

## COLLABORATING TO CLOSE

# North Carolina's Health Care Talent Gap

*The NC Chamber Foundation and the NC Center on the Workforce for Health launched a landmark partnership to aggressively tackle the state's health care workforce shortages. The initiative will utilize principles of Talent Pipeline Management to build ROI-focused partnerships that align workforce programming with employer job demand.*

## Challenge

Across the nation and in North Carolina, chronic health care workforce shortages have been exacerbated by the Covid-19 pandemic. These shortages impact NC health care institutions' ability to achieve their goals, compromise the work environment for current workers, and, ultimately, hamper North Carolina's ability to grow its economy. To begin addressing these shortages, we must address the following:

- The lack of demand-driven, primary-source data showing employer job needs has led to anecdotal information driving action.
- Few incentives exist for employers to work collectively on solving cross-sector workforce issues, leading to further fragmentation and misalignment in the workforce development arena.
- Employee burnout, accelerated retirements, and complex market pressures have strained job quality and retention.
- It is becoming increasingly difficult to grow talent pools for the health care workforce due to the absence of well-defined career paths and coordinated recruitment strategies.

## North Carolina Must Lead

From patients to employees to business, community, and political leaders, everyone is demanding solutions to this challenge.

North Carolina is positioned to lead: We have a strong and committed health workforce. Our state's university systems, public and private, community colleges and other training providers are aligning well, enabling partnerships to meet workforce needs in innovative ways. Our business community is well-positioned to help solve one of the biggest challenges – real time data to inform workforce development priorities and provide future workers with the information needed to make career path decisions.

## Talent Pipeline Management was Created to Address This Challenge

The U.S. Chamber of Commerce Foundation's Talent Pipeline Management (TPM<sup>®</sup>) program will align employer demand with the workforce system's efforts to supply workers. The core component of TPM<sup>®</sup> is the formation of employer-led "collaboratives." These collaboratives then partner with talent providers and follow the rigorous TPM<sup>®</sup> framework to identify, clarify, and communicate workforce needs clearly with one voice and at scale, aggregate demand-driven, employer-sourced data around most critical talent needs, facilitate employers and educators to first "get their facts straight" before partnering to co-create solutions, and then leverage a robust methodology to accelerate alignment.

Effective execution of the TPM<sup>®</sup> framework creates a win-win-win scenario for learners, employers, and educators: access to well-paying careers is afforded to more learners, employers are delivered a higher volume of quality talent, and educators create higher performing programs.

## Getting Started

North Carolina's preeminent business voice and the state's lead organization for health care workforce are partnering to scale TPM® statewide. The NC Chamber Foundation, NC Center on the Workforce for Health, and local partners will create employer-led collaboratives in three regions within eighteen months and coordinate workforce development solutions to address these issues systematically and collaboratively. The expected outcome of these phased applications of TPM® will demonstrate how the framework better aligns health care talent development activities with job demand.

## Defining Success

As this much-needed coalition grows, this effort will culminate in the creation of employer-led health care TPM® collaboratives spanning the entire state. The objective of this long-term effort is to achieve an agile, ROI-focused, demand-driven health care workforce system that delivers a predictable, higher volume flow of critical talent coming from pipelines that is directly employed by regional employers of choice.

### Employers benefit by:

- Addressing unfilled job openings
- Reducing onboarding, training, and upgrading costs
- Improving career advancement, turnover, and retention goals
- Meeting diversity, equity, and inclusion goals
- Access to anonymized data from peers to benchmark performance relative to local industry
- Communicating needs clearly with one voice and at scale
- Greater leverage in creating and managing better pipelines
- Greater brand and image for industry

### Learners & employees benefit with:

- Greater access to high-paying, resilient careers
- Accelerated employment outcomes
- Upward economic and social mobility
- Students and employees get into the programs & careers that fit them
- Learners know their future employers

### Educators/workforce partners benefit with:

- Better informed program investments based on data-driven industry needs
- Hyper-relevant education programs
- Higher volume of learners completing programs
- Accelerated learner outcomes
- Cross-sector communication and coordination that is ROI-focused
- Better facilitated local and regional solutions that align with statewide priorities

## Next Steps

The NC Chamber Foundation and the NC Center on the Workforce for Health are engaging local leaders and state-level stakeholders to build support for this approach and related implementation efforts. Phase one of these efforts requires continued coalition-building, training practitioners and supporters in the framework, fundraising, and forming and launching local partnerships to begin implementing TPM®.

For more information on the NC Center on the Workforce for Health, visit [nciom.org/nc-center-workforce-for-health](http://nciom.org/nc-center-workforce-for-health), and for more information on the NC Chamber Foundation visit [ncchamber.com/foundation](http://ncchamber.com/foundation).

To get engaged and learn more, please contact Vincent Ginski, Director of the NC Chamber Foundation's Institute of Workforce Competitiveness, at [vginski@ncchamber.com](mailto:vginski@ncchamber.com).

