


Talent Roadmap

HEALTHCARE WORKSHOP

WORKSHOP DATE: AUGUST 1, 2023

Output Summary





How to use this document

The **purpose** of this document is to:

Provide a **detailed overview of the Talent Roadmap Healthcare Workshop** which includes the **output summary** from the workshop, **key themes** that emerged during the workshop, and **key actions** that will **aid in the establishment of a formalized, tightly integrated feedback loop that aligns key business and education stakeholders.**

This document also outlines the key **next steps to formalize and launch the feedback loops across industries**, as well as **next steps to develop the Wichita Skills Navigator.**

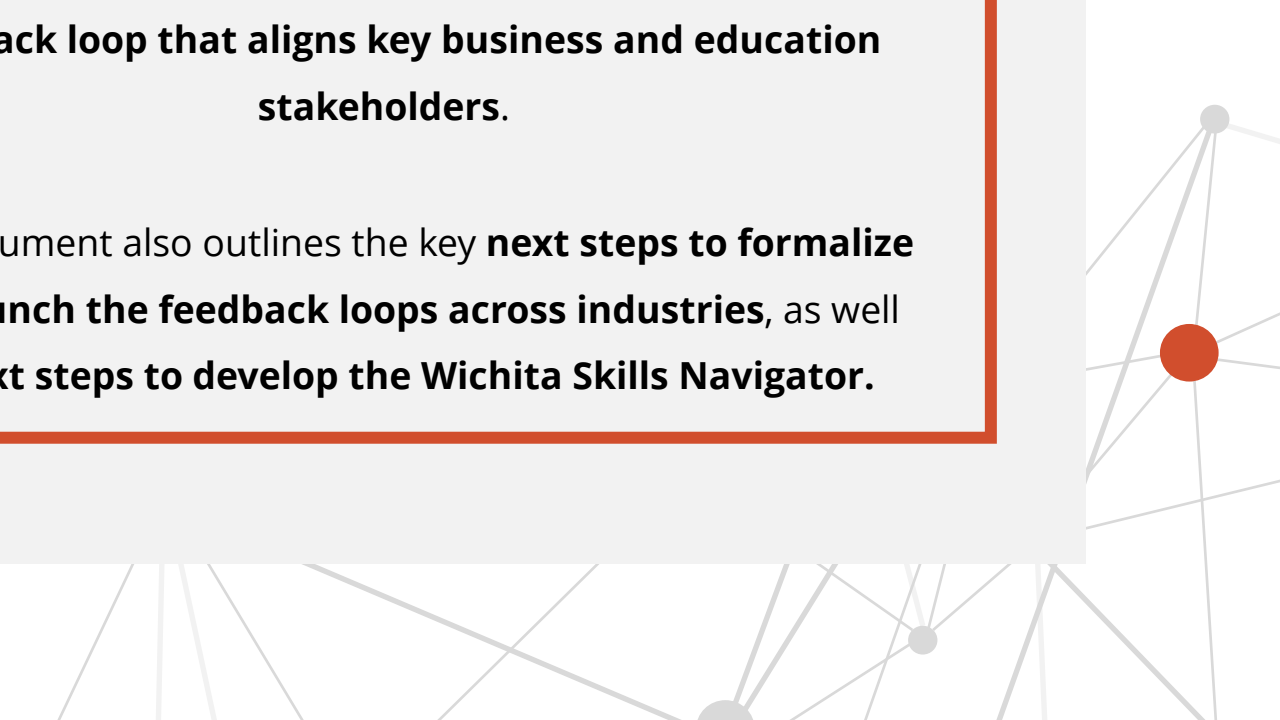


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Executive Summary



Genesis of the Healthcare Workshop

The Greater Wichita Region is on a multi-year journey to accelerate the future of work through realizing their ambition statement and focused commitments. One of their key priorities in 2023 is activating the feedback loop between industry, education, and workforce development

GREATER WICHITA'S FUTURE OF WORK AMBITION

**We are a vibrant, global community of possibility that invests boldly,
takes risks, and defies expectations.**

ACTIVATING FEEDBACK LOOPS

A continuous feedback loop between the business and education sector will advance Wichita's Future of Work journey.



As Wichita's workforce **prepares to meet the evolving needs of the business sector**, it is necessary **to ensure strategic alignment** between **businesses and the education / workforce development sector**. Establishing a **formalized, tightly integrated feedback loop** between these stakeholders **on skills demand/supply** will help to **enable agile and responsive workforce planning**.

To activate these feedback loops, the Greater Wichita Partnership will be **hosting a series of roadmap sessions**, focused on the **Manufacturing, Technology, and Healthcare** industries.

The Journey to Activate Feedback Loops

In early March, The Greater Wichita Partnership partnered with Deloitte to facilitate the first of these workshops to bring together leaders from manufacturing, education, and workforce development industries to discuss emerging trends and key steps needed to prepare the region's workforce

WHAT

LISTEN

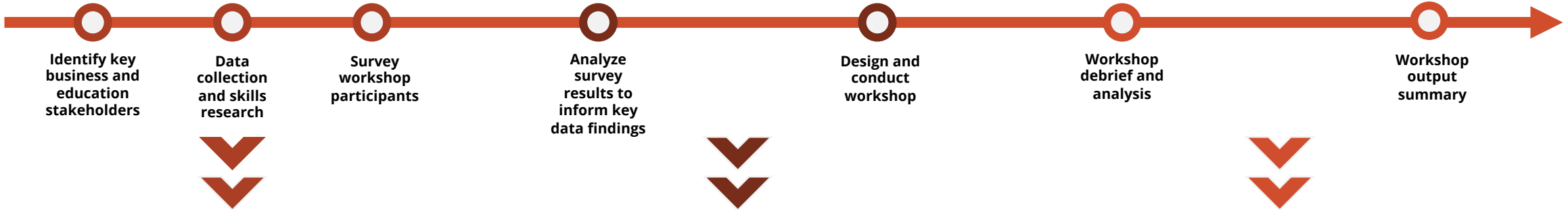
Design and conduct a **survey** seeking inputs from key business and education stakeholders to inform workshop design.

IMAGINE

Host industry-specific **workshop** to evaluate future talent priorities and engage stakeholders to establish a continuous feedback loop.

ACTIVATE

Uncover **opportunities** to further progress Wichita's future of work ambition and identify immediate actions to mobilize the them



WHY

To capture **existing perceptions** of the industry and understand the **highest priority near / future term skills, capabilities, and certifications** as a critical starting input for establishing feedback loops

To engage **key stakeholders in active discussion and networking** using a collaborative approach to set the foundation for **strong, continuous feedback cycles** in the long-term

To generate an **action-oriented strategy for future feedback loop discussions** within the industry and long-term alignment on what priorities to invest in

Healthcare Workshop Agenda and Outcomes

On August 1, 2023, the Greater Wichita Partnership hosted a three-hour Talent Roadmap Healthcare Workshop to set the foundation for a successful feedback loop between healthcare, education, and workforce development leaders



OPENING REMARKS & BIOMED UPDATE

Greater Wichita Partnership President, Jeff Fluhr reinforced the Future of Work ambition for the Great Wichita Region, and Gregory Hand, PhD, MPH, MS, Dean and Professor at the College of Health Professions at Wichita State University provided an update on Biomed trends and how the region's newly announced Biomedical Center will allow Wichita to be on the cutting edge of healthcare delivery and training.



HEALTHCARE LEADERSHIP PANEL

Industry and education community leaders from both Wichita and around the state shared their perspectives on the future of the industry and addressed questions around current challenges, priorities and opportunities.



FUTURE OF WORK TRENDS

Dr. Bharat Sutariya from Deloitte shared emerging trends impacting the national and local healthcare landscapes, that must be considered as Wichita prepares for the future and a continuous feedback loop is established.



FEEDBACK LOOP WORKSHOP & DEBRIEF

Participants discussed strategies for coming together to address changing workforce needs and next steps for implementing a feedback loop and progressing the industry, in small groups and then debriefed as a large group. Participants also shared individual next steps.

OUTCOMES

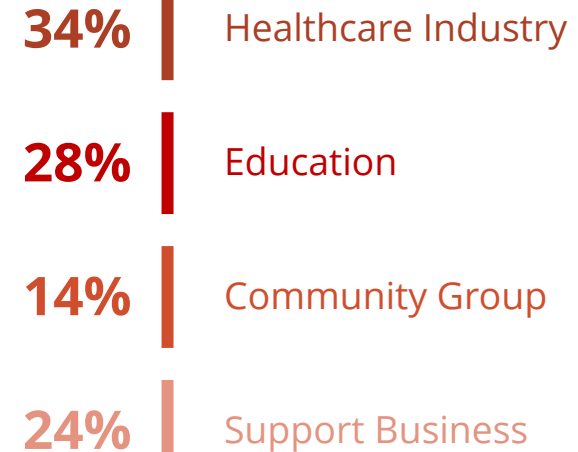
- **Gained buy-in and alignment around the importance of an integrated feedback loop** between business and education / workforce development sectors
- **Discussed future priorities** for the healthcare industry
- **Identified immediate actions** to further accelerate the Future of Work in the healthcare industry in Wichita
- **Ignited excitement and momentum** for the future of the healthcare industry

Healthcare Workshop Participants

Approximately, 250 people with a variety of missions were identified by the Greater Wichita Partnership, with collaboration from the Planning Team, and invited to the Talent Roadmap Healthcare Workshop.



A diverse group of **78 participants** from **39 different organizations** attended the workshop. Outlined below is the organization type makeup of participants in the room:



Organizations with Highest Attendance:



Key Themes and Actions

From the Opening Remarks, Panel Discussion, Data Deep Dive, and Small group discussions, four key themes emerged, reinforcing the value of and urgent need for a feedback loop between the healthcare industry and the education community. Of the four, two were aligned to themes from the Manufacturing workshop (denoted by a star below).

KEY THEME

ILLUSTRATIVE QUOTE

QUICK WINS



INFLUX OF TECH & DATA

Rapid technological change and innovation, coupled with the radical transformation of data architecture and analysis, including AI, will have multiple implications for the future healthcare workforce.

*Its about **balancing AI** and tech with the empathy of **people and care**.*

- Facilitate opportunities for leaders from **industry and education to discuss the integration of digital transformation in Healthcare** and identify opportunities for current healthcare workforce technology skill building.



ECOSYSTEMS & NETWORKS

Convergence across the healthcare industry, along with a growing focus on “health” (as opposed to “illness care”) is creating a need for new interoperability in traditionally siloed areas of the industry.

*We cannot just talk about this work. We must **outline the actions and responsibilities** in order to see this new future for Wichita, our healthcare ecosystem and our education partners.*

- Highlight ecosystems and networks** across the region and the state to **drive awareness and share successes** of how transforming traditional models and integrating in new ways can **improve outcomes, activate equity, and lead to new advancements**.



TRANSFERABLE SKILLS

Development of skills and enduring capabilities that are transferrable across sectors and over time will start to outweigh traditional qualifications and role definitions.

*There are so many opportunities **to think creatively** and engage the community with **positive healthcare stories** which may impact decisions to be knowledgeable about and choose healthcare careers.*

- Identify the most in-demand employable (soft) skills** across Manufacturing, Healthcare, and Tech industries, and develop pathways that **integrate development of those skills** into primary education learning models.



INDUSTRY AWARENESS

Perceptions of the industry are a potential barrier, with the opportunity to introduce talent to new and innovative career paths that go beyond the roles of just physicians and nursing.

*Careers in healthcare need to be seen as **dynamic** and allow for **non-traditional paths** into the healthcare industry.*

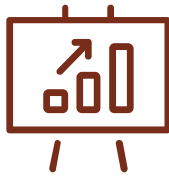
- Activate meaningful career exploration experiences** for K-12 students by getting businesses in the classrooms and **engaging parents** to understand the opportunities that exist in the industry.



Indicates a theme aligned to findings from the Manufacturing Workshop. See pg. 62 for additional details

Next Steps

As the Wichita Region continues to collaborate to activate progress against their Future of Work ambition, the below next steps will help to ensure that industry and education / workforce development are integrated and aligned in their efforts



CONDUCT TECHNOLOGY WORKSHOP

- Identify key business, education and community stakeholders to attend the session
- Finalize industry-specific research and survey development
- Design agenda for Tech workshop



ESTABLISHING AND FORMALIZING FEEDBACK LOOPS

- Provide workshop participants with output summary
- Conduct fast-follow checkpoints approximately 3 months after each industry workshop
- Establish cross-industry feedback loop



DEVELOPING AND LAUNCHING THE WICHITA SKILLS NAVIGATOR

- Conduct local outreach to finish compiling a comprehensive list of resources
- Launch and market the skills navigator
- Keep skills navigator up-to-date

NOTE: Further details on the next steps to activate progress can be found in the next steps section of this document



Workshop Output Summary



Healthcare Workshop | Planning Partners

The Greater Wichita Partnership engaged Deloitte to help plan and conduct the second of three industry workshops, focused on healthcare and hosted at the NICHE on August 1st, 2023



Partners from across the Wichita region supported the efforts to plan and execute the Talent Roadmap Healthcare Workshop:



Opening Remarks

Opening Remarks | Jeff Fluhr

Jeff Fluhr, President of the Greater Wichita Partnership, kicked off the workshop by sharing Wichita's Future of Work ambition statement as the anchor for the workshop and set the tone with excitement around the new Biomedical Center and the even greater urgency for establishing a feedback loop between the healthcare industry and education sector.



“

We need to adapt to what we're seeing in the future... and every industry immediately goes to talent. What are the transferable skills? How can we attract talent? What is the pipeline of talent in the region?

”

- Jeff Fluhr

President, Greater Wichita Partnership

BioMed Update | Gregory Hand, PhD, MPH, MS

Jeff Fluhr then introduced Gregory Hand, PhD, MPH, MS, the Dean and Professor at the College of Health Professions at Wichita State University, who provided an update on the new Biomedical Center Project and the emerging trends in healthcare education that the new center will support to differentiate Wichita.



The Biomed Campus will synergize the common missions of education, research, clinical practice, and community outreach to improve patient outcomes and enhance community wellness.

- Gregory Hand, PhD, MPH, MS
Dean and Professor
College of Health Professions
Wichita State University

Healthcare Leadership Panel

Healthcare Leadership Panel I Introductions

Industry Panelists:



Kevin Strecker
CEO
Ascension Via Christi



Chela Love, DNP
Owner
Nomad Medical, LLC



Lindsey Lankford
Director of HR
keycentrix, LLC



Keith Lawing
President and CEO
Workforce Alliance of South
Central Kansas, Inc.

Education Panelists:



Lynn Loveland
Dean, Health Sciences
WSU Tech



Kathleen S. Jagger, PhD
President
Newman University



Laura Tatpati, MD
Associate Dean and Professor
KU Medical Center



Tiffany Masson, Psy.D
President
Kansas Health Science Center

Facilitated By:

Q&A FOCUS

Panelists responded to questions focused on the role of data and technology in the healthcare industry

Healthcare Leadership Panel I Q&A (page 1 of 4)

Panelists responded to pre-determined questions from the moderator based on the panelist's profession and experience.



Kevin Strecker
CEO
Ascension Via Christi

WHAT ARE SOME OF THE CHALLENGES YOU FACE AS A HEALTHCARE EMPLOYER?

- We are facing a growing demand for services and an aging population – and we have to ask, **will we have the workforce to take care of those people?**
- Wage inflation is rising at an unbelievable rate. At the state level, there are 158 organizations looking for nurses. Time to fill is 68 days compared to 30 a few years ago. **Enrollment in healthcare professions is declining. I've laid out the problem... now how do we solve for it?**



Lindsey Lankford
Director of HR
keycentrix, LLC

HOW IS KEYCENTRIX IN THE HEALTHCARE INDUSTRY AND WHAT ARE YOUR THOUGHTS ON THE ROLE OF DATA AND TECHNOLOGY?

- We have **certified pharmacy techs and nurses** working with us to **develop and implement software.**
- What **we see is the struggle to find talent in Wichita...** and we partner with a lot of the schools to try to get talent to stay and **think differently about what it means to be a 'pharmacy tech' and the related computer skills.**

Healthcare Leadership Panel I Q&A (page 2 of 4)

Panelists responded to pre-determined questions from the moderator based on the panelist's profession and experience.



Chela Love, DNP

Owner
Nomad Medical, LLC

**HOW DOES TECHNOLOGY TRANSLATE TO THE PATIENT DELIVERY SIDE?
WHAT SCARES YOU & WHAT EXCITES YOU?**

- *I'm in the trenches, and it's exciting because I get to talk to patients about the changes and share with them that **as we are advancing, we are keeping our personal touch.***
- *I get to **take the data and give it to the people on this panel**, collaborate, and **bring the best patient care possible.***



**Tiffany Masson,
Psy.D**

President
Kansas Health Science
Center

**HOW IS THE KANSAS HEALTH SCIENCE CENTER FOCUSING ON THE
INTERSECTION OF HEALTH CARE AND TECHNOLOGY? HOW IS THIS
PLAYING OUT WITH STUDENTS?**

- *We are always thinking about where tech and healthcare come together and **prepping physicians of the future.** We're focused on what's coming next: **How do we infuse AI? How do we infuse machine learning?***
- *As we lean into the historic moment around technology and data, we also **recognize the need for decision making and ethics and how algorithms are formed**, along with the **implications for specific populations**, such as those in rural and underserved communities.*

Healthcare Leadership Panel I Q&A (page 3 of 4)

Panelists responded to pre-determined questions from the moderator based on the panelist's profession and experience.



Kathleen S. Jagger, PhD

President
Newman University

HOW DOES NEWMAN UNIVERSITY FIT INTO WHAT WE'VE BEEN TALKING ABOUT TODAY?

- *We train a lot of students to go to medical school and we are working across a range of healthcare professions. We also have a large investment in data science at Newman, so **how can we do a better job integrating the professionals? It's essential.***
- *We need to foster the development of a **mindset of lifelong learning for our healthcare professionals** given how much the industry is changing and will continually be changing.*
- ***Data can drive a more consistent process and allow us to invest more in prevention** to save people from suffering from chronic disease.*



Laura Tatpati, MD

Associate Dean and
Professor
KU Medical Center

WHAT'S YOUR PERSPECTIVE ON THE INTEROPERABILITY OF DATA?

- *Our students interact and understand multiple institutions and **the need to be malleable and nimble as things are changing quickly.***
- *AI is already very integrated in ways that we don't always recognize – and it will only continue to expand. **AI's ability to bring equity to the community, to the state is the rising tide that will lift all boats.***

Healthcare Leadership Panel I Q&A (page 4 of 4)

Panelists responded to pre-determined questions from the moderator based on the panelist's profession and experience.



Lynn Loveland
Dean, Health Sciences
WSU Tech

WHAT DO YOU SEE AND WHAT ARE YOUR THOUGHTS ON PREPARING A NEW GENERATION OF MEDICAL PROFESSIONALS?

- *We are seeing industry value workforce training as a prerequisite. We also have issues hiring faculty to teach students because we can't keep up with industry salaries.*
- *We are also having trouble finding students – COVID scared a lot of people. We are working with USD259 Future Ready Center and also Elementary and Middle schools to help them understand the options and that it's not just being a doctor.*
- *COVID did help us understand the importance of simulation and create a safe space and talk about and learn from mistakes.*



Kevin Strecker
CEO
Ascension Via Christi

WHAT IS YOUR VIEW ON THE ROLE THAT THE PRIVATE SECTOR SHOULD PLAY?

- *All of the things that these institutions are doing– I'm optimistic. What we can do is to educate our young people – provide visibility into all of the jobs that exist in the healthcare industry. For example, we employ plumbers, lawyers, nutrition services, etc.*

Healthcare Leadership Panel I Wrap-up

All Panelists responded to a final question to close out the panel, resulting in responses that touched on the areas below.

A LOT OF THE FOCUS IN HEALTHCARE IS ON THE SHORTAGES. WHAT ARE THE OTHER EMPLOYMENT AREAS OUTSIDE OF NURSING & PHYSICIANS?

- **Increasing competition for entry-level workers:** *I've seen other industries target our employees like never before, entry level – Amazon, Target. We focus a lot of time on nurses, physicians, etc. and the degrees, but the CNAs are the ones in long-term care facilities, and they don't make a large wage and they are the backbone of our healthcare facilities.*
- **Diversity and Inclusion as an Imperative:** *Bring more diversity into the healthcare space– keep them engaged from a young age.*
- **Technology as a mechanism to attract talent:** *When you think about the workforce (15 – 20 years ago), tech was just there, and now it's running our world. And you have to have technology to be successful and to attract (young people) – play to their interests and help them understand how gaming and software development and how that links to the healthcare world. We attract the people who do play games all the time to create the software that will save patients.*
- **Data can be leveraged to create optimization opportunities:** *How do we create programs around big data to get those people in our systems? We need tech to create a higher order to lean into the problems with shortages (where can we optimize charting, etc.).*
- **Shifting the perception that healthcare professions are static:** *We need to think about careers in healthcare professions as dynamic – not just a static endpoint. But now you see physicians getting MBAs or degrees in data science. I can see us better utilizing the talent that's available encouraging them to continue on– move from entry level and encouraged by the education system and their employers. If we can help by showing an integrated and radiant dynamic– there are lots of other directions for them to go. Healthcare has not done a good job reflecting the diversity of our community and state (both in the field and in those that are faculty in our institutions). We need to fuse and blend the technology – give them new directions.*

Future of Work Trends from Deloitte

Recent external pressures have accelerated the time horizon towards the Future of Health™

MACRO MARKET DYNAMICS

COVID-19 PANDEMIC

Shaped the new reality of the industry, including critical dimensions across capabilities, patients, and workforce

ESG

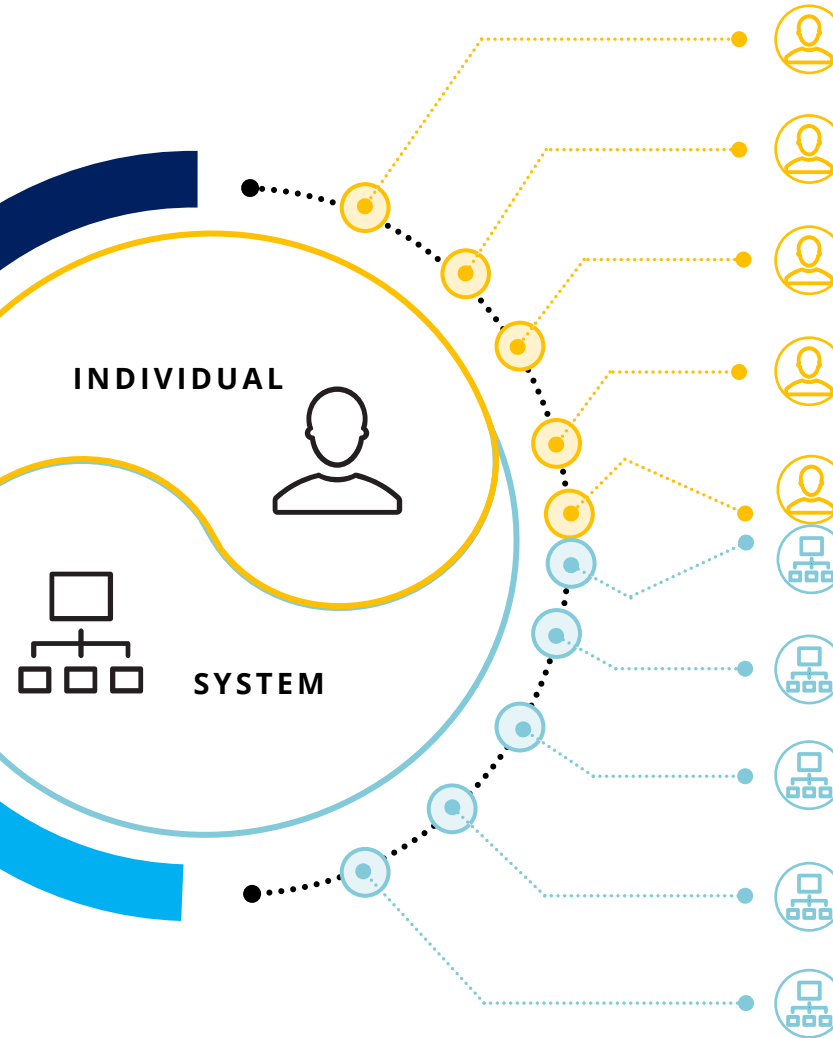
Climate Change - The complex relationship between climate change and health has become increasingly pronounced

Health Equity - Increased focus on helping individuals achieve their full health & wellbeing regardless of race, income, gender, etc.

Stakeholder Alignment - Growing alignment between C-Suite, consumers, and employees around ESG elements

INFLATION

Although certain inflationary pressures may abate, others will not - implying ongoing need for action across the ecosystem



FUTURE OF HEALTH DRIVERS

RATE OF CHANGE¹

Consumerism

Demand for convenience and transparency



Data Sharing

Participation in and control of data sharing



Institutional Trust / Social Contract

Trust in the care systems and obligation to care wellness of all



Behavior change / nudging

Moving individuals to make different choices consistently



Continued Innovation

Pace of technological change and innovation is accelerating



Data Interoperability

Radical transformation of data architecture and analysis



Platforms & Hypercompetition

Value-creating interactions between producers and consumers



Networks & Ecosystems

Novel connections resulting from sector & industry convergence



Sick-Care to Well-Care

Shifting from a break-fix model via data dimensionality



¹Rate of Change indicates whether the Future of Health Driver accelerates or decelerates the ecosystem towards the Future of Health

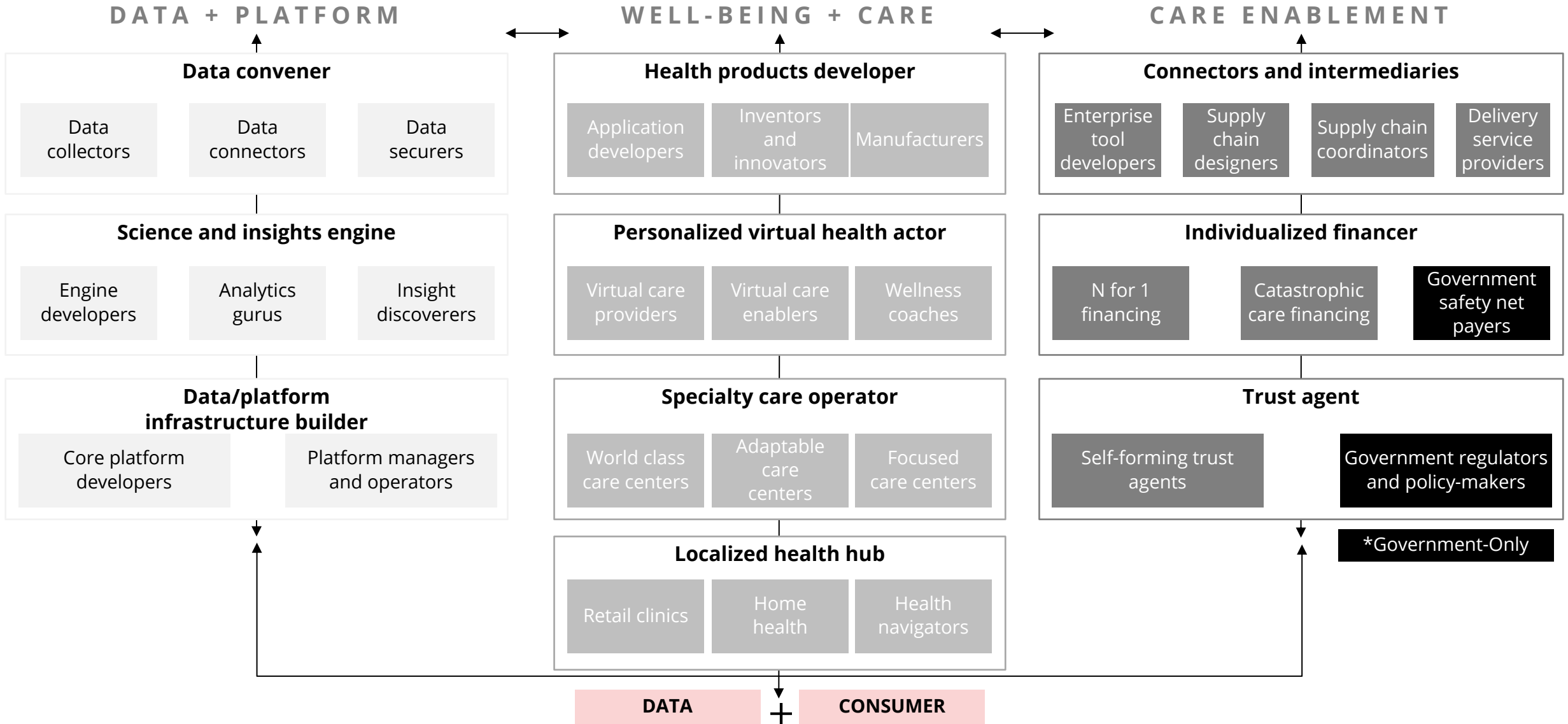
By 2040, the industry will shift from “health care” to “health” with a focus on helping consumers more effectively sustain their well-being

*The shift to “health” will be enabled by driving **greater data connectivity, interoperable and open platforms** and **increased consumer engagement**. This will necessitate a focus on three distinct, but interconnected categories.*



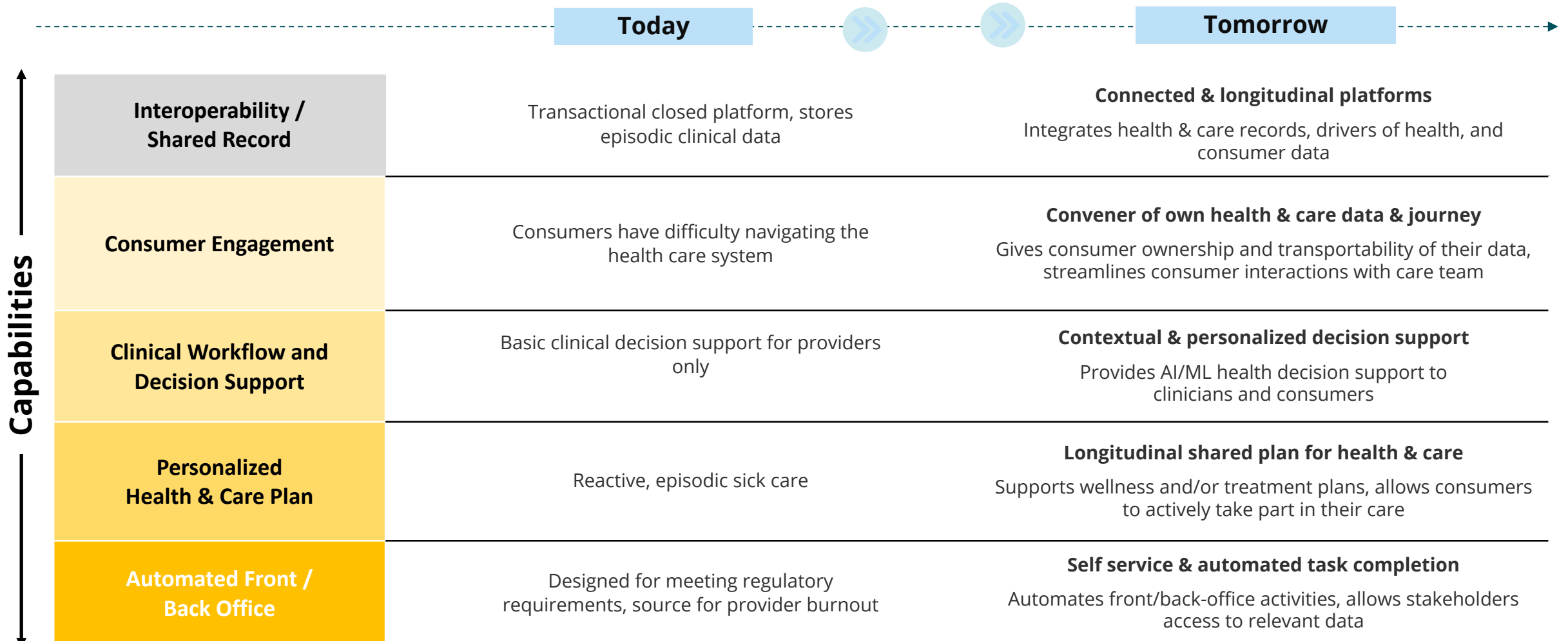
All three of these components need to be activated and fully functioning and integrated to bring the future of health to life

Under those categories are 10 archetypes that will replace and redefine today's traditional life sciences and health care roles



Evolution of workflow / EHR Capabilities is Imminent

While not all current EHR functionality may work quite as well during the initial move to the cloud, the overall improvements over the long run can be significant.

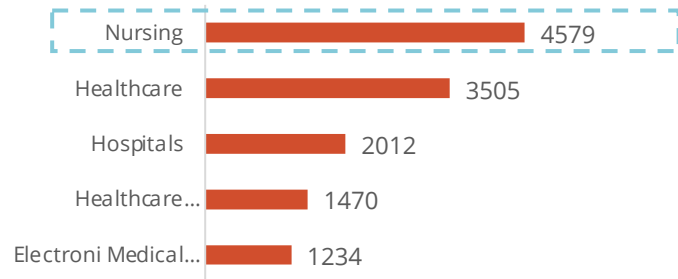


Source: Deloitte analysis, the visuals above are based on estimated values for the purposes of comparison.

A quick look at healthcare in the Wichita region

Aligned with what we see across the U.S., **NURSING** is the top Healthcare skill in the Wichita region

Top Healthcare Skills in Wichita¹

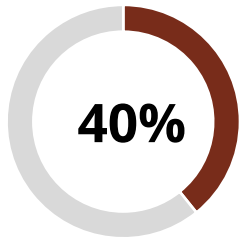


Hiring Difficulty Score

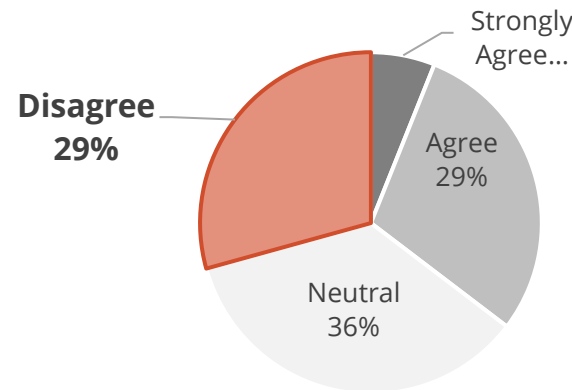


Wichita is currently navigating a **very low supply** of healthcare talent, giving the local industry a **hiring difficulty score of 7²**.

With worker agency on the rise, workers are making career decisions that align with their values. There is an opportunity to focus on equitable access of opportunity when facing an increasingly competitive talent landscape



of Gen Zs and Millennials have **rejected a job offer** because it did not align with their values around **social and environmental** impact and **diverse and inclusive** cultures³



Based on our survey results, **29%** of respondents **do not** believe there are adequate **opportunities and support for women and minorities** in the healthcare industry⁴.

The Business and Education sectors must come together through continuous feedback loops to address emerging industry trends and identify tactics to prepare the workforce

Feedback Loop Workshop

Workshop Discussion I Small Group Breakouts

Participants were broken into groups of six at their assigned tables and asked to discuss two prompt questions. Tables were pre-assigned so that a diverse mix of organizations was present within each group.

DISCUSSION QUESTIONS:

- How can we **come together across the healthcare industry** to address changing workforce needs?
- What **new approach / tactic** can we try in order to prepare the community for future talent demands?



WHAT WE HEARD:

Bring in **private sector** health care to private public industry (Textron is an example).

Provide better support for **axillary services** to reduce burn out. (Healthcare doing too many tasks).

Show students and professionals a **roadmap** that allows for diverse or nontraditional career.s

Increase **hands on applied learning** between healthcare industry and students in undergrad and graduate programs.

We need to create a formalized and regular cadence of **meetings and workshops** for the healthcare industry.

Expose youth to all lanes of healthcare professions **early** in the career exploration phase. While creating more shadowing opportunities.

Promote **mobility across industries** within healthcare.

Programs to let students **work and get paid** while going to school.

Key Themes and Actions

From the Opening Remarks, Panel Discussion, Data Deep Dive, and Small group discussions, four key themes emerged, reinforcing the value of and urgent need for a feedback loop between the healthcare industry and the education community. Of the four, two were aligned to themes from the Manufacturing workshop (denoted by a star below).

KEY THEME

ILLUSTRATIVE QUOTE

QUICK WINS



INFLUX OF TECH & DATA

Rapid technological change and innovation, coupled with the radical transformation of data architecture and analysis, including AI, will have multiple implications for the future healthcare workforce.

*Its about **balancing AI** and tech with the empathy of **people and care***

- Facilitate opportunities for leaders from **industry and education to discuss the integration of digital transformation in Healthcare** and identify opportunities for current healthcare workforce technology skill building



ECOSYSTEMS & NETWORKS

Convergence across the healthcare industry, along with a growing focus on “health” (as opposed to “illness care”) is creating a need for new interoperability in traditionally siloed areas of the industry.

*We cannot just talk about this work. We must **outline the actions and responsibilities** in order to see this new future for Wichita, our healthcare ecosystem and our education partners*

- Highlight ecosystems and networks** across the region and the state to **drive awareness and share successes** of how transforming traditional models and integrating in new ways can **improve outcomes, activate equity, and lead to new advancements.**



TRANSFERABLE SKILLS ★

Development of skills and enduring capabilities that are transferrable across sectors and over time will start to outweigh traditional qualifications and role definitions.

*There are so many opportunities **to think creatively** and engage the community with **positive healthcare stories** which may impact decisions to be knowledgeable about and choose healthcare careers.*

- Identify the most in-demand employable (soft) skills** across Manufacturing, Healthcare, and Tech industries, and develop pathways that **integrate development of those skills** into primary education learning models.



INDUSTRY AWARENESS ★

Perceptions of the industry are a potential barrier, with the opportunity to introduce talent to new and innovative career paths that go beyond the roles of just physicians and nursing.

*Careers in healthcare need to be seen as **dynamic** and allow for **non-traditional paths** into the healthcare industry.*

- Activate meaningful career exploration experiences** for K-12 students by getting businesses in the classrooms and **engaging parents** to understand the opportunities that exist in the industry.



Indicates a theme aligned to findings from the Manufacturing Workshop. See pg. 62 for additional details

Individual Reflection

One Key Takeaway I Responses (1 of 3)

We asked all participants to share one key takeaway that they'll leave with from the healthcare workshop.

Go back and expand our high school programs.

We cannot just talk about this work, we must outline the actions and responsibilities in order to see this new future for Wichita, our healthcare ecosystem and our education partners.

Employers need additional support on reducing and mitigating healthcare cost – (occupational) health training and post accident support.

We could create a “roadmap” for the pipeline to these careers that are ICT-centric.

We need to start working together and stop viewing each other as competitors for talent and students.

Need for high school and middle school to work more with industry to get students excited and seeing healthcare.

Partnership between industry and education.

We need to think about gen z and how they are thinking about and making decisions related to career choice.

It's going to take radical dismantling and rebuilding of our system from the middle school through high school education and industry to create diverse, accessible career paths.

We can only be successful in improving the health of our community and engaging a talented workforce if we partner together across industry.

Motivated to be innovative in curricular advancements and push the system to see the value in that.

We need to work together to make this work.

Engage the unusual suspects.

One Key Takeaway I Responses (2 of 3)

We asked all participants to share one key takeaway that they'll leave with from the healthcare workshop.

There are so many opportunities to think creatively and engage the community with positive healthcare stories which may impact decisions to be knowledgeable about and choose healthcare careers.

Our community is focused on raising the health of the entire community, and the key players are committed and ready for action. My takeaway is some additional conversations outside this room.

More collaboration is necessary for the system as a whole to work and start correcting the multiple systemic problems in the healthcare system.

There are lots of fields in Healthcare, students that might not like "blood or guts" can be interested in technology or STEM.

Care today is primarily memory + intuition. Automation and AI are huge value creation opportunities – like we have seen in many other industries.

Will look into workforce other than healthcare for different skills or talent we can employ.

We need to take advantage of this opportunity. We won't find a better time than now, where everyone wants to row the boat in the same direction.

Copy what NIAR is doing with applied learning for nurses, etc.

Large opportunity to expose kids earlier than high school and as a private school connecting dots on curriculum and how it is utilized in the health care industry to 1 retain knowledge and 2 expose.

I will consider ways that in my role we can expose youth even earlier to Healthcare. As well as have those getting into IT consider how they can use that training in a healthcare setting.

Create opportunities for open conversation with industry partners.

Appoint a governance group to work in collaboration with workforce partnership to focus on developing healthcare workforce in the region.

One Key Takeaway I Responses (3 of 3)

We asked all participants to share one key takeaway that they'll leave with from the healthcare workshop.

Collaborate! What we can do together to move barriers to entry into the health professions. Take steps to continue develop a data lake for Kansas that can be accessed to decrease duplication.

There needs to be a true partnership between industry and education to ensure workforce needs of the future are met, but also to ensure educators are funded well to prepare that workforce.

Encourage young students K-12 to explore healthcare careers that align with their skills and their "why." Ensure they learn and understand their purpose and potential impact on their community.

Connect with the people at my table who are willing to be guest speakers, host job shadows and create a career video game.

Transferable skills are important.

Need a formal and regular cadence of meetings workshops - ICT Health.

How important it is for Wichita to attract and retain their Healthcare workforce. Cutting edge tech needs to go beyond the classroom and integrate into the workforce.

Need for rethinking workforce. We don't have the numbers. We need to think about how we partner more for economies of scales instead of a go at it alone mentality of each organization.

I would love to help form an ICT health network! The integration of knowledge from data experts and health practitioners can be promoted more ... in health care curricula.

Create opportunities for open conversation with industry partners.

One Thing You Can Do | Responses

Small group discussions and individual reflections reinforced the value of a feedback loop between sectors and identified individual accountability through the final workshop question, "What is one thing you can do in the next month to enhance the partnership between industry and education?"

“
Work with industry to help solve talent problems through applied learning opportunities.
”

“
Reaching out to make partnerships with industry leaders.
”

“
Make sure all Biology classes at school district have some healthcare labs in them.
”

“
Provide an interactive demonstration or presentation to students about what it REALLY looks like to work for their business.
”

“
Reduce barriers for prospective students (current employees) to upskill and obtain new certificates, degrees, etc.
”

“
Start thinking about more interactive ways to get students interested in the healthcare industry in ways outside of the traditional roles of healthcare.
”

“
Start connecting with those on the business side and see ways to integrate our applied learning practices with their on-site efforts and workforce.
”

“
Continue to emphasize culture and healthcare not eating their young.
”

“
Need to connect basic education – 3rd grade reading – to workforce. This is an equity issue.
”

“
Visit high schools with biomedical classes to address those students on career paths in our organization.
”

“
Work with hospitals and clinics to show medical students various options for career paths if they need to step off current path or face life changes that create that need later.
”

“
Work together across the industry not just today but tomorrow.
”

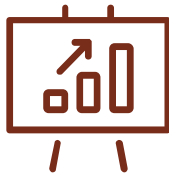


Next Steps



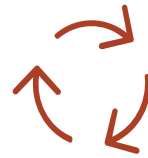
Next Steps

As the Wichita Region continues to collaborate to activate progress against their Future of Work ambition, the below next steps will help to ensure that industry and education / workforce development are integrated and aligned in their efforts



CONDUCT TECHNOLOGY WORKSHOP

- Identify key business, education and community stakeholders to attend the session
- Finalize industry-specific research and survey development
- Design agenda for Tech workshop



ESTABLISHING AND FORMALIZING FEEDBACK LOOPS

- Provide workshop participants with output summary
- Conduct fast-follow checkpoints approximately 3 months after each industry workshop
- Establish cross-industry feedback loop



DEVELOPING AND LAUNCHING THE WICHITA SKILLS NAVIGATOR

- Conduct local outreach to finish compiling a comprehensive list of resources
- Launch and market the skills navigator
- Keep skills navigator up-to-date

NOTE: Further details on the next steps to activate progress can be found in the next steps section of this document

Establishing and Formalizing Feedback Loops

As the Wichita region continues to establish and formalize business and education / workforce development feedback loops the steps outlined below should be considered



Key Takeaways from Manufacturing Workshop

April 2023

Share the key takeaways from the manufacturing workshop with attendees and clearly outline next steps to implementing a feedback loop.



Manufacturing Feedback Loop Checkpoint

April 2023

Conduct a virtual check-in to share feedback on how the key theme action plans are progressing.



Conduct Health Care and Tech Industry Workshops

July 2023 ~ Oct 2023

Host additional industry workshops and adjust content / approach as needed. Include key representatives from other industries in future workshops.



Host Health Care and Tech Feedback Loop Deep-Dives and Checkpoints

Oct 2023 ~ Dec 2023

Turn the key themes from each industry workshop (health care and tech) into bite-sized action plans and check in on progress.



Conduct Cross-Industry Seminar

January 2024

Bring all three industries together to discuss progress and lessons learned while implementing their feedback loops. Lay the groundwork for implementing a cross-industry feedback loop.

Developing and Launching the Wichita Region Skills Navigator

The skills navigator will help connect the most in-demand skills to existing programs in the region that develop them, providing talent and employers with clarity on how to upskill for the future



BUILD THE SKILLS NAVIGATOR

1. **Appoint someone** to manage the skills navigator project
2. **Identify key stakeholders** from the education sector (beyond the Partnership and Workforce Alliance) to help build the tool
3. **Conduct stakeholder outreach** to collect comprehensive list of resources aligned to each in-demand skill
4. **Update the skills navigator** accordingly and establish a formal review process
5. **Complete review process** in order to finalization the tool



KEEP SKILLS RELEVANT

1. **Incorporate the highest-priority skills** from the Tech and Health Care industry surveys into the tool
2. **Identify overlapping skills** across industries
3. **Conduct annual survey** asking businesses to identify the most in-demand skills, capabilities, and certifications
4. **Keep a pulse** on in-demand skills through regular feedback loop checkpoints
5. **Update skills navigator** with most relevant skills on a regular basis (at a minimum once a year)



SPREAD THE WORD

1. **Determine the best platform** to house the tool (for ex: website)
2. **Design marketing campaign** to introduce the tool
3. **Publish the tool** to the desired platform
4. **Contact workshop participants** directly to share the published skills navigator
5. **Embed the skills navigator** into future newsletters, events and email campaigns for continued awareness



UPDATE PROGRAMS

1. **Maintain regular contact** between skills navigator project manager and education stakeholders
2. **Update the tool** as programs are introduced or retired
3. **Ensure all program links** are functioning and up-to-date
4. **Encourage regular feedback** between key education stakeholders to achieve maximum impact and avoid duplication of program offerings
5. **Keep a pulse** on current programs through regular feedback loop checkpoints



Survey Analysis



Survey Overview | Respondent Demographics

Takeaway - The survey administered to the workshop's invitees received 16 responses from 10 distinct organizations with most of the responses coming from education representatives.



July 11

Invites sent by the Greater Wichita Partnership.



July 13

Survey deployed by the Greater Wichita Partnership to all workshop invitees.



July 19

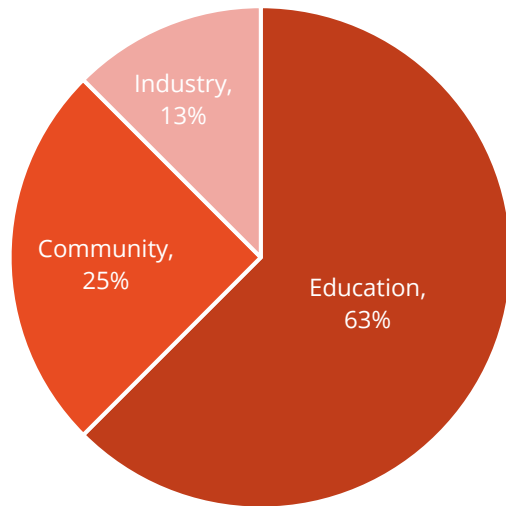
*7 responses received.
Survey reminder #1 sent to all invitees by the Greater Wichita Partnership.*



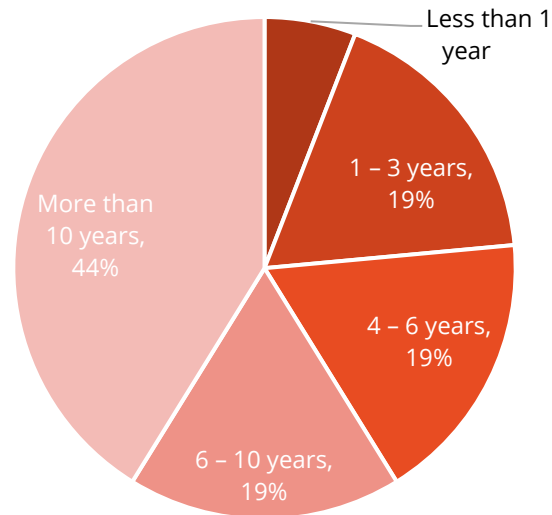
July 24

*16 responses received.
Survey closed.*

Respondents by Organization Type



Tenure at Current Organization



Organization with Highest Response Rate



Survey Overview | Key Themes

A survey comprising of three discrete sections that took approximately 10 minutes to complete was administered to all workshop invitees.

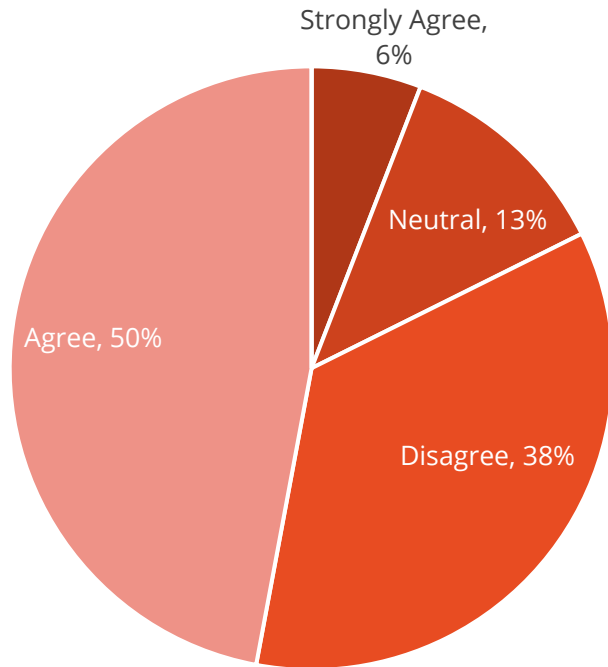
	Objective	Approach	Key Takeaway
Demographic Information	<ul style="list-style-type: none"> Understand the types of individuals and backgrounds that responded to the survey 	<ul style="list-style-type: none"> Respondents were asked to provide their name (optional), email (optional), organization, and tenure. 	<ul style="list-style-type: none"> 16 responses were received There was low representation of responses from industry.
Future of the Healthcare Industry Prompts	<ul style="list-style-type: none"> Understand current perceptions of the future of the healthcare industry 	<ul style="list-style-type: none"> Respondents received 8 statements and were asked to indicate their level of agreement with each statement. 	<ul style="list-style-type: none"> This section received a heavy number of “neutral” and “disagree” responses. Next time, consider adding a substantiation field for “neutral”.
Healthcare Talent Priorities	<ul style="list-style-type: none"> Capture the top priority skills, capabilities, and certifications in the near term (today – end of 2023) and the future (Q1 2024 and beyond) 	<ul style="list-style-type: none"> Respondents indicated high / low priority for a list of attributes within each category and wrote-in attributes that weren't on the list. They were also asked the preferred learning method for how the attributes would be developed. 	<ul style="list-style-type: none"> Respondents prioritized human capabilities in the near term while prioritizing technical skills in the future term Respondents indicated that certifications were impactful but it varied based on the certifications

Pulse Questions

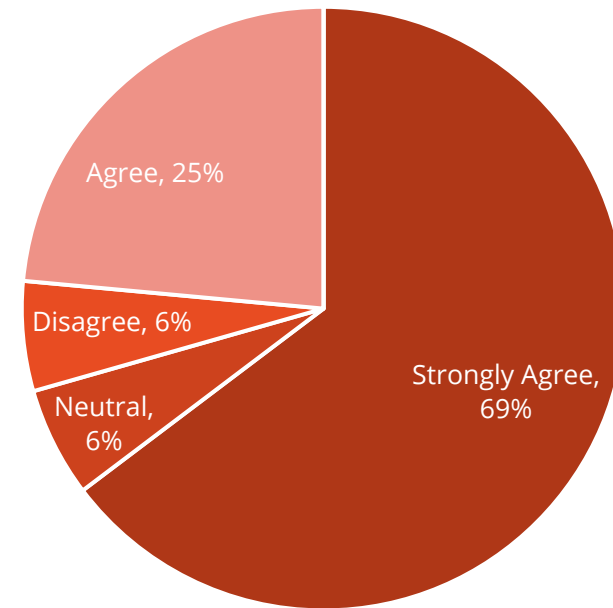
Pulse Questions | Industry Outlook

Takeaway - Survey responses illustrated that the group was split about the region of Wichita's ability to grow in the future. Additionally, the group indicated cross-industry networking is beneficial.

Generally, I have a **positive outlook on the future of Wichita's healthcare workforce.**



There is a **benefit to cross-industry networking** opportunities.

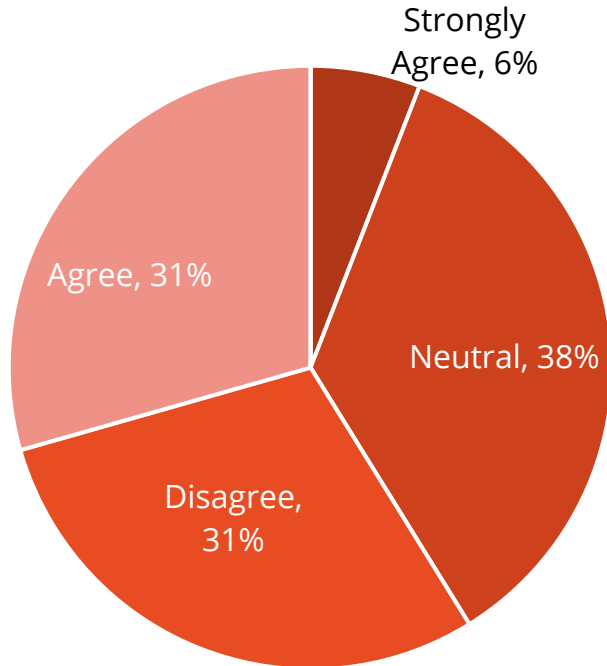


Future Consideration - Invite key industry stakeholders to future workshops to set the foundation for future cross-industry feedback loops

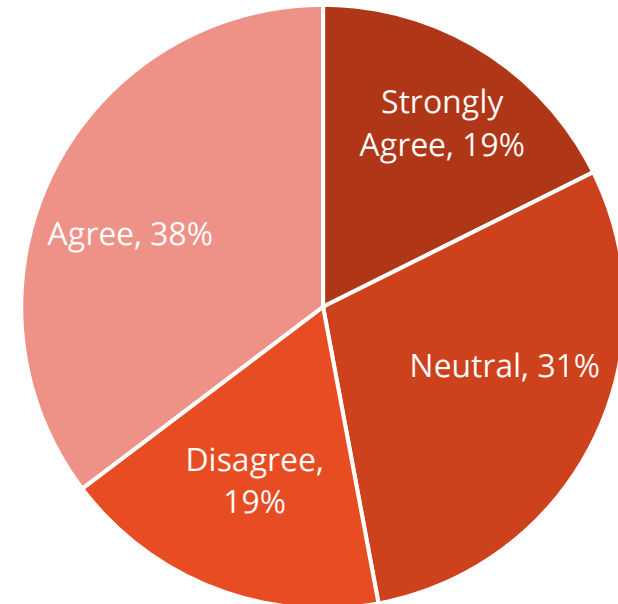
Pulse Questions | Wichita Region Resources

Takeaway – Most respondents are not certain that there are enough development resources offered in the region and suggest that the resources could be more easily accessible.

Wichita residents **can easily find, access, and participate** in the educational, trade and professional development resources that are available to prepare talent within the healthcare industry.



The Wichita region **provides** adequate educational, trade, and professional development resources that will properly prepare the workforce to meet the healthcare industry's talent needs in 3-5 years.

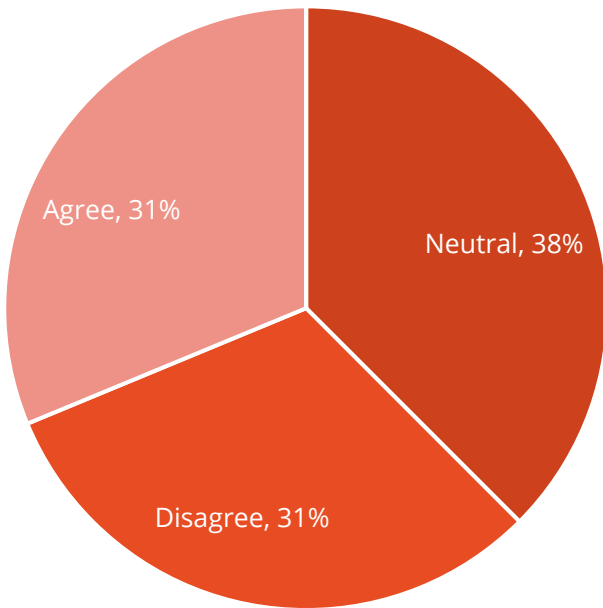


Future Consideration – Develop a robust plan to build up Wichita's healthcare educational, trade, and professional development resources.

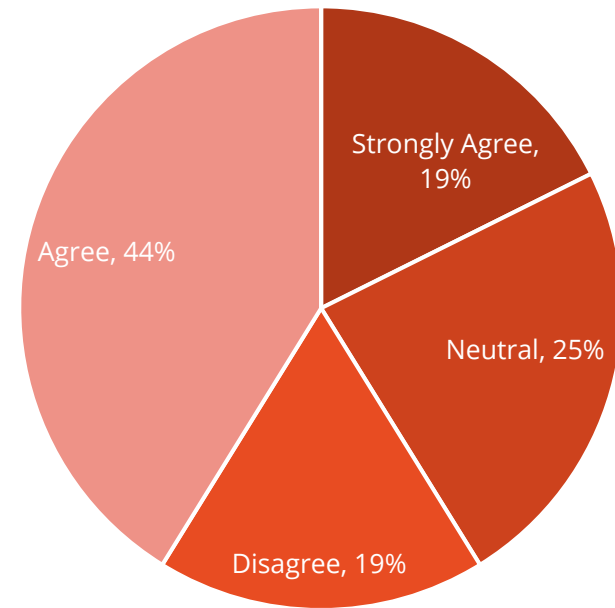
Pulse Questions | Industry Opportunities

Takeaway – Survey respondents did not have a strong consensus whether there were adequate support opportunities for women and minorities. The respondents did indicate that flexible working arrangements would promote well-being.

There are **adequate opportunities and support for women and minorities** in the healthcare industry.



When employees ask healthcare organizations to **promote well-being**, they are **asking for flexible working arrangements**.

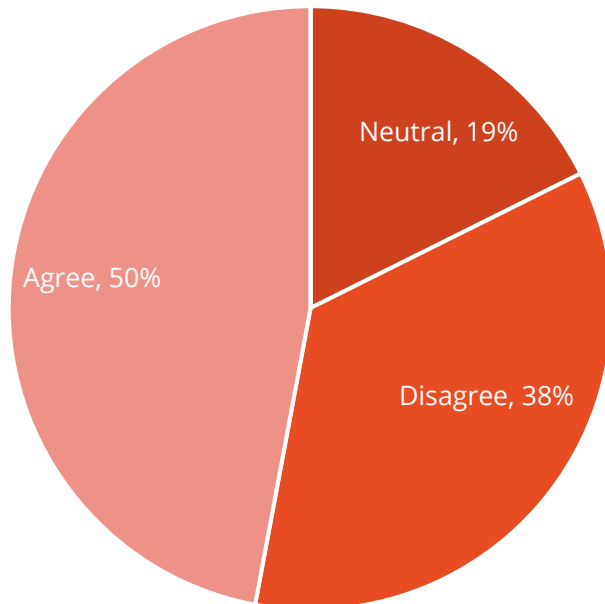


Future Consideration – Given the lack of consensus for minority support in the healthcare industry, the region should consider bolstering a DEI training program.

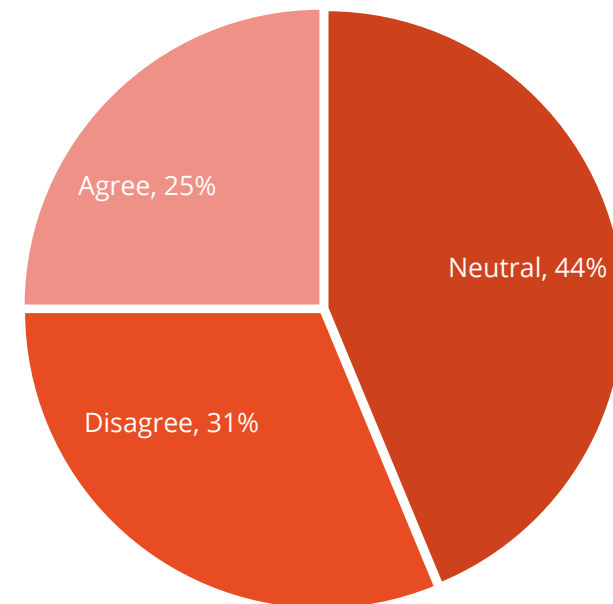
Pulse Questions | Future Skills

Takeaway – Only half of respondents feel they understand what the future of the healthcare industry will look like and 75% of respondents aren't certain that future healthcare technology will be positively received by employees.

I understand what **future skills** will be required in the **healthcare industry in 3-5 years**.



Employees see **automation (including robotics) as a tool** that can help **to drive efficiency, alleviate the burden of transactional work, and address labor shortages** in certain roles.



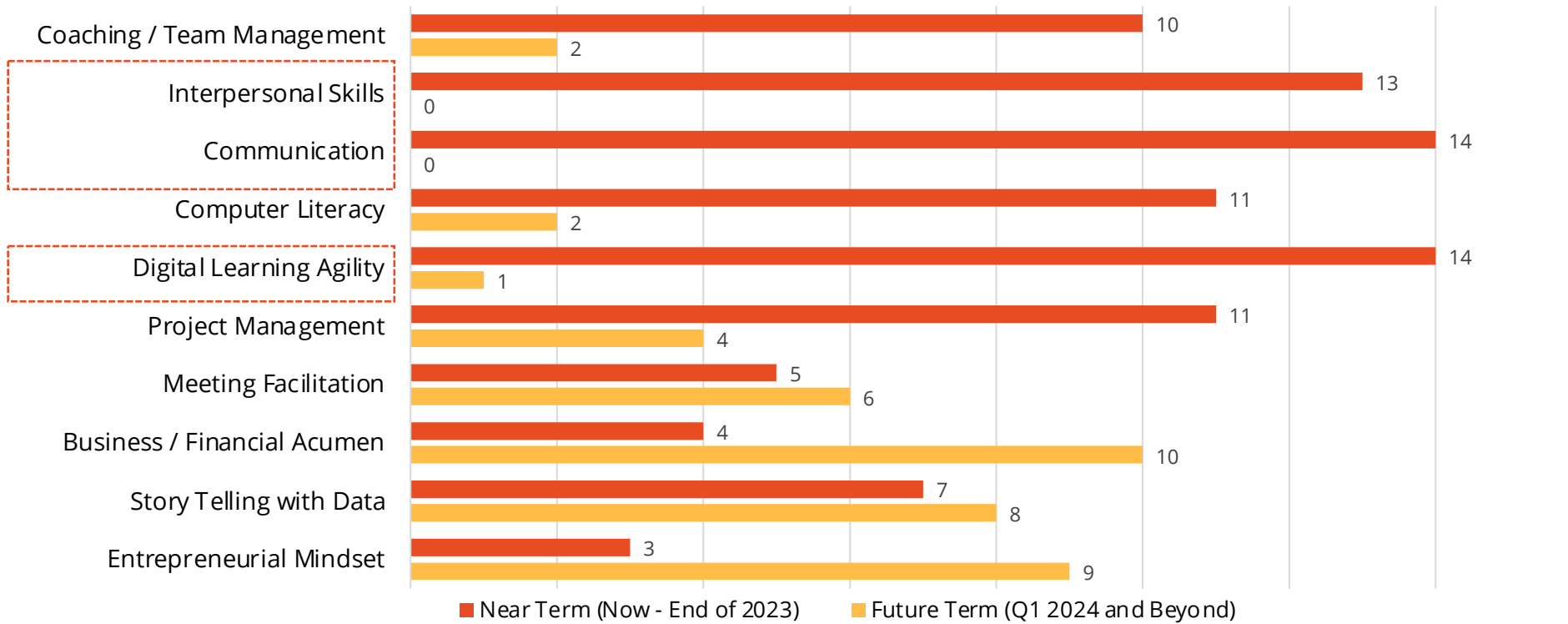
Future Consideration – Building on this topic, explore the perception of the future of the healthcare industry further by understanding if they are aware of the up-and-coming trends, etc.

Capabilities, Skills, and Certifications

Highest Priority Healthcare Capabilities

Takeaway - Survey respondents prioritized human capabilities more in the near term compared to the future term.

Highest Priority Capabilities



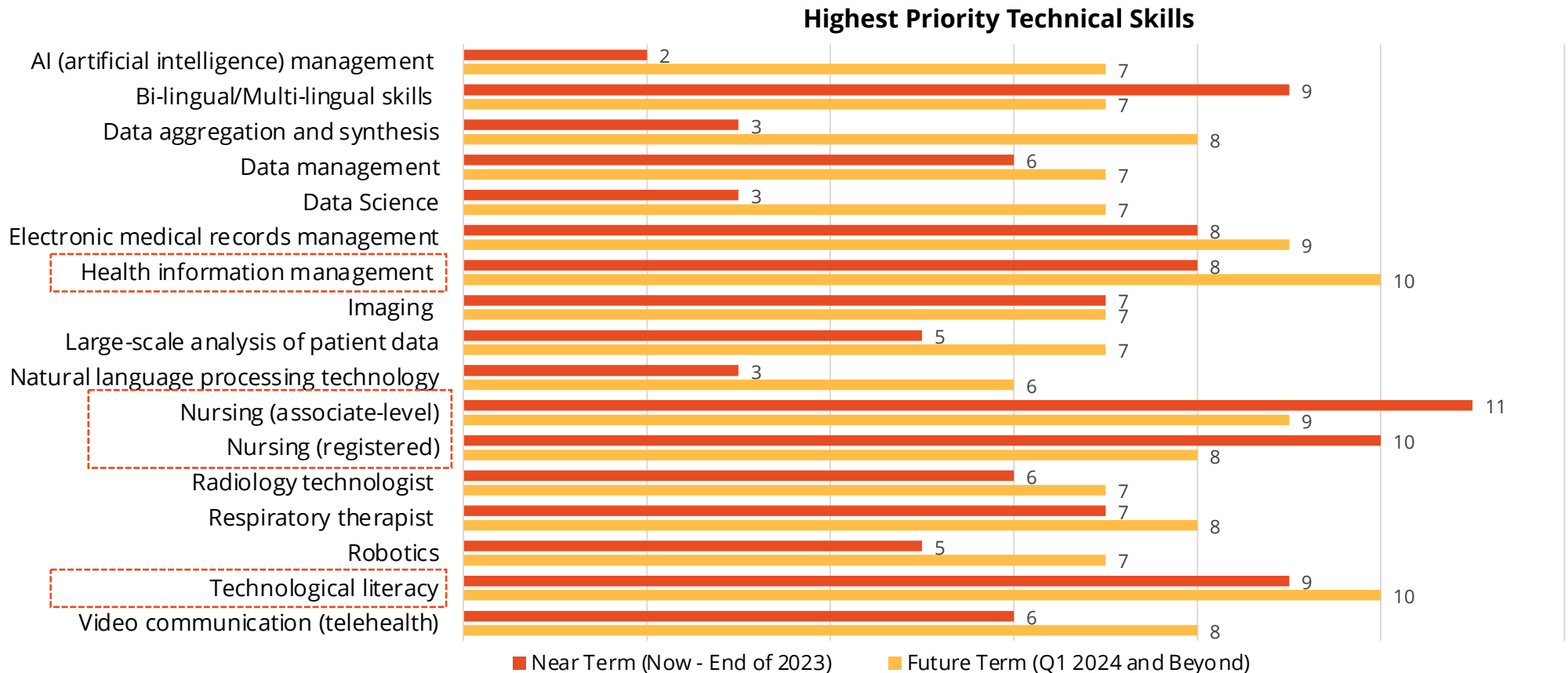
Additional capabilities reported by respondents:

- Problem Solving
- Critical Thinking
- Sound Judgement

Future Consideration – Engage the healthcare industry in a discussion as to why there was such a push for certain capabilities in the near term compared to the future term.

Highest Priority Healthcare Technical Skills

Takeaway - Overall, technical skills were ranked consistently across near and future term outlooks, except for data skills which was prioritized in the future.



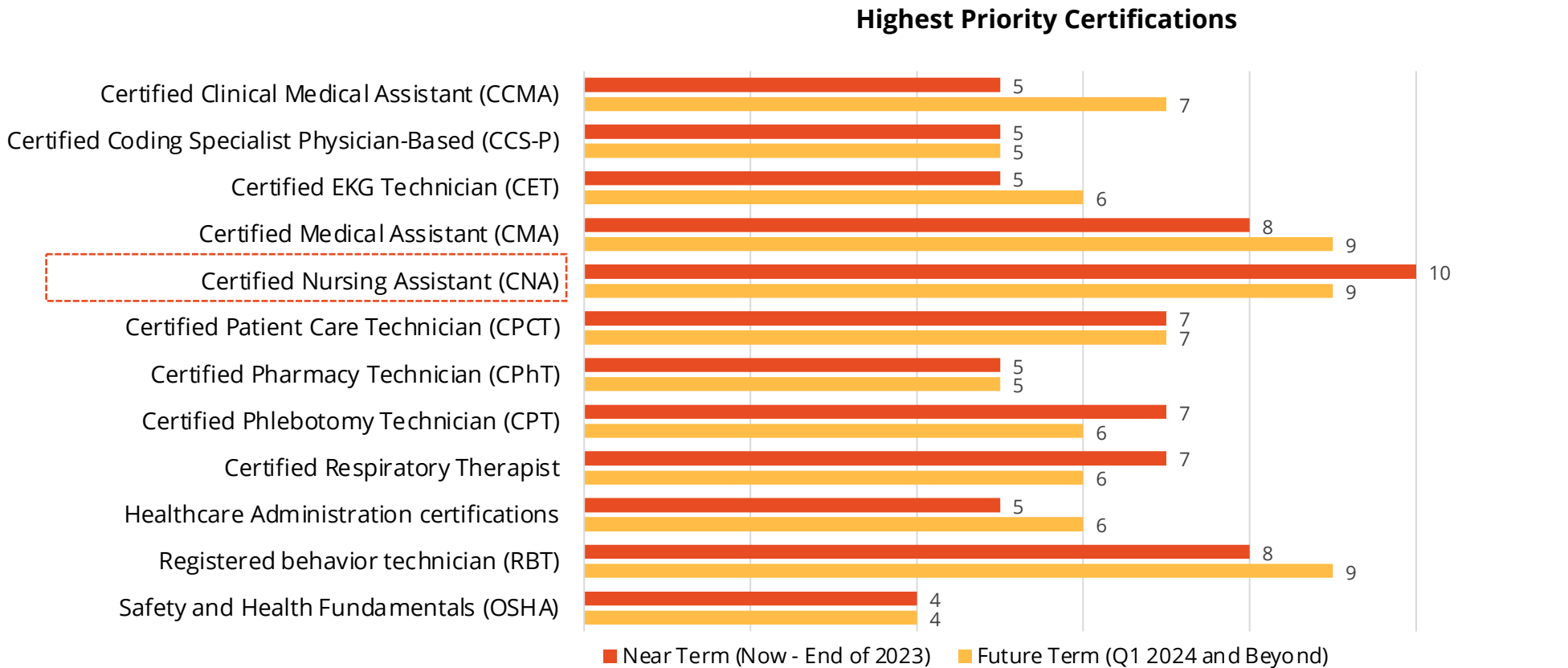
Additional capabilities reported by respondents:

- Easy migration of patient data to expedite record management

Future Consideration - Since the healthcare industry is evolving at such a rapid pace, reassess the need for and prioritization of technical skills frequently and regularly.

Highest Priority Healthcare Certifications

Takeaway - Survey respondents tended place equal importance on healthcare certifications in the near and future term.



Additional capabilities reported by respondents:

- Mental Health Tech

Future Consideration – Since Nursing Assistant Certifications were identified as the highest priority certifications, ensure there are adequate Wichita-region programs and eliminate barriers to completing those trainings

Preferred Learning Format

Preferred Learning Format

Takeaway – Most of survey respondents prefer on the job trainings and in-person trainings, regardless of whether it is a skill, capability or certification that is being taught.

1

On the Job Trainings



2

In-Person Trainings



3

Instructor-Led Online Trainings



4

Self-Paced Online Trainings





Appendix I:
Workshop Participant List



Workshop Participants (1 of 4)

Participants attended the workshop across the business, education, and community sectors, with additional support businesses also attending

Sector	Organization	Title(s)
Community	Hutton	Director of Operations
Community	KETCH	Human Resources Administrator
Community	Lead for America	Chief of Staff and Director of Hometown Fellowship
Community	Murfin Inc.	Vice President, Corporate Development
Community	NXTUS	President and CEO
Community	Sevenfold	Strategy and Innovation Consultant
Community	Textron Aviation	Senior Manager, Health Services
Community	Wichita Foundation	Chief Strategy Officer
Community	Wichita State University Foundation	Senior Director for Development
Community	Wichita State University Foundation	Director of Corporate Relations
Education	College of Health Professions, Wichita State University	Dean/Professor of Public Health Sciences and Physical Therapy
Education	Department of Population Health, KU School of Medicine - Wichita	Director of Adult and Online Learners, Master of Public Health
Education	Health Sciences, WSU Tech	Dean
Education	Kansas Health Science Center/Kansas College of Osteopathic Medicine	Vice President of Institutional Advancement
Education	Kansas Health Science Center/Kansas College of Osteopathic Medicine	Manager, Community Relations and Board Affairs
Education	Kansas Health Science Center/Kansas College of Osteopathic Medicine	Director, Admissions
Education	Khan Lab School	Executive Director
Education	Medical Practice Association - KUMC	Executive Director
Education	Newman University	President
Education	Northeast Magnet High School	Honors Biology, AP Biology, & Healthcare Capstone Teacher
Education	School of Healthcare Professions - Newman University	Dean

Workshop Participants (2 of 4)

Participants attended the workshop across the business, education, and community sectors, with additional support businesses also attending

Sector	Organization	Title(s)
Education	School of Healthcare Professions - Newman University	Program Director and Assistant Professor for Respiratory Care
Education	Wichita Public Schools	Superintendent
Education	Wichita Public Schools	CTE Health Pathway Coordinator
Education	Wichita Public Schools	Future Ready Center Principal
Education	Wichita Public Schools	Wichita North High Bio-Med Program
Education	Wichita Public Schools	Wichita North High School
Education	Wichita State University	Project Manager, Industry Engagement & Applied Learning
Education	Wichita State University	Associate Vice President, Industry Engagement and Applied Learning
Education	WSU Tech	Executive Director of Project Planning and Improvement
Education	WSU Tech	Creative Director & Marketing Strategist
Education	WSU Tech	Executive Director Strategic Communications
Education	WSU Tech	Video Producer & Digital Marketing Content Creator
Education	WSU Tech/National Center for Aviation Training	President
Industry	Ascension Medical Group Via Christi	Chief Operating Officer
Industry	Ascension Via Christi Health	Kansas Chief Advocacy Officer
Industry	Ascension Via Christi Health	Chief Strategy Officer
Industry	Ascension Via Christi Health	Sr. Vice President, Ministry Market Executive
Industry	Ascension Via Christi Hospital, St. Joseph	Hospital President
Industry	Ascension Via Christi Hospitals Wichita	Chief Medical Officer
Industry	Ascension Via Christi Rehabilitation Hospital/Ascension Via Christi St. Teresa	Hospital President
Industry	Axiom Healthcare Services	VP Human Resources

Workshop Participants (3 of 4)

Participants attended the workshop across the business, education, and community sectors, with additional support businesses also attending

Sector	Organization	Title(s)
Industry	Blue Cross and Blue Shield of Kansas	Manager of Talent Acquisition
Industry	Blue Cross and Blue Shield of Kansas	Human Resources
Industry	GraceMed Health Clinic	Director, Human Resources
Industry	HealthCore Clinic	Director, Human Resources
Industry	Homestead Health Center	Director, Human Resources
Industry	Hunter Health	CEO
Industry	Keycentrix	Director, Human Resources
Industry	Mental Health and Substance Abuse Coalition	Executive Director
Industry	NMC Health	President and CEO
Industry	NMC Health	Chief Clinical Officer
Industry	Plane Healthy Wellness Center and Pharmacy - Premise Health	Health Center Manager
Industry	Sedgwick County EMSS/OMD	DO/Medical Director
Industry	Sound Physicians at Via Christi Hospitals	Program Manager
Industry	Wesley Medical Center	CEO
Industry	Wesley Woodlawn	COO
Industry	Wichita Surgical Specialists	MD
Industry	Nomad Medical, LLC	Founder
Support Business	Fair Market Health	President/CEO
Support Business	Medical Society of Sedgwick County	Executive Director
Support Business	Public Policy and Management Center, Wichita State University	Director

Workshop Participants (4 of 4)

Participants attended the workshop across the business, education, and community sectors, with additional support businesses also attending

<i>Sector</i>	<i>Organization</i>	<i>Title(s)</i>
Support Business	Sedgwick County Commission	Chair
Support Business	Wichita Regional Chamber of Commerce	President and CEO
Support Business	Workforce Alliance	VP and Chief Business Development Officer
Support Business	Workforce Alliance	President and CEO
Support Business	The Partnership	President and CEO



Appendix II:
Manufacturing Workshop
Quick Wins



Key Themes and Actions | Manufacturing

Small group discussions and individual reflections during the workshop, reinforced the value of a feedback loop between sectors and identified three key themes that can be actioned on in the near-term

KEY THEME

ILLUSTRATIVE QUOTE

QUICK WINS



INDUSTRY AWARENESS

Ignite excitement for the manufacturing industry early on and provide accurate picture of the industry.

*We need **to change current perceptions** about manufacturing jobs being **dark and dirty**. The future of the industry is significantly different than the past.*

- **Activate meaningful career exploration experiences** for K-12 students by getting businesses in the classrooms and **engaging parents** to understand the opportunities that exist in the industry.



TRANSFERRABLE SKILLS

Develop skills that are transferrable across industries and over time. Use skills to find talent, traditional qualifications aren't as important as they used to be.

*It's critical that we invest in teaching **soft (employment) skills** along with specific manufacturing pathways because soft skills **will be important forever***

- **Identify the most in-demand employable (soft) skills** across Manufacturing, Healthcare, and Tech industries, and develop pathways that **integrate development of those skills** into primary education learning models.



ACCESS

Bring new types of talent into the manufacturing industry. Understand and eliminate barriers to entry for potential talent.

*We can provide **more support to military spouses** and get them engaged in the manufacturing industry while they are stationed here with their partners. that yet.*

- **Establish a resource network for spouses and families of talent transplants** to ensure that they have opportunities to lean into the manufacturing industry while they're in Wichita.



Appendix III:
Data Trends Sources



Future of Work Trends | Data Gathering

Deloitte leveraged a mix of publicly available data to identify the top three trends that are impacting the global markets and presenting implications for the Greater Wichita region.

DATA SOURCES



*Talent Insights
LinkedIn
Reports*



*Global Gen Z
and Millennial
Survey*



*Talent Neuron
Reports*



*Talent
Roadmap
Healthcare
Workshop
Survey Results*

Sources

1. Talent Insights, "Wichita Healthcare Talent Pool Report", April 2023
2. Talent Neuron, "Healthcare", April 2023
3. Deloitte, "The Deloitte Global 2022 Gen Z and Millennial Survey", 2022
4. Deloitte, "2023 Talent Roadmap Healthcare Workshop Survey Results, July 2023.



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