of training in these critical occupations. The participants of The Collaborative committed to look for creative solutions to increase the pipeline of talent to meet the immediate and future workforce needs.



**Strategy 3: Align and Communicate Job Requirements**

The Collaborative did not have to spend a significant amount of time comparing and analyzing job descriptions for this strategy. Because the occupations in focus required the same licensing and certification credentials for each hiring entity, the hiring requirements were found to be consistent across the board.

**Strategy 4: Analyze Talent Supply**

When The Collaborative did a talent pool analysis, it was determined that the highest number of students who entered health science training programs came from area high schools. These were often students who had been on a health science pathway and had obtained a certification that would assist them in being accepted into those training programs. The Collaborative noted that upskilling its existing employees would open another large pool of talent.

**Strategy 5: Build Talent Supply Chains**

To address the short-term need for healthcare labor, The Collaborative applied for and received a \$100,000 workforce grant from Texas Mutual Insurance. A portion of this grant provided scholarships for nursing students to attend Lubbock Christian University’s RN to BSN program, as well as other health science training programs at area educational institutions. Funds were also used to create a Certified Nurse Aide and Patient Care Technician summer bridge course for high school students who were unable to fit such a course into their fall or spring semester school schedules.

The funds additionally provided career exploration kits and software to rural schools and supported the Covenant Hospital System’s Summer Healthcare Camp, which attracted 225 area Middle School students.

Receiving the Texas Mutual Insurance workforce grant and implementing it quickly gave The Collaborative the momentum needed to continue addressing the critical labor shortage in healthcare experienced across the South Plains. It is estimated that the workforce value added because of this effort is as follows:

**Texas Mutual Insurance Workforce Grant (\$100,000)**

**Scholarships Awarded**

<b>Certification/Training</b>	<b># Students</b>	<b>NAICS Code</b>	<b>Entry Wages</b>	<b>Workforce Value Added</b>
Patient Care Technician	58	623	\$25,329.00	\$3,737,236
Registered Nurse -BSN	20	623	\$58,372.00	\$2,969,881
Monitor Technician	4	623	\$28,250.00	\$287,464
Certified Nurse Aide	8	623	\$23,324.20	\$474,676
Master of Science Nursing	3	623	\$82,522.00	\$629,790
<b>Total</b>	<b>93</b>			<b>\$8,099,047</b>

*Summer Covenant Healthcare Camp – 225 area middle school students  
Career Exploration Software/Kits purchased for rural school districts.*

The Texas Mutual Insurance workforce grant is awarded from a private company, making it eligible to be matched with a Texas Workforce Commission Texas Industry Partnership grant. Leveraging that matching grant allowed The Collaborative to award 61 additional health science scholarships to students at various training institutions. The workforce value added is as follows:

**Texas Industry Partnership Workforce Grant (\$100,000)**

**Scholarships Awarded**

<b>Certification/Training</b>	<b># Students</b>	<b>NAICS Code</b>	<b>Entry Wages</b>	<b>Value Added</b>
Advanced Degree Nursing	11	623	\$58,372.00	\$1,633,434
Registered Nurse -BSN	22	623	\$58,372.00	\$3,266,869
Licensed Vocational Nurse	5	623	\$38,801.00	\$493,534
Doctor of Nurse Practitioner	1	623	\$82,522.00	\$209,930
Radiography Technician	2	623	\$43,721.00	\$222,446
EKG	6	623	\$24,051.00	\$367,104
Certified Nurse Aid	4	623	\$23,324.20	\$237,339
Patient Care Technician	2	623	\$25,329.00	\$128,871
Pharmacy Technician	4	623	\$21,452.00	\$218,290
Phlebotomy	2	623	\$27,913.60	\$142,019
Clinical Medical Assistant	1	623	\$25,750.40	\$65,506
Medication Aide	1	623	\$25,750.40	\$65,506
<b>Total</b>	<b>61</b>			<b>\$7,050,848</b>

The City of Lubbock City Council heard about the efforts of The Collaborative and voted to set aside \$1.3 million in funding for healthcare scholarships using the American Rescue Act Plan (ARPA) funding. This resulted in an additional 610 students receiving health science scholarships that has a Workforce Value Added of:

**City of Lubbock ARPA Healthcare Training Grant (\$1,300,000)**

**Scholarships Awarded**

<b>Certification/Training</b>	<b># Students</b>	<b>NAICS Code</b>	<b>Entry Wages</b>	<b>Value Added</b>
AAS Child Development	4	623	\$17,254.00	\$175,572
Associate degree Nursing	104	623	\$58,372.00	\$15,443,381
Registered Nurse -BSN	144	623	\$58,372.00	\$21,383,141
Family Nurse Practitioner/MSN	56	623	\$82,522.00	\$11,756,071
Licensed Vocational Nurse	33	623	\$38,801.00	\$3,257,327
Respiratory Care	14	623	\$47,703.00	\$1,698,940
Radiologic Technician	21	623	\$43,721.00	\$2,335,683
Emergency Medical Technician	2	623	\$23,821.00	\$121,198
Physical Therapy Assistant	6	623	\$45,620.00	\$696,323
Surgical Technology	19	623	\$38,594.00	\$1,865,425
Sterile Processing Technology	9	623	\$38,594.00	\$883,622
Patient Care Technician	3	623	\$25,329.00	\$193,305
Occupational Therapist	21	623	\$60,881.60	\$3,252,445
Speech-Language Pathologists	30	623	\$36,275.20	\$2,768,443
Physical Therapists	15	623	\$58,947.20	\$2,249,359

Therapists, All Others	5	623	\$25,417.60	\$323,303
Exercise Physiologists	6	623	\$36,275.20	\$553,688
Optometrists	4	623	\$85,529.60	\$870,323
School of Public Health	2	623	\$134,929.60	\$686,502
School of Pharmacy	3	623	\$91,915.20	\$701,478
School of Nursing	29	623	\$58,364.80	\$4,305,796
School of Biomedical Sciences	11	623	\$134,929.60	\$3,775,762
School of Medicine	69	623	\$146,452.80	\$25,706,988
<b>Total</b>	<b>610</b>			<b>\$105,004,075</b>

In total, all three grant efforts resulted in 764 students receiving scholarships to help support them in their health science training programs. Using Impact Data Source, LEDA estimates that the workforce value added to the South Plains is just over \$120 million. Additionally, other middle and high school students were impacted by the healthcare camp, career exploration software and the summer bridge programs. Finally, the success of these three grant efforts gave The Collaborative the momentum to apply for and receive an additional round of Texas Mutual Insurance workforce grants and Texas Industry Partnership grants, allowing this effort to be repeated in 2023.

### **Innovativeness**

This program is innovative because it directly impacts the trajectory of our future workforce and quickly addresses an industry labor shortage. The employer-led healthcare Collaborative wanted to help support the students enrolled in health science programs to enable them to successfully finish and enter the workforce.

### **Transferability**

As mentioned, the Chamber Foundation has taken this end-to-end talent management approach and held training academies all over the United States. There are currently collaboratives meeting all over the U.S. trying to address talent shortage across many different industry sectors.

### **Community Commitment & Leverages**

The commitment by the three competing hospitals systems to lead and sit at the table together to address a common problem is unprecedented. These businesses put the competition aside to work toward a solution that would assist each system. The leverages can be measured in the time each of The Collaborative members put toward the effort and the leveraged Texas Industry Partnership Grant from the Texas Workforce Commission.

### **Measured Objectives**

The success of The Collaborative resulted in 764 students receiving scholarships to help support them in their health science training programs. 225 middle school students were impacted through a healthcare camp and unknown numbers of students utilized the career explorations software. Using Impact Data Source, LEDA estimates that the workforce value added to the South Plains is just over \$120 million.

### **Secondary Benefits**

The success of The Collaborative is that additional grants were secured for the continuation of this effort with a focus on purchasing equipment and supplies to assist the training providers in expanding the capacity of its health science programs. The relationships developed by The Collaborative members have solved problems outside of what has been addressed in this narrative.