



HEALTHCARE WORKFORCE COLLABORATORY

OCTOBER 10, 2023

Marriott Griffin Gate, Lexington

This event is sponsored by the Kentucky Council on Postsecondary Education
and the Healthcare Workforce Initiatives grant.

Special thank you to the members of the Kentucky Healthcare Workforce Collaborative

(membership as of September 2023)

Healthcare Sector

Hollie Harris Phillips, Appalachian Regional Healthcare
Jody Prather, Baptist Health
Tony Houston, Catholic Health Initiatives/St. Joseph Health
Garren Colvin, St. Elizabeth Healthcare
Ken Marshall, UofL Health
Mark Newman, UK Healthcare

Government & Citizen Partners

Vestena Robbins, Cabinet for Health and Family Services
Aaron Thompson, Kentucky Council on Postsecondary Education
Beth Brinly, Education and Workforce Development Cabinet
Commissioner, Kentucky Department of Education
LaDonna Rogers, CPE board member
Derrick Ramsey, citizen member

Postsecondary Institutions

Daniel Czech, Eastern Kentucky University
Larry Ferguson, Kentucky Community and Technical College System
Joy Coles, Kentucky State University
Jay Morgan, Morehead State University
Bob Jackson, Murray State University
Valerie Hardcastle, Northern Kentucky University
Robert DiPaola, University of Kentucky
Gerry Bradley, University of Louisville
Tania Basta, Western Kentucky University
Burton Webb, University of Pikeville

Fun Fact: A “Collaboratory”, as defined by William Wulf in 1989, is a “center without walls” where data-centered problem solving occurs. The purpose of the Healthcare Workforce Collaboratory is to provide an opportunity for shared ideas, strategic planning and partnership development. To do this, we’ve limited attendance to in-person only and are glad to welcome everyone to Lexington, Kentucky.

WELCOME FROM THE PRESIDENT



HEALTHCARE WORKFORCE COLLABORATORY 2023

October 10, 2023
Lexington, Kentucky

Dear Friends and Colleagues,

I am pleased to welcome you to Kentucky's inaugural 2023 Healthcare Workforce Collaboratory, a convening of policy makers, educators and employers focused on solutions to fill the state's critical healthcare workforce shortages.

In 2022, the Kentucky General Assembly awarded \$10 million for the creation of a statewide Healthcare Workforce Collaborative (HWC), an advisory group of healthcare, campus and government professionals coordinated by CPE staff. The HWC primarily focuses on raising student awareness of and interest in healthcare occupations, improving degree pathways in high-demand fields like nursing, and helping healthcare employers support career development for their employees.

To date, the HWC has awarded \$8 million to campuses to expand program capacity and enhance student support services. HWC also is implementing an innovative public-private investment fund to provide scholarships to students in healthcare fields and incentives to reward excellence among postsecondary and industry providers.

The HWC has created new synergies and relationships upon which Kentucky can build. Through our work, we've united forty-eight healthcare organizations with representatives from local and state government and K-12 and postsecondary education. I thank each of you for the commitment you've shown to improving the health and welfare of all Kentuckians.

We truly have a lot to celebrate. I hope our first Collaboratory gives you a sense of accomplishment and further fuels your commitment to making Kentucky a healthcare innovator and a healthy, prosperous state in which to live. We thank you for being here.

Sincerely,

A handwritten signature in black ink, appearing to read "Aaron Thompson".

Aaron Thompson, Ph.D.
Kentucky Council on Postsecondary Education

AGENDA

9:00-9:35 a.m. **WELCOMING REMARKS & OPENING KEYNOTE**

THE FIVE P'S: PARTNERSHIPS, PATHWAYS, PROCESS, PIPELINES AND POTHOLES

The mission of higher education and workforce development is inextricably linked: both are focused on preparing individuals to compete in a global economy to improve Kentucky's standard of living and quality of life. It makes perfect sense, then, that CPE would turn to state agencies, higher education institutions and employers to solve our critical shortage of healthcare professionals. In this session, CPE President Aaron Thompson will describe the evolution of this innovative approach in terms of "the five P's" and set the stage for the day's events.

Introduction: LaDonna Rogers, Executive Vice President of Engagement and Culture, TJ Regional Health and CPE board member

Presenter: Dr. Aaron Thompson, President, Kentucky Council on Postsecondary Education

9:35-9:55 a.m. **CREATING AND SUSTAINING KENTUCKY'S HEALTHCARE WORKFORCE COLLABORATIVE: THE JOURNEY CONTINUES**

According to state officials, Kentucky is projected to need more than 16,000 additional nurses by 2024. Shortages such as this, coupled with the high prevalence of Kentucky residents with multiple chronic conditions, make it a state imperative to improve and expand the state's cadre of frontline health care professionals. Kentucky's Healthcare Workforce Collaborative (HWC) is a \$10 million initiative funded by the Kentucky Legislature in 2022 and designed to bring together state leaders, policy experts, campus leadership and the healthcare industry to address this shortage crisis. Dr. Leslie Sizemore will highlight the accomplishments of the HWC through changes in healthcare sector enrollment data and discuss current statewide strategies and future plans.

Presenter: Dr. Leslie Sizemore, Assistant Vice President, Workforce Initiatives, Kentucky Council on Postsecondary Education

9:55-10:20 a.m. **A SNAPSHOT OF KENTUCKY HOSPITALS**

Hospitals provide countless services to their communities, from high-quality patient care to employment opportunities to significant economic contributions. Unfortunately, Kentucky's hospitals and healthcare systems continue to face critical workforce shortages and exponential growth in labor costs. This session will explore the current state of Kentucky's hospital workforce and possible solutions to improve healthcare quality and access.

Presenter: Nancy Galvagni, President and CEO of the Kentucky Hospital Association

AGENDA

10:20-10:35 a.m. COFFEE BREAK

10:35-11:45 a.m. HOW GENERATIVE AI IS AUGMENTING HEALTHCARE WORKFLOWS

In an era where technology is rapidly reshaping the landscape of healthcare, the integration of Generative Artificial Intelligence (AI) stands as a transformative force. This session will delve into the exciting and revolutionary ways in which Generative AI is augmenting healthcare workflows, making significant strides in patient care, diagnostics and operational efficiency. Panelists include thought leaders, healthcare practitioners and AI experts and their discussion will focus on the future of healthcare, where technology and innovation come together to improve patient care and redefine the healthcare industry as we know it.

Moderator: Carl Wilson, Senior Fellow, Kentucky Council on Postsecondary Education

Panelists:

- Dwayne Buckles, Business Development Manager, Pringle Robotics
 - Dr. Cody Bumgardner, Division Chief for Pathology Informatics, University of Kentucky
 - Dr. Roderick (Rick) Jones, Senior Statistician, Kentucky Community and Technical College System
 - Dr. Jeffery Talbert, Professor and Division Chief for Biomedical Informatics, University of Kentucky College of Medicine
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11:45 a.m.-Noon TRANSITION BREAK

Noon-1:15 p.m. NETWORKING AND AWARDS LUNCHEON

Event attendees will enjoy a networking lunch in the Paddock Pavilion. Following the luncheon, the Healthcare Workforce Collaboratory will recognize innovators and leaders advancing the healthcare workforce in Kentucky.

Emcee: Dr. Aaron Thompson, President, Kentucky Council on Postsecondary Education

About the Awards: Three individuals will be recognized as an “Innovative Healthcare Leader” to celebrate their tenacity, creativity, and dedication for building a diverse and highly skilled healthcare workforce for Kentucky’s future.

AGENDA

1:15-1:30 p.m. TRANSITION BREAK

1:30-2:30 p.m. UNDERSTANDING THE LEGISLATIVE PERSPECTIVE ON HEALTHCARE

Navigating the complex landscape of healthcare legislation is essential for anyone involved in the healthcare industry. This session provides a unique opportunity to gain insights into the legislative perspective on healthcare, enabling attendees to better understand the policy landscape and its implications for healthcare delivery, accessibility and quality.

Moderator: Renee Shaw, Moderator and Director of Public Affairs, KET

Panelists:

- Senator Stephen Meredith, Chair of the Senate Health Services Committee
- Representative James Tipton, Chair of the House Education Committee
- Senator Gex Williams, Vice Chair of the Senate Education Committee
- Representative Kimberly Moser, Chair for the House Health Services Committee

2:30-3:45 p.m. MAXIMIZING THE BENEFITS OF PARTNERSHIPS

One of the Collaborative's key areas of focus is fostering partnerships between employers, faculty and government leadership to solve Kentucky's workforce challenges. This session will highlight three partnerships between postsecondary institutions and employers and explore how they are preparing today's students for the healthcare workforce of tomorrow.

Moderator: Dr. Leslie Sizemore, Assistant Vice President, Workforce Initiatives, Kentucky Council on Postsecondary Education

Panelist Teams:

- Dr. Kathryn Cardarelli, Senior Associate Provost, University of Kentucky and Dr. Gwen Moreland, Chief Nursing Officer, UK Healthcare
- Dr. Daniel Czech, Dean of Allied Health and Nursing, ECU College of Health Science and Dr. Mendy Blair, Vice President and Chief Nursing Officer, Baptist Health Richmond
- Dr. Patsy Jackson, Dean of Health Programs, Big Sandy Community and Technical College and James Glass, Vice President for Workforce Development, Pikeville Medical Center

3:45-4:00 p.m. CLOSING SESSION

CPE President Thompson will reflect on the day's key takeaways, discuss the challenges to come, and chart a path toward innovative, strategic and sustainable change.

AGENDA

NETWORKING AND AWARDS LUNCHEON

Join us for a closing networking reception from 4:00-5:00 p.m., where you can explore poster presentations made possible by one of the Kentucky Healthcare Workforce Collaborative grants distributed in 2022. Grant recipients will be available to talk about their initiatives and next steps as they continue their work.



Implementing a Dedicated Education Unit (DEU) to Improve Student Success

Murray State University

This initiative was developed to expand and improve the clinical experience for nursing students at Murray-Calloway County Hospital while assisting the clinical staff to become effective clinical instructors. Nursing faculty provided guidance and support to both RN clinical instructors and students while remaining on-site during the clinical experience.



Development of a Healthcare Professions Skills Credential

University of Louisville

This initiative was designed to promote the success of students with some science knowledge and who are interested in healthcare professions by creating a digital credential associated with curricula that leverages medical, dental, public health and other healthcare-focused units and provides students with significant workforce experiences.



LPN-to-RN Hybrid Accelerated Bridge Project: Addressing the Nursing Shortage Through Innovation

West Kentucky Community and Technical College

This initiative addresses the high-demand for nurses in the Jackson Purchase region by offering hybrid course delivery, combining online didactic coursework with in-person weekend active learning, lab and clinical experiences, and condensing the program to 12 months, providing a quicker path to RN licensure and accommodating working LPNs.



Shortening Student Time to Completion

Southcentral Kentucky Community and Technical College

This initiative strengthens the healthcare workforce by building on partnerships with K-12 partners and area healthcare facilities, and by shortening the time of education completion by targeting high school freshmen and sophomores, allowing them to take prerequisite courses while in high school, and apply to programs immediately upon graduation.



Increasing the Southcentral Kentucky Nursing Pipeline

Western Kentucky University

This initiative targets recent high school graduates by offering them State Registered Nurse Aide courses and enhancing pre-nursing student retention. Early data already shows increased enrollments, partly attributed to Living and Learning Communities and support for challenging science courses.

PRESENTERS & PANELISTS (A-Z)



DR. MENDY BLAIR is an adult clinical nurse specialist and serves as vice president and chief nursing officer for Baptist Health Richmond. Dr. Blair has extensive experience in the areas of nursing leadership, organizational leadership, leadership development and clinical professional development, including prior leadership roles as director of education, leadership coach, and executive director of administrative services. She is board certified by the American Organization of Nurse Leaders (AONL) in Executive Nurse Specialty and holds two additional board certifications granted by the American Nurse Credentialing Center (ANCC) in Medical/Surgical Nursing and Advanced Nurse Executive specialties. Dr. Blair is also certified as a Mental Health First-Aid Responder. She serves as a site surveyor and program evaluator for the Accreditation Commission for Education in Nursing (ACEN). In addition, she has been appointed to serve as a panelist on the ACEN's Evaluation Review Panel (ERP). She currently serves as preceptor in practice leadership for graduate students seeking both masters in nursing and Doctor of Nursing Practice degrees.



DWAYNE BUCKLES is a seasoned technology innovator with a career spanning over 25 years, dedicated to business development, engineering, and technology. His specialized expertise encompasses commercial service robots, industrial automation, artificial intelligence, autonomous drones, IoT, and manufacturing/assembly. At Pringle Robotics, Dwayne works with hospitals, medical groups, and assisted living with our integrated robotic solutions to help them run more efficiently in the face of staffing shortages and illness outbreaks with a range of service BoTs that can handle everything from deep cleaning and disinfection to supply running, cafeteria duty, nurses assistants and more. Dwayne is currently engaged in the development of an advanced telehealth robot integrating artificial intelligence and comprehensive obstacle avoidance capabilities that is designed to facilitate healthcare service providers' independent navigation within medical facilities and enable patient visits without the necessity of human attendants.



DR. CODY BUMGARDNER is the Division Chief for Pathology Informatics at the University of Kentucky where he works in the area of medical informatics, with a focus on pathology and laboratory medicine. His primary research interest focuses on the application of edge computing, real-time complex event processing, and machine learning in clinical decision support. Before transitioning to a clinical faculty position, Cody spent over 20 years holding a wide-range of positions comprised of strategic planning, technical, and leadership roles in the areas of IT architecture, software development, networking, research, systems, security, and healthcare. He holds a bachelor's degree in computer engineering and Ph.D. in computer science, both from the University of Kentucky.



DR. KATHRYN CARDARELLI, is Senior Associate Provost for Academic Affairs and Professor of Health, Behavior & Society at the University of Kentucky. In her 10 years at the University of Kentucky, Dr. Cardarelli has held a number of roles, including Associate Dean for Academic Affairs and Chair in the College of Public Health and Assistant Provost and Senior Assistant Provost in the Office for Faculty Advancement. Dr. Cardarelli's research focuses on reducing health inequities using community-engaged approaches. Her research has been funded by NIH, USDA and CDC, and current research focuses on addressing food insecurity and COVID vaccination uptake in Appalachian communities. Dr. Cardarelli completed her Ph.D. in epidemiology from the University of Texas-Houston School of Public Health and completed a two-year Presidential Management Fellowship with the U.S. Department of Health and Human Services, focusing on health policy and access to health care for vulnerable populations. She also completed a prestigious fellowship for the Executive Leadership in Academic Medicine program at Drexel University.



DR. DANIEL CZECH is Dean and Professor in the College of Health Sciences at Eastern Kentucky University. Dr. Czech earned his PhD in Performance Psychology at the University of Tennessee, Knoxville. His research interests include understanding emotional intelligence in the workplace, applying positive psychology interventions in leadership, understanding post pandemic health behavior change strategies, and enhancing psychological skills training in performance settings. He has published over 90 peer reviewed manuscripts, 4 books, 9 book chapters and has given over 120 peer reviewed presentations around the World. During his time in the academy, Daniel was granted the College researcher of the year award, first year professor of the year award, and has given keynote addresses to numerous institutions.

PRESENTERS & PANELISTS (A-Z)



NANCY GALVAGNI is President of the Kentucky Hospital Association (KHA). As President, she is responsible for the effective operation and direction of all activities of the Association. She leads the organization in its activities regarding the development of public policy related to health care, advocating on behalf of its members, and furthering the mission of the Association to improve the health status of the citizens of the Commonwealth. Ms. Galvagni is a graduate of The Pennsylvania State University, and has been employed by KHA for 40 years, serving in a variety of management, policy and advocacy roles during her tenure.



JAMES GLASS, Vice President of Workforce Development at Pikeville Medical Center, has lived and worked in Eastern Kentucky for the last twenty-one years and has been with Pikeville Medical Center since 2019. Before becoming Vice President of Workforce Development in March of 2023, he served as Vice President of External Technical Instruction. Prior to joining Pikeville Medical Center, James worked with various organizations in large corporations, private sector and in small business startups. He has a strong background in business operations, project management, team building and job creation.



DR. PATSY JACKSON, EdD, DNP, MSN, BSN, APRN, FNP-C serves as Professor of Nursing and Program Administrator/Coordinator for the Associate Degree Nursing Program at Big Sandy Community and Technical College. Dr. Jackson joined the college in 1993 and has served students and colleagues as the Program Administrator/Coordinator for the Associate Degree Nursing Program, the Licensed Practical Nursing Program and the Health Science Technology Program. She also served as the Associate Dean of Academic Affairs for General Education for 7 years. Other experiences include her practice as a Family Nurse Practitioner and as adjunct faculty for undergraduate nursing programs at Morehead State University and the University of Pikeville and graduate nursing programs at Indiana Wesleyan University. She has served in multiple roles of community leadership through her service on various Boards for Mountain Comprehensive Care, the Home Place Clinic and the Magoffin County Board of Health.



DR. RODERICK (RICK) JONES, a Senior Statistician at the Kentucky Community and Technical College System (KCTCS), specializes in data systems and methodologies aimed at fostering education and workforce alignment. His research spans various domains, including the role of AI in shaping future job demand, strategies for aligning education with industry imperatives, the intricate socioeconomic and demographic forces influencing the educational supply chain, and the influence of socioeconomic structure on crime and suicide. Dr. Jones earned a BA in Psychology from Georgetown College, an MS in Criminal Justice from Eastern Kentucky University, and a PhD in Criminal Justice from Indiana University.



SENATOR STEPHEN MEREDITH represents the 5th District - Breckinridge, Butler, Grayson, Meade, and Ohio counties. Upon graduation from the University of Minnesota where he received a master's degree in Healthcare Administration, Senator Meredith dove head-first into the healthcare industry and he served as the chief executive officer of Twin Lakes Regional Medical Center in Grayson County for 30 years. He currently serves as Vice Chair of the Senate's Health and Welfare committee and also serves as a member on the committees for Education, Transportation, Human Resources, Medicaid Oversight and Appropriations & Revenue. In 2019, he was appointed to serve on the Alzheimer's and Dementia Workforce Assessment Task Force – a special caucus designed to study our state's workforce needs and to discuss long-term care solutions for individuals diagnosed with Alzheimer's or dementia.



GWEN MORELAND, DNP, RN, NEA-BC is the Chief Nurse Executive for UK HealthCare. Before that, she served as the Assistant Chief Nurse for Kentucky Children's Hospital and Maternal Services. Gwen completed her BSN, MSN, and DNP from the University of Kentucky College of Nursing with a focus on Executive Leadership. She has been a UK HealthCare nursing team member for over 30 years. Her nursing career has been dedicated to the care of women, children, and families. During this time she served as the senior lead for UK's first Baby-Friendly Designation, and as a facilitator in planning the new Neonatal Intensive Care Unit and CSPU.

PRESENTERS & PANELISTS (A-Z)



REPRESENTATIVE KIMBERLY MOSER represents the 64th district, part of Kenton County. She is a registered nurse with a specialty in Neonatal ICU and flight nursing. She founded and served as the NKY Director for the office of Drug Control Policy from 2014 to 2018 and currently serves on the Northern Kentucky Drug Control Policy Board – an office that works to stem the tide of heroin and addiction. Representative Moser serves as the chair of the House Health Services committee and is also a member of the Judiciary and Elections, Constitutional Amendments and Intergovernmental Affairs committees. She has received several awards over the years, most recently the KY Hospital Association Legislative Champion Award and KY Rural Health Legislative Advocate of the Year, both in 2022.



LADONNA ROGERS is the Executive Vice President of Engagement and Culture at TJ Regional Health. She has over 20 years experience in Human Resources in healthcare and current serves as a board member for the Council on Postsecondary Education. She earned a bachelor of arts degree from Western Kentucky University. LaDonna served on the Glasgow Independent School Board for 12 years, six of those years as Vice Chairman. She also served on the WKU Board of Regents for 6 years. LaDonna has a passion for education and students as reflected in her service to the betterment of secondary and postsecondary education in Kentucky.



RENEE SHAW is the Director of Public Affairs and Moderator at KET, currently serving as host of KET's weeknight public affairs program Kentucky Edition, the signature public policy discussion series Kentucky Tonight, the weekly interview series Connections, Election coverage and KET Forums. Since 2001, Renee has been the producing force behind KET's legislative coverage that has been recognized by the Kentucky Associated Press and the National Educational Telecommunications Association. Under her leadership, KET has expanded its portfolio of public affairs content to include a daily news and information program, Kentucky Supreme Court coverage, townhall-style forums, and multi-platform program initiatives around issues such as opioid addiction and youth mental health.



DR. LESLIE SIZEMORE has 30 years of healthcare and administrative experience and currently serves as Assistant Vice President for Workforce Initiatives at Kentucky's Council on Postsecondary Education. She is a licensed occupational therapist and is the lead for the Council's Healthcare Workforce Collaborative, the CLIMB Health Initiative (Career Ladders in Mental and Behavioral Health), and the Healthcare Workforce Investment Fund created by HB 200. As part of her role at the Council, she monitors and influences policy affecting workforce and education. Dr. Sizemore owns and operates TheraCare, Inc., a private practice occupational and physical therapy staffing company serving Southeastern Kentucky. She serves on the SEKY Advisory Council for Volunteers of America, the Professional Advisory Council for the Laurel County Center for Innovation, and the Cabinet for Health and Family Services Institutional Review Board. Prior to her transition, she worked as a faculty member and clinician serving in various direct service and leadership roles, some dedicated to school-based practice, pediatric clinical practice, and administration. Dr. Sizemore's interests are in the areas of healthcare leadership, workforce development, cultural competence in education and healthcare, and the legislative process for healthcare policy. Dr. Sizemore continues to live in Southeastern Kentucky and travels the state to coordinate education and industry partnerships collectively dedicated to building a robust Kentucky workforce.



DR. JEFFERY TALBERT, is Professor and Division Chief for Biomedical Informatics at the University of Kentucky College of Medicine. He serves as Director of the Institute for Biomedical Informatics, Associate Director of the UK Center for Clinical and Translational Science, and Co-Director for the Kentucky HEALing Community Study Data-Informatics-Biostatistics Core. His research specialization is public health informatics focused on the intersection of evidence-based policy and health care outcomes. Current research projects focus on big data approaches to improve substance use disorder outcomes.

PRESENTERS & PANELISTS (A-Z)



DR. AARON THOMPSON is a passionate advocate for higher education. As a first-generation college student from rural Clay County, Kentucky, he experienced first-hand the transformative power of a college credential. As President of the Kentucky Council on Postsecondary Education, he works to ensure all Kentuckians have an equal opportunity to improve their lives through postsecondary education. Before taking the helm of CPE, Thompson served as interim president of Kentucky State University; CPE executive vice president and provost; and faculty member and administrator at Eastern Kentucky University. He has extensive leadership experience within the private and non-profit sectors and is a highly sought-after national speaker. Dr. Thompson has authored or co-authored numerous books and peer-reviewed publications on diversity, cultural competence, first-year experience programs, retention, and student success, among other topics. In 2019, he was inducted into the Kentucky Civil Rights Hall of Fame. Thompson received his doctoral degree in sociology from the University of Kentucky, with an emphasis on organizational leadership. He earned a master's degree in industrial sociology from the University of Kentucky, and a bachelor's degree in political science from Eastern Kentucky University.



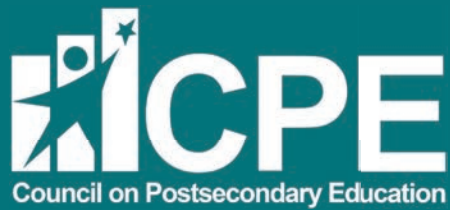
REPRESENTATIVE JAMES TIPTON represents the 53rd District and serves as chair of the House Education Committee. He has earned both a bachelor of science in agriculture and a master's degree in vocational education from the University of Kentucky. Tipton's career experience includes working as a realtor and a farmer. He has been a member of the Spencer County Farm Bureau, the Anderson County Chamber of Commerce, the Spencer County Chamber of Commerce, the Kentucky Cattleman's Association, the Louisville Area Agricultural Club, and the Kentucky Association of Realtors.



SENATOR GEX WILLIAMS represents the 20th Senate District, including Carroll, Franklin, Gallatin and Owen Counties, southern Boone and southwest Kenton Counties. He is the Vice Chair of the Senate Education Committee and Chair of the Budget Review Subcommittee on Justice and Judiciary. He also serves as a member of Senate Natural Resources and Energy; State and Local Government; Transportation and Veterans, Military Affairs and Public Protection Committees. Williams served one term in the Kentucky House of Representatives from 1991-93 and the Kentucky Senate from 1993-98. He attended the United States Naval Academy from 1970-72 and the University of Florida from 1972-77 where he earned a Bachelor of Science in Computer Science and a Master's Degree in electrical engineering. He is a retired small business owner, software developer and communication/IT consultant.



CARL DEAN WILSON is a Senior Fellow of Healthcare Workforce Initiatives at the Kentucky Council on Postsecondary Education and a seasoned healthcare workforce leader with a proven track record in management, project leadership, and program development. His expertise extends from academic pathways to innovative workforce initiatives. Carl brings a unique perspective with a background spanning academia, government, and the private sector. Holding a master's degree in Contract Management from the Florida Institute of Technology, his career has been defined by effective leadership and a commitment to building more robust, more resilient healthcare workforces. In addition to his extensive professional experience, Carl is a retired Chief Petty Officer from the United States Naval Reserves. His military leadership background further exemplifies his dedication to excellence and commitment to those who serve.



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