



# Growing Our Own

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*The WorkSource – Gulf Coast Workforce Board*  
*October 25, 2006*



# Houston-Galveston Area

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- Supports the health services industry's demand for qualified workers through expansion of the health care education system and other workforce means
- Covers a 13-county region of approximately 5.3 million people



# From Competition to Collaboration

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- Nursing shortage in 2000
  - Vacancy rates
  - Ambulance diversions
  - Sign-on bonuses
- Nurse Executive Discussions
- Survey of Area Hospitals



# A Regional Perspective

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- Gulf Coast Workforce Board's Targeted Industry Model
- Greater Houston Partnership's Role
- Health Services Steering Committee formed



# Health Services Steering Committee

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- Organizations:
  - 14 Hospitals/Health Systems
  - 2 Academic Health Centers
  - 2 Universities
  - 3 Community College Districts
  - Texas Medical Center
- Representatives:
  - CEOs/Presidents, CNOs, CHROs



# Health Services Steering Committee, (cont.)

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- 4 Strategic Workgroups
  - Marketing Healthcare Career Opportunities
  - Enhancing Educational Capacity
  - Addressing the Internal Challenge:  
The Work Environment in Hospitals
  - Making Government a Facilitating Partner



# Marketing Healthcare Careers

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- Major Projects:
  - Middle School Student Awareness – Cool Careers in Healthcare Day & Other Initiatives
  - Promise of Nursing  
Work School Program
- Performance Measures:
  - Increasing Numbers of Qualified Student Applicants
  - Nursing Workforce Diversity that More Closely Matches Population Served

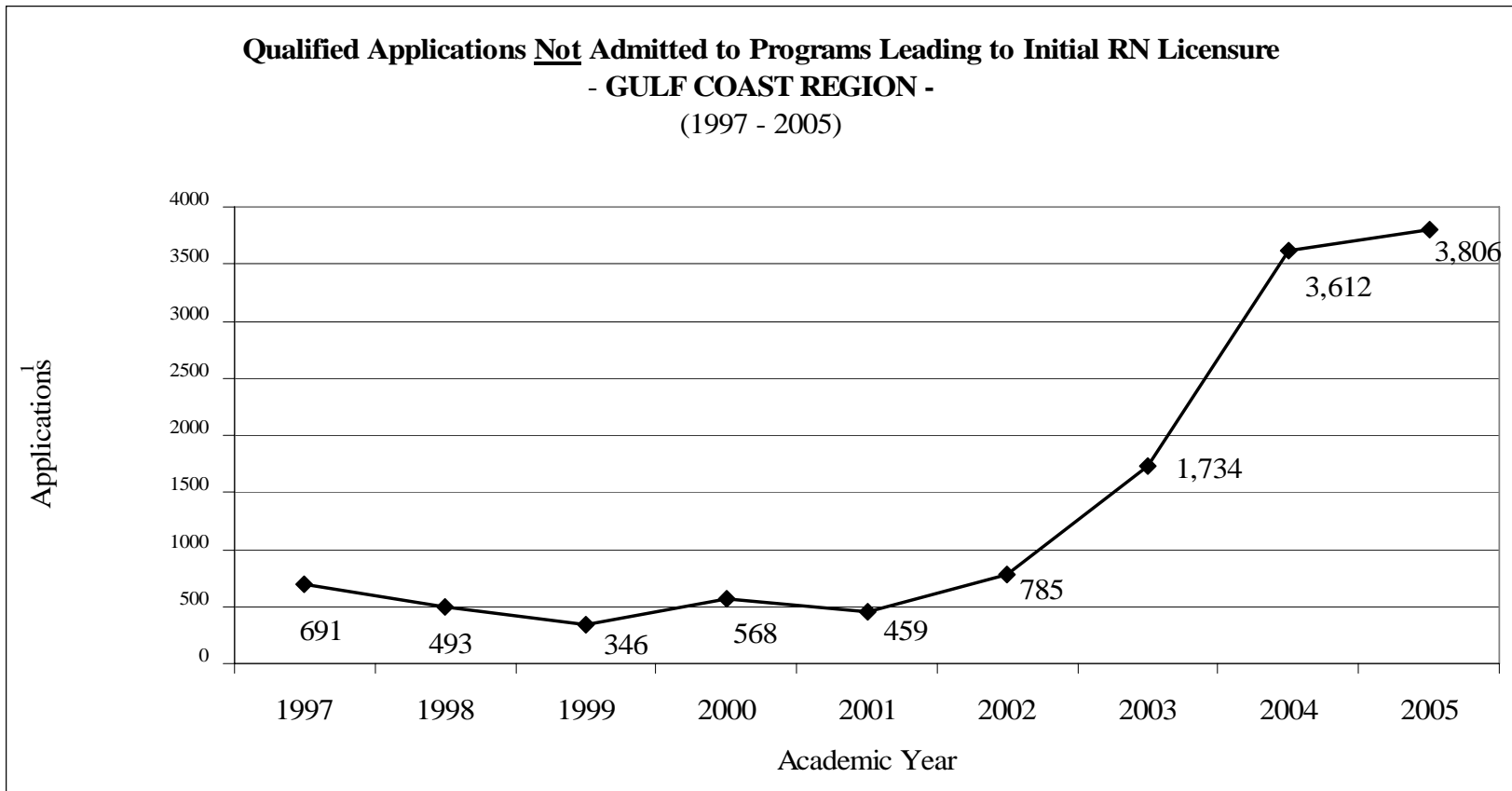


# Marketing Healthcare Careers

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- Work School Project:
  - Over 16 Participating Hospitals
  - New Registered Nurses
  - BSN Nurses
  - MSN Nurses
  - Number of Non-Caucasians
  - Number of Males
  - Number of Single Parents
  - 90+% Retention Rate

# Marketing Healthcare Careers





# Expanding Educational Capacity

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- Major Projects:
  - Loaned Faculty Initiative
  - Nurse Faculty Salary Initiative
- Performance Measure:
  - Enrollment of Students Seeking Initial RN Licensure



# Loaned Faculty Initiative

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- Health Services Steering Committee's Expanding Educational Capacity Workgroup
- Goal = Double RN production by 2010
- State funding, even with Dramatic Growth Funds, not enough
- Hospitals must be part of the solution



# Loaned Faculty Initiative (cont.)

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- July 2001 Dramatic Growth Fund finalized
- August 2001 – First Faculty Job Fair
- Filled 36 of 70 requested faculty vacancies
- 16 hospitals loaned faculty
- 10 programs received loaned faculty



# Loaned Faculty Initiative (cont.)

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- CEO driven process
- Central Facilitator
- Collaboration triumphs over competition



# Academic Perspective on Loaned Faculty Initiative

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## Advantages:

- Collaboration
- Enrollment
- Curriculum
- Students

## Drawbacks:

- Time commitment
- Continuity
- Availability of qualified staff



# Hospital Perspective on Loaned Faculty Initiative

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## Advantages:

- Collaboration
- Recruiting
- Curriculum
- Staff orientation
- Vacancy rate
- Staff recognition
- Student perspective

## Drawbacks:

- Time commitment
- Reallocation of work
- Fiscal restraints
- Availability of qualified staff

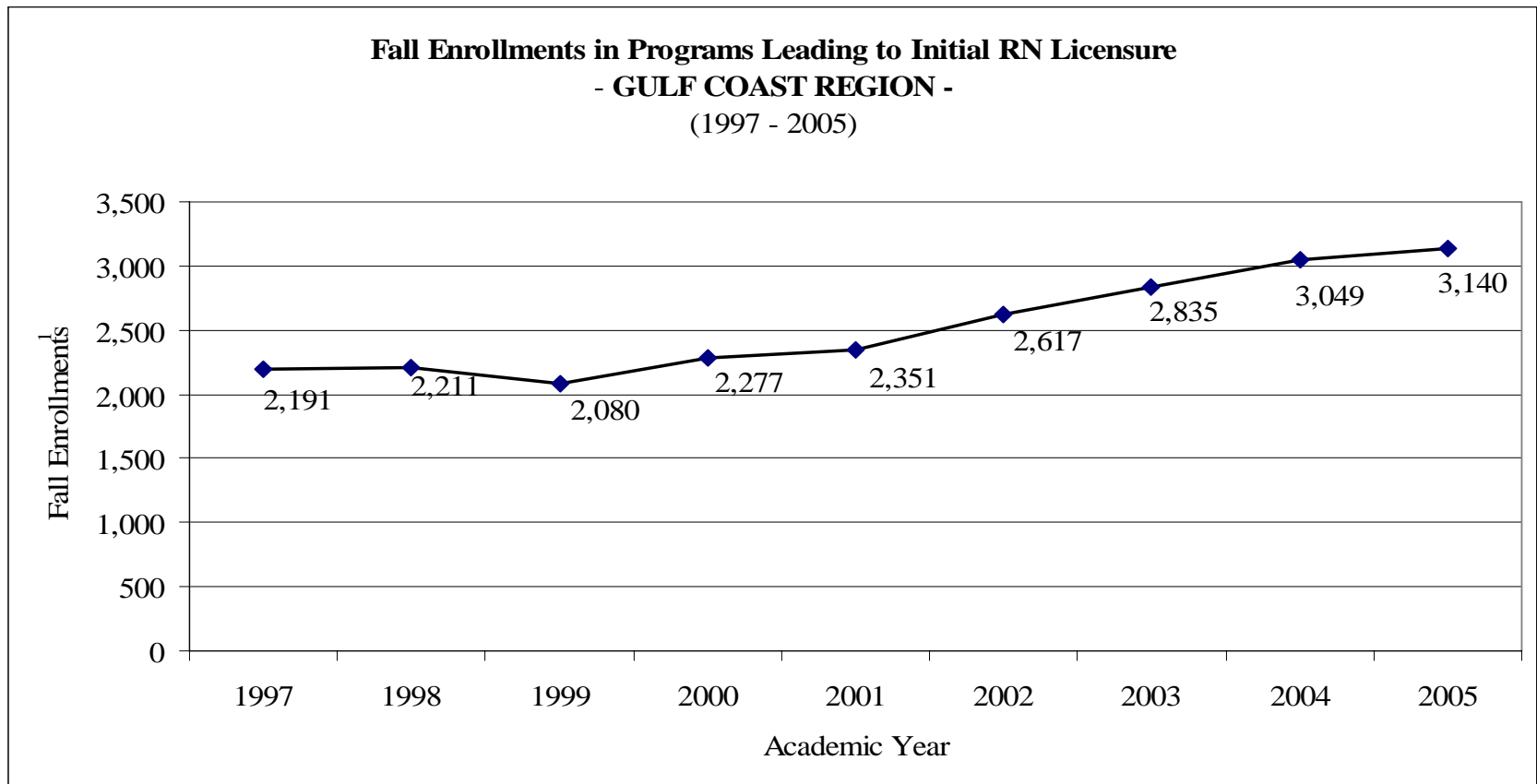
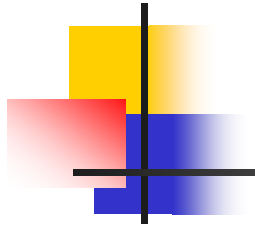


# Nurse Faculty Salary Support Initiative

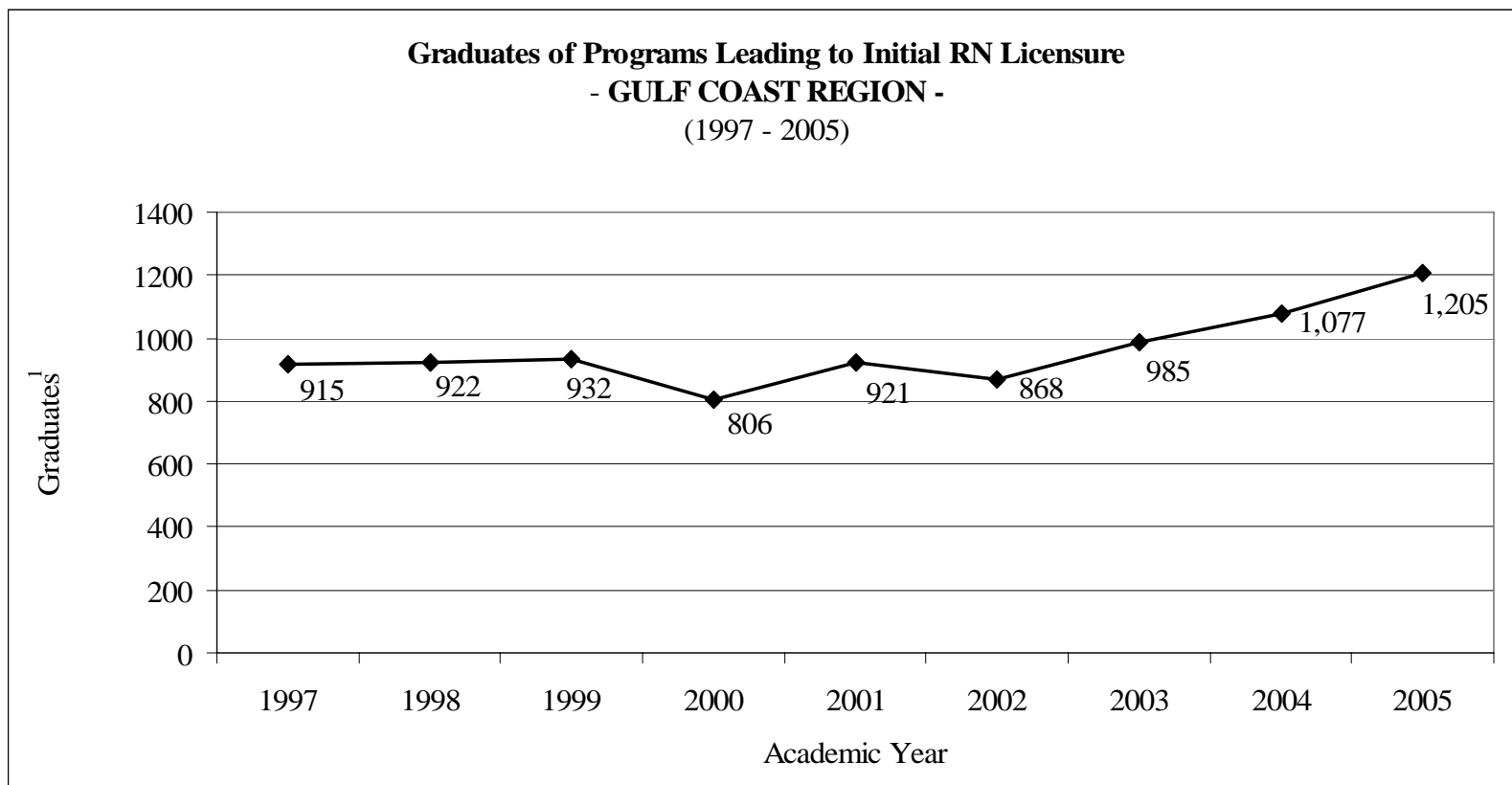
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- Steering Committee solicited funding from two local foundations
- Awarded \$600,000 to:
  - Provide stipends to keep faculty from retiring
  - Provide stipends to improve faculty starting salaries
  - Provide funds to create and fill new faculty positions

# Expanding Educational Capacity



# The Results of Increasing Capacity – More RNs





# Improving the Work Environment (cont.)

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- Major Projects:
  - Ideal Work Environment Project
  - Vacancy and Turnover Survey
- Performance Measure:
  - Reduced Vacancy and Turnover Rates



# Improving the Work Environment (cont.)

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- Ideal Work Environment Project:
  - Envision the Ideal Work Environment
  - Survey Hospitals on Relative Work Environment Performance Measures
  - Create Benchmarks and Provide Feedback
  - Identify and Share Best Practices



# Government as a Facilitating Partner

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- Traditional formula funding through Texas Higher Education Coordinating Board for 62 nursing education programs
- Dramatic Growth Funds allocated for institutions with high enrollment increases intended to support those enrollments prior to formula funding pass-through
- Tobacco Settlement Funds for Nursing Innovation Grants and Faculty Overload



# Contact Information

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