

**Oregon Healthcare Workforce Committee**  
**DRAFT AGENDA – August 6, 2014, 9:30 am – 12:15 pm**  
**Wilsonville Training Center, Wilsonville, OR 97070**  
**29353 SW Town Center Loop, E Room 211**

**Meeting Objectives: Review and discuss charter deliverables to OHPB, membership, updates**

| #  | Time                   | Agenda Item   | Presenter(s)   | Action Item |
|----|------------------------|---|--|-------------|
| 1  | 9:30 – 9:35<br>(5')    | <b>Welcome</b>  | Ann Buchele  |             |
| 2  | 9:35 – 9:40<br>(5')    | <b>Approval:</b> June 4 meeting summary   | Ann Buchele  | x           |
| 3  | 9:40 – 9:50<br>(10')   | <b>Membership:</b> Update on membership letters, applications   | Cathryn Cushing                                      |             |
| 4  | 9:50 – 10:20<br>(30')  | <b>Workgroup D – Emerging Trends:</b> Review draft report   | Ann Buchele,<br>Cathryn Cushing                      | x           |
| 5  | 10:20 – 10:35<br>(15') | <b>Break</b>  |  |             |
| 6  | 10:35 – 11:05<br>(30') | <b>Other Workgroup Updates</b> <ul style="list-style-type: none"> <li>• <b>Workgroup A – Clinical Tracking System:</b> upcoming meeting on 8/7</li> <li>• <b>Workgroup B – Expanding primary care residencies:</b> stakeholder meeting on 7/17</li> <li>• <b>Workgroup C – Financial incentives:</b> legislative workgroup meeting on 7/15</li> </ul> | Ann Buchele,<br>Robin Dreibelbis,<br>Cathryn Cushing | x           |
| 8  | 11:05 – 11:20<br>(15') | <b>Other updates:</b> <ul style="list-style-type: none"> <li>• Clinical Placement Standards implementation</li> </ul>   | Cathryn Cushing                                      |             |
| 9  | 11:20 – 11:30<br>(10') | <b>General and OHA Updates</b>  | All  |             |
| 10 | 11:30 – 12:00<br>(30') | <b>Meeting Focus and Schedule for 2015</b>  | All  |             |
| 11 | 12:00 – 12:15<br>(15') | <b>Public Comment</b>   |  |             |
| 12 | 12:15                  | <b>Adjourn:</b> Next meeting October 8, 2014  |  |             |

Meeting Materials

1. Agenda
2. June 4<sup>th</sup> meeting summary
3. Emerging trends draft report
4. GME expansion OHPB presentation
5. Financial incentives OHPB presentation

# Oregon Healthcare Workforce Committee

June 4, 2014 from 9:30-12:30

At Wilsonville Training Center

## Meeting Summary

|  |   |  |
|--|---|--|
| <b>Committee Members in Attendance:</b>    | Daniel Saucy<br>David Pollack<br>Lisa Dodson<br>Lita Colligan<br>Ann Buchele<br>David Nardone | Theresa Mazzaro<br>Robyn Drebelbis<br>Mary Rita Hurley (phone)<br>Andrew Janssen (phone)<br>Jennifer Valentine (phone) |
| <b>Committee Members Not in Attendance</b> | Agnes Balassa<br>Sharmilla Bose   | Jordana Barclay  |
| <b>OHA and OHWI Staff</b>                  | Lisa Angus, OHA<br>Cathryn Cushing, OHA<br>Marc Overbeck, OHA                                 | Jo Isgrigg, OHWI<br>Chad Johnson, OHWI   |
| <b>Others</b>                              | Carla McKelvey, Oregon Health Policy Board<br>Joan Kapowich, PEBB and OEBC                    |  |

|          |  |
|----------|--|
| <b>1</b> | <b>Welcome</b>   |
|          | Lisa Dodson welcomed everyone to the meeting.  |
| <b>2</b> | <b>Approval: April 2, 2014 meeting summary</b>   |
|          | Meeting Summary was approved.  |
|          | <i>Action Steps:</i> <ul style="list-style-type: none"> <li>• <i>Staff will finalize the summary</i></li> </ul>  |
| <b>3</b> | <b>Announcement, leadership transition</b>   |
|          | <p><u>Objective:</u> Committee will decide on a new Chair</p> <p><u>Background:</u> Lisa Dodson has accepted a new position in Wisconsin. This is her last Healthcare Workforce meeting.</p> <p><u>Discussion:</u> The HCWF Committee thanked Lisa for her service to the group as did Dr. Carla McKelvey on behalf of the Oregon Health Policy Board. The Committee then confirmed Ann Buchele as Chair and will leave the Vice-Chair position open until new members are recruited and the Health Policy Board has given the Committee new deliverables.</p> |
|          | <i>Action Steps:</i> <ul style="list-style-type: none"> <li>• <i>Staff will make changes to Committee lists that reflect the change in leadership.</i></li> </ul>  |
| <b>4</b> | <b>Workgroup B: Review final draft of GME Expansion Policy Options Memo and the proposal to Moda Health</b>  |

Objective: To review the latest draft of the Policy Option Memo and give the HCWF Committee an opportunity to comment and provide edits. Also, to share the proposal Lisa Dodson and Robyn Dreibelbis will make to Moda Health for funding on June 10<sup>th</sup>.

Background: The Oregon Health Policy Board asked the HCWF Committee to submit a policy options memo on expansion of Graduate Medical Education on July 1<sup>st</sup>. The GME Expansion Workgroup has met several times and developed a matrix of options and a draft memo for the Committee's consideration. This draft memo and matrix provided the backbone of the proposal to Moda Health.

Discussion: Lisa Dodson provided an update on the state of GME in Oregon. Issues included:

- Oregon will most likely need at least two family medicine residency programs (with 30 resident slots each) to reach the 50<sup>th</sup> percentile among states.
- This year, only 9 of 24 OHSU graduates going into family medicine residents are staying in Oregon. This means the state will need to recruit physicians to practice in Oregon.
- Establishing residency programs is too expensive for most individual health systems or hospitals.
- Hospitals designated "Sole Community Hospitals" or "Critical Access Hospitals" are not eligible for Indirect Medical Education payments from Medicare since they are already receiving enhanced Medicare funding. Medicare considers IME payments to these hospitals "double dipping".

A GME consortium focusing on primary care specialties could address many of the issues stated above. A consortium would create shared ownership of, and investment in, a new residency program or programs. Efforts to establish a consortium in the past have floundered due to the lack of a sponsoring organization and start up funding.

Joan Kapowich updated the Committee on the offer from Moda Health to entertain a proposal for expanding primary care GME. The offer is time sensitive and a proposal is due to Moda on June 10<sup>th</sup>. Moda's interest and investment could spur the other carriers to invest as well.

AHEC SW has agreed to be the sponsoring organization in order to take advantage of any Moda investment. Lisa Dodson and Robyn Dreibelbis will continue to develop the proposal for presentation to Moda Health on the 10<sup>th</sup>.

Committee questions and concerns included:

- How will the HCWF Committee be involved in the consortium and who will take ownership going forward? This is a very technical area and the Committee probably doesn't have the expertise or resources needed for implementation. AHEC SW has agreed to be the initial sponsor, however, once the consortium is developed, the

|          |   |
|----------|---|
|          | <p>members are the owners. Committee members recommended that the eventual consortium could report to the HCWF Committee.</p> <ul style="list-style-type: none"> <li>• Members agreed that a planning process including the community stakeholders would be critically important.</li> <li>• The Moda Health investment could provide the needed energy and resources to get over initial start up barriers. This is a great opportunity to encourage buy-in from other stakeholders.</li> <li>• The Committee needs to be careful about the hand-off of this process and aware that some stakeholders may not be acting with the best of intent. All stakeholders need to be actively involved, not just standing back and watching or, in the worst case scenario, sabotaging the process.</li> <li>• This should be the starting point and should include the possibility of expanding into other residency shortage areas, not just family medicine.</li> <li>• The Committee should investigate other, back door options for getting around the Sole Community Hospital problem. Teaching Health Centers could be a solution, or using FQHCs, however, FQHCs may not have enough Medicaid volume to bring in funding for many residency slots. The Veteran’s Administration Hospital also sponsors residencies – there may be a partnership opportunity with them.</li> </ul> <p>GME Expansion has evolved from an intellectual exercise to a real world project possibility with the offer from Moda Health. The Committee still needs to produce a policy option memo for the Health Policy Board as well as being supportive of the proposal to Moda. Dr. McKelvey suggested that the memo to the Board include the options matrix developed for discussion to assist the Board in understanding the options presented.</p> |
|          | <p><i>Action Steps:</i></p> <ul style="list-style-type: none"> <li>• <i>Staff will send the GME Expansion policy options memo to the Committee on the afternoon of June 4<sup>th</sup> with a reminder and due date for comments.</i></li> <li>• <i>Committee members will review and provide feedback by Wednesday, June 11<sup>th</sup>.</i></li> <li>• <i>Staff will finalize the memo and submit it to the Oregon Health Policy Board by July 1<sup>st</sup>.</i></li> <li>• <i>Robyn Dreibelbis and staff will report back to the Committee on the outcome of the proposal to Moda Health and any progress in developing a residency consortium.</i></li> </ul>  |
| <b>6</b> | <b>Workgroup C: Review financial incentives draft report</b>  |

Objective: To review and discuss the report on the various financial incentives the state has available for practitioners who agree to practice in rural or underserved areas of the state.

Background: The Oregon Health Policy Board asked the HCWF Committee to review the range of financial incentives available in Oregon and recommend criteria for monitoring and evaluating the programs as well as strategies for sustaining, expanding or re-targeting the programs if needed.

Discussion: The report includes a literature review and background on the wide variety of incentive programs offered in Oregon. As requested, there are recommendations for the Board to consider. Also included is an analysis of what Oregon's programs offer, how many practitioners they serve and information on their funding streams. There are several appendices – a matrix of information on programs in other states is still in development. Questions from staff to the Committee include:

- Is the review of evidence helpful?
- Are the observations fair and generally impartial?
- Is anything missing from the report?
- Does the Committee have any recommendations or input?

In Oregon, as in other states, programs are not coordinated. It appears that incentive programs were developed to address particular issues brought forward to legislators by constituents. As legislators involved in specific programs move on, historical perspective is lost. There should be a "place" for both program history and data collection and analysis – possibly Office of Rural Health or the Oregon Healthcare Workforce Institute.

Additionally, since many of the incentive programs began, there have been significant changes in the landscape of healthcare. For example, when the malpractice insurance subsidy was developed, most practitioners were solo practitioners. Now, most are employees of a health system.

Incentive program funding is siloed and some practitioners become eligible for several programs while others aren't eligible for any program. One idea to address this issue is to take some money (possibly a percentage of each state-sponsored program) and establish a stream of flexible funding to help break down the silos.

There is very little systemized data collection so program evaluation is limited. There is no organization or program tasked with, and funded for, data collection on incentive programs. Total funding in Oregon for incentive programs is only \$16 million per year, a small percentage of any health system's budget. The Committee suggested that current funding is inadequate.

|          |  |
|----------|--|
|          | <p>The Committee strongly recommends that these programs be evaluated based on outcomes, not just on whether they are able to distribute the money. However, it is important that the outcomes measured are based in reality. For example, the average person changes careers five times in his or her lifetime. It is unrealistic to expect that a recipient of an incentive will stay in the same job or community for the remainder of their career.</p> <p>The Committee discussed whether or not the funding streams had reached capacity. The Office of Rural Health has distributed all available funds for the State Loan Repayment program to date. The State Loan Repayment Program is limited by the requirement of a community match and 10 percent overhead, however they are distributing seven more awards based on carry over funds. The incentive program for faculty has not reached capacity. The National Health Service Corps funding is growing as the Primary Care Office continues to reach out and promote the programs and assist with applications for Health Professional Shortage Areas.</p> <p>There is a question of the Committee’s ongoing role in this work. Committee members agree that as the recommendations are operationalized, the work should be handed off to another organization, possibly the Office of Rural Health or the Oregon Healthcare Workforce Institute.</p> <p>Committee recommendations for the report:</p> <ul style="list-style-type: none"> <li>• Prioritize the seven recommendations, unless they are all of the same magnitude.</li> <li>• Add to recommendations who will do the work.</li> <li>• Add a recommendation about a flexible funding stream.</li> <li>• Make the matrix more user friendly by breaking it out by discipline.</li> <li>• Group the rural programs and non-rural programs in the matrix.</li> <li>• Make the recommendation about evaluation more specific with performance measures, targets, etc.</li> </ul> |
|          | <p><i>Action Steps:</i></p> <ul style="list-style-type: none"> <li>• <i>Staff will incorporate Committee recommendations into another draft of the report.</i></li> <li>• <i>Staff will send the new draft to the Committee for comments and edits on June 11<sup>th</sup>.</i></li> <li>• <i>Committee will return edits to the report by June 18<sup>th</sup>.</i></li> <li>• <i>Staff will finalize the report and submit it to the OHPB by July 1<sup>st</sup>.</i></li> </ul>   |
| <b>7</b> | <b>Membership</b>  |

|          |   |
|----------|---|
|          | <p><u>Objective:</u> Discuss membership gaps and suggest potential new members</p> <p><u>Background:</u> Membership has been decreasing and several members have not been regular in meeting attendance. All members received a letter informing them of the new bylaws requiring a minimum attendance record and participation on at least one workgroup. As a result, the Committee is down to 14 members.</p> <p><u>Discussion:</u> David Pollack believes the Committee needs more representation from OHSU when Lisa Dodson leaves. Carla McKelvey suggested a person from Rogue Community College who works primarily with entry level positions. Some members think that we have broad representation from education and need more members with links to the healthcare industry side of workforce.</p> <p>Theresa Mazzaro suggested another representative from PeaceHealth, perhaps someone hired specifically for Primary Care.</p> <p>Lance McQuillan from Samaritan was suggested. He is a Co-Program Director for Family Medicine and is a member of the American Academy of Family Physicians Board.</p> <p>The Committee recommended again that we invite members from health system administration and management as well as from Coordinated Care Organizations and the commercial payers.</p> |
|          | <p><i>Action Steps:</i></p> <ul style="list-style-type: none"> <li>• <i>Staff will update the membership interest form to reflect staffing changes.</i></li> <li>• <i>Staff will send invitation letters out to individuals recommended or who have targeted areas of expertise that will assist in meeting future deliverables.</i></li> <li>• <i>Staff will include membership as a standing agenda item to discuss at least twice a year.</i></li> </ul>   |
| <b>8</b> | <b>Updates:</b> Workgroups A , D - Workgroup Leads and Staff  |

Objective: Make the committee aware of the progress of workgroups.

Workgroup A - Centralized tracking system for clinical placement standards

The Workgroup is leaderless at the moment, however, Ann and staff are discussing bringing together a group of stakeholders who are involved in clinical placements and seeing if a group or consortium of groups arises to carry the development of a tracking system. This work is needed now as every institution is developing, and becoming invested in, its own system.

One option is to wait for the Common Credentialing work to be completed. A Request for Proposals is about to be released asking for a proposal for a system that will track practitioner credentials. Once that system is established a module could be added to track administrative requirements as well. Although this would be a practical and efficient solution, it will not be ready for new modules until at least 2016.

Oregon Institute of Technology is interested in bringing this forward as a student project. Lita Colligan set up a call with Cathryn Cushing and Lisa Angus and OIT faculty on June 5<sup>th</sup> to discuss this option.

The deliverable the Committee must submit to the Health Policy Board is a business plan for a centralized tracking system. Ann Buchele has a request in to the Community College Workforce Development department for some funding for this process.

The Committee agrees that this work should be handed off to another organization to implement. A suggestion was made that either the Oregon Education Investment Board or the Higher Education Coordinating Committee could be that organization, however, Lita Colligan said that they were both policy related organizations and wouldn't be interested in implementing a tracking system.

Some members thought that because of lack of interest in the Request for Information, vendors weren't available, however, many organizations do not answer RFIs due to the lack of certain funding for a Request for Proposals. Both Ann Buchele and Theresa Mazzaro have vendors handling their administrative requirement tracking. The main barrier is one of leadership and ownership, not technology.

Workgroup D – Emerging trends in the healthcare workforce

Ann Buchele updated the Committee on the progress of the workgroup – the Crystal Ball Workgroup! The Workgroup has completed a literature review and is preparing to conduct key informant interviews with industry and education experts. Since health system transformation is still new, it is difficult for industry experts to predict what roles or how many of which roles will be needed in the future. Although the Board will want hard numbers, these will be difficult to find.

|          |   |
|----------|---|
|          | <p>Dr. McKelvey believes the Board will want the Committee to think broadly about the healthcare workforce. Healthcare will need to move into the community and we need to think about non-traditional community partners.</p> <p>David Pollack noted that we do see a shift to more primary care and more collaborative care. There will also be more focus on early intervention and prevention so we should focus on the types of roles and skills needed for these types of interventions.</p> <p>Ann Buchele acknowledged that trend is toward a less physician-based workforce, however, we need to be careful about recommending numbers or particular roles so that we don't repeat the mistake of training of too many of a particular profession, such as Community Health Workers, before payment methodologies are established.</p> <p>David Pollack told the Committee that OHSU is adding curriculum on the social determinants of health to the medical student education. Cathryn Cushing asked that members send her any information they might have on pilot projects focused on changing workforce roles or responsibilities.</p> <p>A draft of the report due to the Health Policy Board will be available for Committee review by the August meeting.</p>                    |
| <b>9</b> | <b>Updates:</b> OHA and General – All   |
|          | <p><u>Objective:</u> Ensure that the Committee is up to date on workforce-related issues.</p> <p>Oregon Health Policy Board Update: Discussion at the Board meeting on June 3<sup>rd</sup> centered on the Future of Public Health Task Force. Due to health reform, there will be changes in the responsibilities traditionally held by local public health workers. There will be some overlap between changes in the public health workforce and the work of the Healthcare Workforce Committee. The public health workforce should be included in the report on Emerging Trends.</p> <p>David Pollack mentioned that health care practitioners needed a better understanding of what public health workers actually do.</p> <p>OHA update: Since the last meeting, Tina Edlund has stepped down as OHA Director to manage the transition from Cover Oregon to the federal exchange and the reintegration of Medicaid enrollment into OHA. Suzanne Hoffman, the former OHA Chief Operations Officer has stepped in as Interim Director. Leslie Clements is acting Policy Director for the agency.</p> <p>Enrollment in Medicaid has exceeded 900,000. Enrollment in Qualified Health Plans is at approximately 48,000. A report on the transition to the federal exchange and an update on</p> |

|           |   |
|-----------|---|
|           | the numbers are available on the Oregon Health Policy Board’s website as a part of the June 3 <sup>rd</sup> meeting materials.        |
| <b>10</b> | <b>Public Comment</b>   |
|           | <u>Objective:</u> Give members of the public time to share with the Committee.<br><i>There was no public comment at this meeting.</i> |

# Draft Health Care Industry Trends:

---

Emerging Workforce Categories

9/1/2014

## Need: Exec. Summary

Oregon's health care workforce is influenced by many factors including Oregon's changing demographics, implementation of the Affordable Care Act and national trends in provider education and accreditation. Oregon is becoming older and chronic diseases more prevalent. The ACA has brought insurance coverage to many Oregonians as well as greater integration of health technology such as electronic health records. Providers as a group are also becoming older and the looming retirement of many providers in the boomer generation is affecting the workforce. These changes, among others, made Oregon's health care workforce recession-proof. According to the Oregon Employment Department, the health care industry continued to grow throughout the recession.

## National Trends:

### Oregon Trends:

Oregon's health care industry will continue to grow based on the above factors as well as the drive to expand health insurance coverage to those who previously could not afford it. As of June 2014, the Oregon Health Plan was insuring almost one million people – up from 614,000 in December 2013.<sup>i</sup> Additionally, more focus on patient engagement and empowerment, health promotion, disease prevention, population health, team-based care among providers, and coordinated care across health care organizations is changing how care is delivered, resulting in workforce fluctuation, but also in great opportunity.

One in twelve Oregon jobs is in the health care industry. These jobs include occupations in professional, management and technical services as well as traditional clinical services. Health care industry occupations are among the fastest growing in the state.<sup>ii</sup>

These are just a few of the influences on Oregon's health care landscape. The passage of HB 2009 in 2009 put Oregon on the forefront of health reform and the state has been on a fast track to achieve the triple aim of better health and better care at lower cost.

Oregon's health care workforce is responding to these influences. Almost 500 patient centered primary care homes have been certified, bringing coordinated care to thousands. Community organizations have taken on the challenge of training Community Health Workers and are over halfway to the goal of training 300 CHWs by the end of 2015.<sup>iii</sup> Many of Oregon's health systems are implementing pilot programs to learn how to best reconfigure their workforce to respond to the changing healthcare environment.

The health care workforce is a large part of Oregon's economy and is growing due to increased demand for care and for workers. At the same time, changes in how care is delivered are causing major shifts in health care and health care delivery.

To better understand the emerging workforce needs of Oregon's health care industry to address community health and primary care access, the Oregon Health Policy Board requested the Health Care Workforce Committee analyze the emerging employment trends in the health care industry, accompanied by an audit of Oregon's training capacity for those jobs and roles.

*Deliverable:*

*An analysis of health care industry trends in emerging employment categories and new workforce roles, accompanied by an audit of Oregon's training capacity for those jobs and roles.*

The Healthcare Workforce Committee will present an analysis of industry trends in the healthcare workforce through the lens of three major shifts in care:

- 1) To less intensive care
- 2) To earlier intervention
- 3) To coordinated care

Each major shift has brought with it a restructuring of existing roles and competencies as well as potential new roles. The analysis will highlight some of these roles and will discuss the capability currently in place for providing training for the changing and new roles and competencies. Italicized, de-identified quotes are from key informants working in Oregon. Key informants included people working at various levels in health systems, clinics, government agencies and health professional training programs.

In 2011, the Healthcare Workforce Committee produced a report on the changing competencies needed in the health care workforce by conducting extensive key informant interviews and literature review as well as compiling evidence from national health care workforce institutions. Key competencies associated with the change to coordinated care included individual skills with collaborative practice, health information technology (HIT), and communication, as well as organization- or system-level capacities such as flexible reimbursement, operational and managerial supports, and community engagement.<sup>iv</sup> This report will attempt to take the next step, associating these competencies with developing roles in the workforce.

This report on industry trends and emerging workforce categories was a collaborative effort among Healthcare Workforce Committee members with experience and expertise in

different aspects of the health care industry and in education. Committee members reviewed current literature and developed a list of key informants. Key informant interviews were held in July 2014 and represented a cross-section of industry experts in both urban and rural Oregon.

Research conducted in the development of this report reveals a rapidly evolving workforce. Roles are fluid, with job descriptions, titles and duties changing in real time as needs in this new landscape of health care become clear. Many of the categories listed below overlap; for example, the duties of a peer wellness specialist can be very similar to a health coach, a medical assistant can function as a patient navigator, panel coordinator or scribe.

Roles highlighted within each section are representative of the emerging categories and trends. These roles appeared to be common to many of the clinics and health systems interviewed and were often mentioned in the literature.

## **I. From more intensive care to less intensive care**

There is general consensus that health care expenditures in the United States are too high. A 2012 report from the Bipartisan Policy Center found that in 2010, the United States spent \$2.6 trillion on health care, or 18 percent of the gross national product. This far outpaces other similar countries such as the United Kingdom (9.6 percent of GDP), Germany (11.6) and Japan (9.5). The report identified twelve general cost drivers that included the advance of expensive medical technology, the high cost of medical services, fragmentation of care, difficulties in access to care and rising rates of chronic diseases.<sup>v</sup>

Plans for health system transformation in Oregon take into account the need to encourage use of preventive and less intensive care. Metrics for the new Coordinated Care Organizations include measures such as emergency department utilization, outpatient utilization and all cause readmission to the hospital. Without a shift from hospital to ambulatory care, from expensive procedures to inexpensive screenings and behavior change, from the doctor's office to self-management of chronic diseases at home, the triple aim of better health and better care at lower cost will remain elusive.

### **Category: Coach**

Many of the diseases driving costs and contributing to multiple morbidities are preventable or manageable conditions. Preventing or appropriately managing diabetes, for example,

keeps patients out of the doctor's office and out of the hospital. Health coaches are trained to assist people with behavior change such as quitting tobacco use, eating better, moving more, checking blood sugar and adhering to a medicine regimen.

Health coaches may also be called health educators, community health workers or behaviorists, depending on the setting in which they work. According to the Bureau of Labor Statistics, the field is projected to grow 21 percent between 2012 and 2022.<sup>vi</sup>

Clinics and health systems are using training dollars to certify health coaches. In addition, key informants verified that health coaches were in demand and being hired for a range of tasks. Coaches are being hired as a part of patient-centered teams:

*"We also added a dedicated health coach position & care coordinator (MA) to do population management as members of a care management team that includes an existing nurse case manager..." (Bonin)*

Education: The National Society of Health Coaches offers a certification program for health coaches that includes motivational interviewing and evidence-based practice interventions. Private, on-line trainings abound with little evidence as to efficacy. One program, the ACE Health Coach Program claims to be the only health coaching certification approved by the National Commission for Certifying Agencies. However, in a search of the NCCA website, no health coaching programs surfaced.

Health Coaching appears to be a largely unregulated training environment, although elements of health and wellness coaching are a part of other training protocols, such as motivational interviewing for medical assistants.

### **Category: Peer delivered services**

Behavioral health has been moving toward a peer-based model of care for several years. Occupations within the peer delivered services category can include peer support specialists, recovery mentors, family navigators and peer youth supporters among others. There is some overlap with community health workers and health coaches depending on whether a peer is working primarily in the physical health or the mental health arena.

Peer delivered service occupations require workers who have been through the experience themselves. Recovering alcoholics blazed the trail as addictions counselors, bringing with their training credibility as someone who understands what the client is experiencing. This model is expanding into the mental health field (peer support specialists) and youth behavioral support.

## II. From later intervention to earlier intervention

Early intervention has traditionally meant bringing clients into the office for preventive screenings. A new focus on community connections and the community conditions that contribute to ill health is changing the thrust of early intervention. Public health workers partnering with community members to restrict places where people can smoke or increase places where kids can access healthy foods and safely play outside are acknowledged as front line troops of health reform. A better understanding of the social determinants of health make it imperative that health care move from the office or hospital into the community where issues like poverty, lack of affordable housing or the siting of tobacco, alcohol or fast food establishments can be addressed.

### **Category: Community outreach worker**

Examples of community outreach workers can be as varied as trained community health workers or traditional health workers and public health program coordinators. Outreach workers can also be people in more traditional roles working in unusual settings such as a dental hygienist or health coach located in a WIC office or church. With better population health as both the third leg of the triple aim and the ultimate goal of health reform, community partnerships become essential and the community outreach worker in demand.

*“Health Navigators, also THWs, are being relied upon more and more – they tend to be in the community, reaching out to potential clients, educating them about the services available to them. They may also be in the clinic.” (Dahl)*

According to a report from Mosaic Medical Group to the 2012 OCHIN Learning Forum, Mosaic community health workers are also community outreach representatives, staffing health fairs and delivering health promotion education.<sup>vii</sup>

### **Category: Traditional Health Workers**

Traditional health workers have a long history in Oregon, from promotoras delivering health coaching to migrant worker communities to doulas assisting mothers with pregnancy and after birth care. In Oregon, the importance of these workers, with their connections to their communities and their diverse backgrounds has been acknowledged with training and certification. The Traditional Health Workers Commission include as THWs community health workers, personal health navigators, peer wellness specialists, peer support specialists, doulas and other health care workers not previously regulated or certified by the state of Oregon.

The need for THWs is expanding as health reform in Oregon requires outreach to previously underserved groups of people. THWs, with their connections within a community, are often able to be a trusted resource for people previously disengaged from the health care system.

*“The Community Health Worker goal is also being transformed and moving from a more traditional lay social work type role to a more health focused role where the CHW is expanding their role to include health promotion as well as connection to resources in the community.” (Crandall)*

**Education:** With the passage of House Bill 3407 which established the Traditional Health Worker Commission and the subsequent development of Oregon Administrative Rules 410-180-0300 through 0380, THWs have a pathway to certification and a list of approved training programs available to them. To date, nine programs located throughout the state have been approved. Programs can be found in central, southern and eastern Oregon as well as in the metro area.<sup>viii</sup>

### **III. From individual to coordinated care**

Team-based care, especially the shift to Patient Centered Primary Care Homes is driving extensive change in the health care workforce. In a presentation to the Oregon Health Policy Board in July, the Patient Centered Primary Care Home program reported that more than 500 clinics have been recognized by OHA as primary care homes, with PCPCHs in 33 of 36 counties.<sup>ix</sup>

In 2011, in a report to the Health Policy Board from the Healthcare Workforce Committee, the Committee projected that team-based care would require competencies in communication, team coordination, leadership, conflict resolution and other collaborative skills.<sup>x</sup> Five years later, this has proven true. Coordinators, including roles such as care coordinators, patient coordinators, panel coordinators, dental coordinators and practice coordinators, are in great demand.

Leading staff through the changes brought about through a shift to team-based care has led to new competencies required of managers. Although the roles themselves may not be new, the expectations have changes.

*“The need for strong, confident, decisive leaders with excellent communication skills is also extremely important at this time. We’ve noticed that many of our traditional managers do not have the skills to LEAD their clinics and staff through change.” (Bonin)*

### **Category: Coordinator**

Teams require coordination. An emphasis on team-based care has given rise to the need for better coordination among care providers, specialists, coaches and patients. Poor coordination of care is one of the five areas of health care that account for \$690 billion in waste, not counting fraud, in the U.S. annually. In fact, 34 percent of the total cost of health care is waste.<sup>xi</sup>

Coordinators have various roles in the systems in which they work; however, creating a seamless patient experience is primary. A care coordinator might ensure that a patient is scheduled with a specialist in a timely manner and that the specialist has the full patient record and reason for the referral in hand. In Oregon, in Benton County, dental coordinators are assisting patients to find the services they need, when they need them.

In a 2012 health care workforce needs assessment by the Linn, Benton, Lincoln Workforce Investment Board, coordinators were cited as a new professional category that would be needed based on the transition to Accountable Care Organizations (CCO's).<sup>xii</sup>

*"We have created: Per Diem RN Care Coordinator, Float RN Care Coordinator, Float Team Care Assistant, Patient Populations Specialist, Telehealth RN Care Coordinator...." (Crandall)*

### **Category: Medical Assistant**

Medical Assistants have traditionally been responsible for clinical tasks such as taking vital signs, preparing patients for exams and collecting patient information as well as some chart maintenance, scheduling or other administrative duties. In the past decade, however, the duties of medical assistants have been expanding in order to capitalize on the limited time a provider has with a patient. Medical assistants are not licensed and work under the license of a physician, however, MAs may be certified by the American Association of Medical Assistants.

*"MA roles are being expanded and changed – there is more reaching out to clients, scrubbing charts, quick screening and care planning." (Dahl)*

In a study sponsored by the Hitachi Foundation, University of California San Francisco researchers found that the clinics studied increased patient satisfaction and outcomes and

reduced cost by integrating medical assistants into providers' care teams. The expanded duties differed among the clinics from motivational interviewing and health coaching to electronic health record maintenance and after hour's telephone banking. Some small "teamlets" included a one to one medical assistant to provider ratio, some were a two to one. All clinics reported greater satisfaction and retention among medical assistants who saw some increases in pay and greater increases in responsibility and authority. Many reported feeling a part of a team for the first time.<sup>xiii</sup>

A report by the American Academy of Family Physicians found that the seven strategies for transforming the roles of medical assistants most mentioned in qualitative, in-depth interviews with 140 providers were:

- Organizing MAs into provider teams
- Engaging MAs in population management
- Empowering MAs to own key quality measures
- Turning MAs into health coaches
- Developing MAs as outreach workers
- Using MAs to manage high-risk patients
- Cross-training MAs<sup>xiv</sup>

In Oregon, medical assistants are taking on such various tasks as:

- Applying fluoride varnish to dental patients
- Managing specific clinic population groups
- Behavioral screenings and motivational interviewing
- Plan of care review
- In-office testing and clinical services such as phlebotomy, EKG, vision and hearing tests

### **Category: Behaviorists**

For care to be coordinated, behavioral health and physical health need to be integrated. Oregon's Patient Centered Primary Care Home program encourages complete integration including referrals, health records access and practice co-location.

Many clinics applying to become PCPCH's are bringing in a specialist to assist them in meeting these new standards. From the Technical Specifications and Reporting Guide of 2014:

"A behaviorist embedded in the primary care team that is available for warm hand-offs, curbside consultation, and brief behavioral interventions. A behaviorist is a mental health professional who is competent in assessing and addressing psychosocial aspects of health conditions. This could be a licensed therapist or

counselor, a social worker, a psychiatrist nurse practitioner, a psychologist, or a psychiatrist. <sup>xv</sup>

A behaviorist is attuned to the connection between physical health issues and behavioral health, or ill-health. As one county clinic manager put it:

*“One of the new roles we have added is ‘behaviorist’..... someone with mental health background, i.e. licensed clinical social worker, but who works on the physical health side. Figuring out where behavior issues or mental health issues are having an impact on physical health. A part of the physical health care team.” (Dahl)*

### **Category: Team managers**

In the new team-based environment, old management practices are no longer useful. Autocratic, top-down management does not lend itself to team building and fostering an environment in which people need to self start and offer suggestions for process improvement. RN managers, physician managers and others are being retooled into team managers with an emphasis in LEAN management techniques including the Plan, Do, Study Act cycle, change management and conflict resolution. Communications skills are another priority for team managers.

*“We all face a great deal of ambiguity currently and if the leaders are not able to effectively manage the change (including the emotional aspects) things can fall apart quickly. We had to create an internal leadership training program for managers to help address this deficit.” (Bonin)*

### **Category: Health Informaticists, Health Information Technologists**

Absolutely essential to a coordinated health system is the technology that enables providers to virtually speak to each other, to review patient’s charts and visits with specialists. Electronic health records, required by the Affordable Care Act, make this possible. EHRs not only improve communication and patient care, they generate a wealth of data about the health of the population being served.

Working with information technology, including setting up, coordinating and maintaining EHR systems, collecting, cleaning and de-identifying data and evaluating the information received, requires background in both technology and health care, a combined skill set much in demand.

*“Job roles in the clinics have shifted with the need to utilize the electronic medical record.... New expectations for roles of our coding team and work flow for the transcription team have also been developed. I believe that the need to develop skills for the use of electronic media has touched every area of our system. This includes HR systems, scheduling and timekeeping that impact every employee.” (Klinsky)*

In 2012, Brenda Turner, of the Oregon Employment Department wrote in a paper on Biomedical and Health Informaticians:

“Job titles are as varied as one could imagine. A sample of titles published on job announcements in 2011 include nursing informatics director, director of IT informatics, regional informatics manager, health information systems analyst, health information manager, clinical informatics, informatics outreach architect, and pharmacist informatics specialist.....Informaticians may be asked to analyze cancer research data, develop new software for checking for potential pharmaceutical drug interactions, set up an automatic prescription system to send prescriptions directly from the physician's laptop during a medical exam to the pharmacy, or assure that patient records are easy for physicians to access as they quickly move from one patient to the next throughout the day.”<sup>xvi</sup>

### **Category: Scribes**

With the advent of electronic health records comes a need for a new type of record keeping. Filling out the patient’s record with visit details, prescriptions and referrals takes a doctor’s time and attention away from the patient in a way old pen and paper record keeping did not. In fact, a major source of provider and patient dissatisfaction is due to the computer time involved in keeping patient records up to date.

Medical scribes typically enter the room with a physician and enter detailed information into the patient’s EHR while the physician interacts with the patient. After the visit, the scribe may stay in the room finishing up visit details. Although some physicians and patients are initially skeptical about bringing a scribe into the sensitive and confidential environment of the office visit, the majority are happy with the change.

In a pilot project with a Northern California clinic system, the Shasta Community Health Center, scribes were paired with physicians at six clinics. At the end of the four month pilot, 36% of patients reported being more satisfied with their office visit and nine out of ten were not concerned about having another person in the room. Physicians were overwhelmingly supportive of adding scribes. They reported having more time with

patients, better eye contact and communication as well as more time; typical ten to twelve hour days were finished in eight. One physician reported:

“Having a scribe is the difference between feeling hopeless and overwhelmed and feeling like it’s a doable job and very satisfying.”<sup>xvii</sup>

Scribes can significantly improve the physician burn-out associated with an adult primary care practice. According to a report in the *Annals of Family Medicine*, incorporating scribes into clinic visits was third on a list of five practice innovations that 23 high performing primary care practices used to increase professional satisfaction and team performance.<sup>xviii</sup>

### **Category: Telemedicine**

Marketing firm BCC Research predicts that the market for remote monitoring and telemedicine applications will double from \$11.6 billion in 2011 to about \$27.3 billion in 2016.<sup>xix</sup> Much of the interest is being fueled by the people expected to become insured through the Affordable Care Act, a surge of new consumers that our system simply can’t treat in person.<sup>xx</sup>

One potential developing role is that of the primary care technician. The PCT acts as a community extender of a practice. The PCT may go into patient’s homes and do safety assessments, conduct health promotion and chronic disease management and handle minor complaints. The PCT would work in association with a primary care physician practice and would be in contact via telemedicine with physicians, nurses and other professionals in the clinic. Protocols would be developed for determining when a patient’s issues warranted a virtual visit by the physician or needed a trip to the clinic.<sup>xxi</sup>

Advances in technology make telemedicine an exciting option for those people with reduced access to care due to location or income. For example, in Oregon, Yamhill CCO is developing a pilot project utilizing advanced mobile and cloud-based medical technologies to provide dermatology services to members. Yamhill CCO members could have images of dermatologic issues taken, uploaded to a secure server, then sent to a participating dermatology practice or research institution for diagnosis and advice. This would provide service to a rural area with only one dermatologist in regular practice.

A large, state-wide Federally Qualified Health Center in Connecticut used advanced imaging technology and a partnership with the Yale School of Ophthalmology to screen low-income residents for Diabetic Retinopathy. Members would come to a primary care visit at the FQHC site, with no on-site ophthalmologist, and would have a high-resolution picture taken

of their retina which was then sent to Yale for screening. This was in place of a standard referral to a specialist for diabetic patients (requiring another appointment, transportation and added cost) that may or may not have been necessary. Results included:

- More screenings among low-income, high minority populations
- More appropriate referrals to specialists
- Perceived (but not yet analyzed) cost savings for the FQHC and for the patients<sup>xxii</sup>

#### **IV. Recommendations**

[Will include faculty development opportunities to develop curriculum around changing roles and needed competencies and the inclusion of education representatives in Transformation Center learning opportunities]

[Will include connecting education with industry; for example, coordinating the work of HCWC, LWIBs, HECC/OUS and CCs, OHWI, etc.]

#### **V. Conclusion**

**Appendix A:**  
**List of OHA Office of Equity and Inclusion**  
**Approved Traditional Health Worker Training Programs**

(as of 7/21/2014)

| Program Name                             | Location   | Website   |
|--|--|---|
| Cascadia Peer Wellness Program           | Cascadia Behavioral Health<br>847 NE 19th St.<br>Portland, OR 97232<br>503-963-7772  | <a href="http://www.cascadiabhc.org">www.cascadiabhc.org</a>  |
| Community Health Worker Training         | Central Oregon Community College,<br>2600 NW College Way,<br>Bend, Oregon 97701<br>541-383-7273  | <a href="http://www.cocc.edu/continuingeducation/community-health-worker/">http://www.cocc.edu/continuingeducation/community-health-worker/</a> |
| Community Health Worker                  | Rogue Community College<br>7800 Pacific Ave.<br>White City, OR 97503<br>541-245-7934   | <a href="http://www.roguecc.edu">www.roguecc.edu</a>  |
| Community Health Worker Training Program | Institute for Professional Care Education<br>8740 SE Sunnybrook Blvd., Suite 300<br>Clackamas, OR 97105<br>503-650-1022  | <a href="http://www.ipced.com">www.ipced.com</a>  |
| Community Health Worker Training Program | Lane/Clackamas Community Colleges<br>4000 E. 30th Ave.<br>Eugene, OR 97404<br>541-463-5618 (Lane Community College) or<br>503-594-0699 (Clackamas Community College) | <a href="http://www.lanecc.edu">www.lanecc.edu</a> ;<br><a href="http://www.clackamas.edu">www.clackamas.edu</a>                                |

|  |  |  |
|--|--|--|
| ICTC Full Circle Doula   | International Center for Traditional Childbearing<br>5257 NE Martin Luther King Jr. Blvd. Suite 202D<br>Portland, OR 97211<br><br>503-460-9324 | <a href="http://www.ictcmidwives.org">www.ictcmidwives.org</a>   |
| Personal Health Navigator Training Program                                 | Institute for Professional Care Education, LLC<br><br>8740 SE Sunnyside Blvd., Suite 300<br><br>Clackamas, OR 97015<br><br>503-650-1022        | <a href="http://www.ipced.com">www.ipced.com</a>   |
| NEON Community Health Worker Training Program                              | Northeast Oregon Network<br><br>1802 4th St., Suite A<br><br>La Grande, OR 97850<br><br>541-398-1720   | <a href="http://www.neonoregon.org">www.neonoregon.org</a>   |
| We Are Health: A Capacity Building Curriculum for Community Health Workers | Community Capacitation Center<br><br>10317 E Burnside St.<br><br>Portland, OR 97216<br><br>503-988-6250 ext 26646                              | <a href="http://web.multco.us/health/community-capacitation-center">web.multco.us/health/community-capacitation-center</a> |

Source: Oregon Health Authority Office of Equity and Inclusion: <http://www.oregon.gov/oha/oei/Pages/approved-thw-training.aspx>

**Appendix B:**

**List of OHA Addictions and Mental Health Services**

**Approved Peer Support Specialists Training Programs**

(as of 7/21/2014)

| <b>Approved training</b>   | <b>Agency</b>                               | <b>Program</b>  | <b>Address</b>  |
|--|---|---|---|
| Addiction Peer Support Specialists, Recovery Mentors   | Portland Community College                  | Addictions Peer Specialist                            | 24205 N.E. Alvas Road<br>Battleground, WA 98604<br><br>503-740-9478 |
| Addiction Peer Support Specialists, Recovery Mentors   | Relief Nursery                              | Accessing Success Peer Support Specialist             | 1720 West 25th Avenue<br>Eugene, OR 97405<br><br>541-343-9706       |
| Mental Health Peer Support Specialists   | National Alliance on Mental Health          | Lane County Peer Recovery Support Specialist          | 76 Centennial Loop, Suite A<br>Eugene, OR 97401<br><br>541-343-7688 |
| Addiction Peer Support Specialists, Mental Health Peer Support Specialists, Recovery Mentors | Willamette Family Treatment Services        | Peer Support Service Model                            | 149 West 12th Ave<br>Eugene, OR 97401<br><br>541-344-0031           |
| Mental Health Peer Support Specialists, Young Adults in Transition Peer Specialists          | Oregon Behavioral Consultation and Training | Peer Support Specialist Training                      | 4000 Cloverlawn Drive<br>Grants Pass, OR 97527<br><br>541-891-8892  |
| Mental Health Peer Support Specialists   | Kathleen McNeill                            | Peer Support Specialist Training: Recovery and Beyond | 3436 Blueblossom Dr<br>Medford, OR 97504<br><br>541-324-9208        |
| Mental Health Peer Support Specialists   | Recovery and Beyond                         | Peer Support Specialist and Peer Delivered Services   | 205 Central Avenue<br>Adams Room<br>Medford, OR                     |

| <b>Approved training</b>   | <b>Agency</b>                                     | <b>Program</b>  | <b>Address</b>  |
|--|---|---|---|
| Mental Health Peer Support Specialists   | Cultivating a New Life LLC                        | Cultivating a New Life through Community Connections        | 1521 N. Jantzen Ave. #203<br>Portland, OR 97214<br><br>503-310-8684 |
| Addiction Peer Support Specialists, Recovery Mentors   | The Miracles Club                                 | Each One Teach One Certified Recovery Mentor (CRM) Training | 4150 N.E. MLK Blvd.<br>Portland, OR 97211<br><br>503-249-8559       |
| Mental Health Peer Support Specialists   | Empowerment Initiatives                           | Peer Support Specialist Training                            | 3941 S.E. Hawthorne Blvd.<br>Portland, OR 97214<br><br>503-249-1413 |
| Addiction Peer Support Specialists, Recovery Mentors   | Central City Concern                              | Pathways to Empowerment                                     | 232 NW 6th Ave.<br>Portland, OR 97209<br><br>503-228-7134           |
| Mental Health Peer Support Specialists   | Mental Health America of Oregon                   | Peer Employment Specialist                                  | 10150 SE Ankeny Street<br>Portland, OR 97216<br><br>503-922-2377    |
| Addiction Peer Support Specialists, Recovery Mentors   | Addiction Counselor Certification Board of Oregon | Walking the Talk  | 2054 N. Vancouver Ave.<br>Portland, OR 97227<br><br>503-231-8164    |
| Mental Health Peer Support Specialists, Young Adults in Transition Peer Specialists          | Oregon Family Support Network                     | Oregon Family Support Network                               | 1300 Broadway Street NE<br>Salem, OR 97301<br><br>503-709-3327      |
| Mental Health Peer Support Specialists, Young Adults in Transition Peer Specialists          | Youth M.O.V.E. Oregon                             | Youth M.O.V.E. Oregon                                       | 1300 Broadway Street NE<br>Salem, OR 97301<br><br>541-606-1514      |
| Addiction Peer Support Specialists, Mental Health Peer Support Specialists, Recovery Mentors | Project A.B.L.E.                                  | Project A.B.L.E. Peer Support Specialist                    | 1599 State Street NE<br>Salem, OR 97301<br><br>503-363-3260         |

| Approved training   | Agency                | Program                        | Address  |
|---|-----------------------|--------------------------------|--|
| Addiction Peer Support Specialists, Mental Health Peer Support Specialists, Recovery Mentors, Young Adults in Transition Peer Specialists | Community Connections | Intentional Peer Support (IPS) | 23955 S.W. Ladd Hill Rd.<br>Sherwood, OR 97140<br><br>503-319-6671 |
| Addiction Peer Support Specialists, Recovery Mentors  | MindMap LLC           | Recovery Mentoring 101         | 19871 View Drive<br>West Linn, OR 97068<br><br>503-970-2522        |

Source: Oregon Health Authority Addictions and Mental Health Services:  
<http://www.oregon.gov/oha/amh/pd/Pages/approved-training.aspx>

## Inventory of Health Care Industry-Related Degrees at the Associate Level or Higher from All Oregon

### Public and Private Higher Education Institutions by Degree Program (2012)

Source: U.S. Department of Education, National Center for Education Statistics, Integrated Post-Secondary Education Data System, December 2013

| Institution Name                        | Degree/Program Title                                   | 2012 Award Level   | Total Reported Graduates 2012 |
|---|--|--------------------|-------------------------------|
| Oregon College of Oriental Medicine     | Acupuncture & Oriental Medicine                        | Doctorate          | 9                             |
| National College of Natural Medicine    | Acupuncture & Oriental Medicine                        | Master's           | 28                            |
| Oregon College of Oriental Medicine     | Acupuncture & Oriental Medicine                        | Master's           | 61                            |
| American College of Healthcare Sciences | Alternative & Complementary Medicine & Medical Systems | Associate          | 8                             |
| American College of Healthcare Sciences | Alternative & Complementary Medicine & Medical Systems | Master's           | 1                             |
| American College of Healthcare Sciences | Alternative & Complementary Medicine & Medical Systems | Post baccalaureate | 4                             |
| Marylhurst University                   | Art Therapy/Therapist                                  | Master's           | 14                            |
| Marylhurst University                   | Art Therapy/Therapist                                  | Post-master's      | 0                             |
| University of Oregon                    | Arts Management /Arts in Healthcare Management         | Master's           |                               |
| Southwestern Oregon Community College   | Athletic Training/Trainer                              | Associate          | 0                             |
| Treasure Valley Community College       | Athletic Training/Trainer                              | Associate          | 1                             |
| George Fox University                   | Athletic Training/Trainer                              | Bachelor's         | 8                             |
| Linfield College-McMinnville Campus     | Athletic Training/Trainer                              | Bachelor's         | 6                             |
| Oregon State University                 | Athletic Training/Trainer                              | Bachelor's         | 14                            |
| Portland State University               | Audiology/Audiologist                                  | Bachelor's         | 65                            |
| Portland State University               | Audiology/Audiologist                                  | Master's           | 31                            |
| Pacific University                      | Audiology  | Doctorate          | New Program                   |

| Institution Name                   | Degree/Program Title                                    | 2012 Award Level   | Total Reported Graduates 2012 |
|------------------------------------|---|--------------------|-------------------------------|
| George Fox University              | Behavioral Sciences                                     | Bachelor's         | 31                            |
| Portland Community College         | Bioengineering & Biomedical Engineering                 | Associate          | 23                            |
| Oregon State University            | Bioengineering & Biomedical Engineering                 | Bachelor's         | 20                            |
| Oregon Health & Science University | Bioengineering & Biomedical Engineering                 | Doctorate          | 1                             |
| Oregon Health & Science University | Bioengineering & Biomedical Engineering                 | Master's           | 1                             |
| Oregon Health & Science University | Bioinformatics & Computational Biology                  | Doctorate          |                               |
| Oregon Health & Science University | Bioinformatics & Computational Biology                  | Master's           |                               |
| University of Portland             | Biological & Biomedical Sciences, Other                 | Bachelor's         | 11                            |
| University of Western States       | Biological & Biomedical Sciences, Other                 | Bachelor's         | 2                             |
| Pacific University                 | Biomathematics, Bioinformatics, & Computational Biology | Bachelor's         | 0                             |
| Oregon Health & Science University | Biomathematics, Bioinformatics, & Computational Biology | Doctorate          | 0                             |
| Oregon Health & Science University | Biomathematics, Bioinformatics, & Computational Biology | Master's           | 27                            |
| Oregon Health & Science University | Biomathematics, Bioinformatics, & Computational Biology | Postbaccalaur eate | 73                            |
| Portland Community College         | Biotechnology   | Associate          | 3                             |
| Oregon State University            | Biotechnology   | Bachelor's         | 13                            |
| Oregon State University            | Biotechnology   | Master's           | 3                             |
| Blue Mountain Community College    | Business Administration & Management                    | Associate          | 10                            |
| Central Oregon Community College   | Business Administration & Management                    | Associate          | 38                            |
| Chemeketa Community College        | Business Administration & Management                    | Associate          | 14                            |
| Clackamas Community College        | Business Administration & Management                    | Associate          | 40                            |
| Clatsop Community College          | Business Administration & Management                    | Associate          | 4                             |
| Columbia Gorge Community College   | Business Administration & Management                    | Associate          | 2                             |
| Concordia University-Portland      | Business Administration & Management                    | Associate          | 0                             |

| <b>Institution Name</b>               | <b>Degree/Program Title</b>          | <b>2012 Award Level</b> | <b>Total Reported Graduates 2012</b> |
|---------------------------------------|--------------------------------------|-------------------------|--------------------------------------|
| Corban University                     | Business Administration & Management | Associate               | 0                                    |
| Klamath Community College             | Business Administration & Management | Associate               | 10                                   |
| Linn-Benton Community College         | Business Administration & Management | Associate               | 37                                   |
| Mt Hood Community College             | Business Administration & Management | Associate               | 59                                   |
| Pioneer Pacific College               | Business Administration & Management | Associate               | 37                                   |
| Portland Community College            | Business Administration & Management | Associate               | 104                                  |
| Rogue Community College               | Business Administration & Management | Associate               | 11                                   |
| Southwestern Oregon Community College | Business Administration & Management | Associate               | 4                                    |
| Tillamook Bay Community College       | Business Administration & Management | Associate               | 0                                    |
| Umpqua Community College              | Business Administration & Management | Associate               | 17                                   |
| Concordia University-Portland         | Business Administration & Management | Bachelor's              | 87                                   |
| Corban University                     | Business Administration & Management | Bachelor's              | 50                                   |
| DeVry University-Oregon               | Business Administration & Management | Bachelor's              | 8                                    |
| George Fox University                 | Business Administration & Management | Bachelor's              | 124                                  |
| ITT Technical Institute-Portland      | Business Administration & Management | Bachelor's              | 8                                    |
| ITT Technical Institute-Salem         | Business Administration & Management | Bachelor's              | 0                                    |
| Marylhurst University                 | Business Administration & Management | Bachelor's              | 62                                   |
| Northwest Christian University        | Business Administration & Management | Bachelor's              | 25                                   |
| Oregon State University               | Business Administration & Management | Bachelor's              | 199                                  |
| Pacific University                    | Business Administration & Management | Bachelor's              | 31                                   |
| Pioneer Pacific College               | Business Administration & Management | Bachelor's              | 4                                    |
| Portland State University             | Business Administration & Management | Bachelor's              | 205                                  |
| Southern Oregon University            | Business Administration & Management | Bachelor's              | 118                                  |
| University of Phoenix-Oregon Campus   | Business Administration & Management | Bachelor's              | 62                                   |

| <b>Institution Name</b>                     | <b>Degree/Program Title</b>          | <b>2012 Award Level</b> | <b>Total Reported Graduates 2012</b> |
|---|--------------------------------------|-------------------------|--------------------------------------|
| Warner Pacific College                      | Business Administration & Management | Bachelor's              | 16                                   |
| Warner Pacific College Adult Degree Program | Business Administration & Management | Bachelor's              | 133                                  |
| DeVry University Keller Grad School of Mgmt | Business Administration & Management | Postbaccalaureate       | 1                                    |
| George Fox University                       | Business Administration & Management | Postbaccalaureate       | 0                                    |
| Oregon Health & Science University          | Business Administration & Management | Postbaccalaureate       | 0                                    |
| Concordia University-Portland               | Business Administration & Management | Master's                | 30                                   |
| Corban University                           | Business Administration & Management | Master's                | 31                                   |
| DeVry University Keller Grad School of Mgmt | Business Administration & Management | Master's                | 16                                   |
| Eastern Oregon University                   | Business Administration & Management | Master's                | 29                                   |
| George Fox University                       | Business Administration & Management | Master's                | 100                                  |
| Marylhurst University                       | Business Administration & Management | Master's                | 372                                  |
| Northwest Christian University              | Business Administration & Management | Master's                | 17                                   |
| Oregon Health & Science University          | Business Administration & Management | Master's                | 3                                    |
| Oregon State University                     | Business Administration & Management | Master's                | 49                                   |
| Portland State University                   | Business Administration & Management | Master's                | 101                                  |
| Southern Oregon University                  | Business Administration & Management | Master's                | 52                                   |
| University of Oregon                        | Business Administration & Management | Master's                | 96                                   |
| University of Phoenix-Oregon Campus         | Business Administration & Management | Master's                | 15                                   |
| University of Portland                      | Business Administration & Management | Master's                | 56                                   |
| Willamette University                       | Business Administration & Management | Master's                | 120                                  |
| George Fox University                       | Business Administration & Management | Doctorate               | 7                                    |
| University of Oregon                        | Business Administration & Management | Doctorate               | 2                                    |

| <b>Institution Name</b>                     | <b>Degree/Program Title</b>                                 | <b>2012 Award Level</b> | <b>Total Reported Graduates 2012</b> |
|---|---|-------------------------|--------------------------------------|
| Eastern Oregon University                   | Business Administration, Management & Operations, Other     | Associate               | 8                                    |
| Heald College-Portland                      | Business Administration, Management & Operations, Other     | Associate               | 14                                   |
| DeVry University-Oregon                     | Business Administration, Management & Operations, Other     | Bachelor's              | 16                                   |
| Eastern Oregon University                   | Business Administration, Management & Operations, Other     | Bachelor's              | 195                                  |
| Northwest Christian University              | Business Administration, Management & Operations, Other     | Bachelor's              | 0                                    |
| DeVry University Keller Grad School of Mgmt | Business Administration, Management & Operations, Other     | Postbaccalaur eate      | 3                                    |
| Oregon State University                     | Business Administration, Management & Operations, Other     | Postbaccalaur eate      | 3                                    |
| DeVry University Keller Grad School of Mgmt | Business Administration, Management & Operations, Other     | Master's                | 5                                    |
| University of Western States                | Chiropractic  | Doctorate               | 125                                  |
| Oregon Health & Science University          | Clinical Informatics  | Postbaccalaur eate      |                                      |
| Oregon Health & Science University          | Clinical Informatics  | Master's                |                                      |
| Oregon Health & Science University          | Clinical Informatics  | Doctorate               |                                      |
| Oregon Institute of Technology              | Clinical Laboratory Science/Medical Technology/Technologist | Bachelor's              | 35                                   |
| University of Portland                      | Clinical Nurse Leader                                       | Master's                | 13                                   |
| University of Portland                      | Clinical Nurse Specialist                                   | Master's                | 0                                    |
| Oregon Health & Science University          | Clinical Nutrition/Nutritionist                             | Master's                | 3                                    |
| Oregon Institute of Technology              | Clinical, Counseling & Applied Psychology                   | Bachelor's              | 38                                   |
| University of Oregon                        | Clinical, Counseling & Applied Psychology                   | Postbaccalaur eate      | 4                                    |
| Corban University                           | Clinical, Counseling & Applied Psychology                   | Master's                | 3                                    |

| <b>Institution Name</b>          | <b>Degree/Program Title</b>                                 | <b>2012 Award Level</b> | <b>Total Reported Graduates 2012</b> |
|----------------------------------|---|-------------------------|--------------------------------------|
| George Fox University            | Clinical, Counseling & Applied Psychology                   | Master's                | 58                                   |
| Lewis & Clark College            | Clinical, Counseling & Applied Psychology                   | Master's                | 39                                   |
| Multnomah University             | Clinical, Counseling & Applied Psychology                   | Master's                | 16                                   |
| Northwest Christian University   | Clinical, Counseling & Applied Psychology                   | Master's                | 14                                   |
| Pacific University               | Clinical, Counseling & Applied Psychology                   | Master's                | 78                                   |
| University of Oregon             | Clinical, Counseling & Applied Psychology                   | Master's                | 3                                    |
| George Fox University            | Clinical, Counseling & Applied Psychology                   | Post-master's           | 0                                    |
| Lewis & Clark College            | Clinical, Counseling & Applied Psychology                   | Post-master's           | 1                                    |
| George Fox University            | Clinical, Counseling & Applied Psychology                   | Doctorate               | 21                                   |
| Pacific University               | Clinical, Counseling & Applied Psychology                   | Doctorate               | 46                                   |
| Portland State University        | Clinical, Counseling & Applied Psychology                   | Doctorate               | 8                                    |
| University of Oregon             | Clinical, Counseling & Applied Psychology                   | Doctorate               | 10                                   |
| Portland Community College       | Clinical/Medical Laboratory Technician                      | Associate               | 25                                   |
| Pacific University               | Communication Sciences & Disorders                          | Bachelor's              |                                      |
| University of Oregon             | Communication Sciences & Disorders                          | Bachelor's              | 40                                   |
| Pacific University               | Communication Sciences & Disorders                          | Postbaccalaur<br>eate   |                                      |
| University of Oregon             | Communication Sciences & Disorders                          | Postbaccalaur<br>eate   | 23                                   |
| Pacific University               | Communication Sciences & Disorders                          | Master's                |                                      |
| University of Oregon             | Communication Sciences & Disorders                          | Master's                | 24                                   |
| Portland State University        | Community Health & Preventive Medicine                      | Bachelor's              | 145                                  |
| Clackamas Community College      | Computer/Information Technology Administration & Management | Associate               | 5                                    |
| ITT Technical Institute-Portland | Computer/Information Technology Administration & Management | Associate               | 0                                    |
| ITT Technical Institute-Salem    | Computer/Information Technology Administration &            | Associate               | 0                                    |

DRAFT- 23 - DRAFT

| Institution Name                      | Degree/Program Title  | 2012 Award Level  | Total Reported Graduates 2012 |
|---------------------------------------|---|-------------------|-------------------------------|
|                                       | Management  |                   |                               |
| Lane Community College                | Computer/Information Technology Administration & Management       | Associate         | 54                            |
| Portland Community College            | Computer/Information Technology Administration & Management       | Associate         | 29                            |
| Southwestern Oregon Community College | Computer/Information Technology Administration & Management       | Associate         | 1                             |
| ITT Technical Institute-Portland      | Computer/Information Technology Administration & Management       | Bachelor's        | 11                            |
| ITT Technical Institute-Salem         | Computer/Information Technology Administration & Management       | Bachelor's        | 0                             |
| Portland State University             | Computer/Information Technology Administration & Management       | Postbaccalaureate | 1                             |
| Central Oregon Community College      | Customer Service Management                                       | Associate         | 3                             |
| Lane Community College                | Dental Hygiene/Hygienist  | Associate         | 30                            |
| Mt Hood Community College             | Dental Hygiene/Hygienist  | Associate         | 17                            |
| Oregon Institute of Technology        | Dental Hygiene/Hygienist  | Associate         | 27                            |
| Portland Community College            | Dental Hygiene/Hygienist  | Associate         | 28                            |
| Treasure Valley Community College     | Dental Hygiene/Hygienist  | Associate         | 2                             |
| Oregon Institute of Technology        | Dental Hygiene/Hygienist  | Bachelor's        | 54                            |
| Pacific University                    | Dental Hygiene/Hygienist  | Bachelor's        | 33                            |
| Portland Community College            | Dental Laboratory Technology/Technician                           | Associate         | 11                            |
| Portland Community College            | Dental Laboratory Technology/Technician                           | 2 ≤ but < 4 years | 5                             |
| Pacific University                    | Dental Services & Allied Professions, Other                       | Bachelor's        | 0                             |
| Oregon Health & Science University    | Dentistry   | Doctorate         | 68                            |
| Oregon Institute of Technology        | Diagnostic Medical Sonography/Sonographer & Ultrasound Technician | Bachelor's        | 82                            |

| Institution Name                      | Degree/Program Title                                    | 2012 Award Level  | Total Reported Graduates 2012 |
|---------------------------------------|---|-------------------|-------------------------------|
| Oregon Health & Science University    | Dietetics/Dietitian                                     | Postbaccalaureate | 21                            |
| Oregon Health & Science University    | Dietetics/Dietitian                                     | Master's          | 0                             |
| Birthingway College of Midwifery      | Direct Entry Midwifery                                  | 2 ≤ but < 4 years | 3                             |
| Birthingway College of Midwifery      | Direct Entry Midwifery                                  | Bachelor's        | 1                             |
| Oregon Institute of Technology        | Echocardiography  | Bachelor's        |                               |
| Central Oregon Community College      | Emergency Medical Technology/Technician (EMT Paramedic) | Associate         | 28                            |
| Chemeketa Community College           | Emergency Medical Technology/Technician (EMT Paramedic) | Associate         | 40                            |
| Clackamas Community College           | Emergency Medical Technology/Technician (EMT Paramedic) | Associate         | 0                             |
| Lane Community College                | Emergency Medical Technology/Technician (EMT Paramedic) | Associate         | 13                            |
| Mt Hood Community College             | Emergency Medical Technology/Technician (EMT Paramedic) | Associate         | 0                             |
| Oregon Institute of Technology        | Emergency Medical Technology/Technician (EMT Paramedic) | Associate         | 17                            |
| Portland Community College            | Emergency Medical Technology/Technician (EMT Paramedic) | Associate         | 21                            |
| Rogue Community College               | Emergency Medical Technology/Technician (EMT Paramedic) | Associate         | 13                            |
| Southwestern Oregon Community College | Emergency Medical Technology/Technician (EMT Paramedic) | Associate         | 10                            |
| Treasure Valley Community College     | Emergency Medical Technology/Technician (EMT Paramedic) | Associate         | 0                             |
| Umpqua Community College              | Emergency Medical Technology/Technician (EMT Paramedic) | Associate         | 12                            |
| Portland Community College            | Emergency Medical Technology/Technician (EMT Paramedic) | 2 ≤ but < 4 years | 3                             |

| <b>Institution Name</b>            | <b>Degree/Program Title</b>                     | <b>2012 Award Level</b> | <b>Total Reported Graduates 2012</b> |
|------------------------------------|---|-------------------------|--------------------------------------|
| Oregon Health & Science University | Endodontics/Endodontology                       | Post-master's           | 3                                    |
| Oregon Health & Science University | Family Practice Nurse/Nursing                   | Master's                | 17                                   |
| University of Portland             | Family Practice Nurse/Nursing                   | Master's                | 0                                    |
| Oregon Health & Science University | Family Practice Nurse/Nursing                   | Post-master's           | 0                                    |
| Oregon Health & Science University | Family Practice Nurse/Nursing                   | Doctorate               | 4                                    |
| University of Oregon               | Finance   | Doctorate               | 3                                    |
| Oregon State University            | Foods, Nutrition, & Related Services            | Bachelor's              | 41                                   |
| Portland State University          | Foods, Nutrition, & Related Services            | Postbaccalaureate       | 16                                   |
| Oregon State University            | Foods, Nutrition, & Related Services            | Master's                | 3                                    |
| Oregon Health & Science University | Geriatric Nurse/Nursing                         | Post-master's           | 0                                    |
| Portland Community College         | Gerontology                                     | Associate               | 17                                   |
| Marylhurst University              | Gerontology                                     | Postbaccalaureate       | 1                                    |
| Oregon State University            | Gerontology                                     | Postbaccalaureate       | 2                                    |
| Pacific University                 | Gerontology                                     | Postbaccalaureate       | 7                                    |
| Portland State University          | Gerontology                                     | Postbaccalaureate       | 10                                   |
| Northwest Christian University     | Health & Medical Administrative Services, Other | Postbaccalaureate       | 1                                    |
| Northwest Christian University     | Health & Medical Administrative Services, Other | Master's                | 2                                    |
| Oregon Institute of Technology     | Health Informatics                              | Bachelor's              | 4                                    |
| Oregon Health & Science University | Health Information Management                   | Postbaccalaureate       |                                      |
| Oregon Health & Science University | Health Information Management                   | Master's                |                                      |
| Oregon Health & Science University | Health Information Management                   | Doctorate               |                                      |

| <b>Institution Name</b>                    | <b>Degree/Program Title</b>                                     | <b>2012 Award Level</b> | <b>Total Reported Graduates 2012</b> |
|--|---|-------------------------|--------------------------------------|
| Klamath Community College                  | Health Information/Medical Records Administration/Administrator | Associate               | 6                                    |
| Mt Hood Community College                  | Health Information/Medical Records Administration/Administrator | Associate               | 0                                    |
| Central Oregon Community College           | Health Information/Medical Records Technology/Technician        | Associate               | 27                                   |
| Portland Community College                 | Health Information/Medical Records Technology/Technician        | Associate               | 32                                   |
| Klamath Community College                  | Health Professions & Related Clinical Sciences, Other           | Associate               | 0                                    |
| Oregon Health & Science University         | Health Professions & Related Clinical Sciences, Other           | Postbaccalaureate       | 13                                   |
| Oregon Health & Science University         | Health Professions & Related Clinical Sciences, Other           | Master's                | 20                                   |
| Portland State University                  | Health Professions & Related Clinical Sciences, Other           | Master's                | 1                                    |
| Northwest Christian University             | Health Services Administration                                  | Bachelor's              | 2                                    |
| Corban University                          | Health Services/Allied Health/Health Sciences                   | Bachelor's              | 16                                   |
| Linfield College-Nursing & Health Sciences | Health Services/Allied Health/Health Sciences                   | Bachelor's              | 6                                    |
| Pioneer Pacific College                    | Health/Health Care Administration/Management                    | Associate               | 77                                   |
| Concordia University-Portland              | Health/Health Care Administration/Management                    | Bachelor's              | 26                                   |
| Oregon Institute of Technology             | Health/Health Care Administration/Management                    | Bachelor's              | 4                                    |
| Oregon State University                    | Health/Health Care Administration/Management                    | Bachelor's              | 28                                   |
| Pioneer Pacific College                    | Health/Health Care Administration/Management                    | Bachelor's              | 5                                    |
| Portland State University                  | Health/Health Care Administration/Management                    | Bachelor's              | 3                                    |
| Concordia University-Portland              | Health/Health Care Administration/Management                    | Postbaccalaureate       | 0                                    |
| Oregon Health & Science University         | Health/Health Care Administration/Management                    | Postbaccalaureate       | 14                                   |
| Oregon Health & Science University         | Health/Health Care Administration/Management                    | Master's                | 55                                   |

| Institution Name                            | Degree/Program Title  | 2012 Award Level  | Total Reported Graduates 2012 |
|---|---|-------------------|-------------------------------|
| Pacific University                          | Health/Health Care Administration/Management                | Master's          | 13                            |
| Portland State University                   | Health/Health Care Administration/Management                | Master's          | 28                            |
| University of Portland                      | Health/Health Care Administration/Management                | Master's          | 0                             |
| Oregon State University                     | Health/Medical Physics                                      | Bachelor's        | 7                             |
| Oregon State University                     | Health/Medical Physics                                      | Master's          | 21                            |
| Oregon State University                     | Health/Medical Physics                                      | Doctorate         | 3                             |
| Northwest Christian University              | Health/Medical Preparatory Programs, Other                  | Associate         | 1                             |
| Treasure Valley Community College           | Health/Medical Preparatory Programs, Other                  | Associate         | 2                             |
| Oregon Institute of Technology              | Health/Medical Preparatory Programs, Other                  | Bachelor's        | 6                             |
| University of Phoenix-Oregon Campus         | Hospital & Health Care Facilities Administration/Management | Bachelor's        | 2                             |
| Northwest Christian University              | Human Resources Management & Services, Other                | Bachelor's        | 7                             |
| Portland State University                   | Human Resources Management/Personnel Administration         | Bachelor's        | 132                           |
| DeVry University Keller Grad School of Mgmt | Human Resources Management/Personnel Administration         | Postbaccalaureate | 1                             |
| Southern Oregon University                  | Human Resources Management/Personnel Administration         | Postbaccalaureate | 14                            |
| DeVry University Keller Grad School of Mgmt | Human Resources Management/Personnel Administration         | Master's          | 5                             |
| Umpqua Community College                    | Human Services  | Associate         | 6                             |
| Northwest Christian University              | Human Services  | Bachelor's        | 0                             |
| University of Oregon                        | Human Services  | Bachelor's        | 90                            |
| University of Phoenix-Oregon Campus         | Human Services  | Bachelor's        | 14                            |
| Birthingway College of Midwifery            | Lactation Consultant  | Associate         | 0                             |
| Portland Community College                  | Lactation Consultant  | Certificate       | New Program                   |
| Lewis & Clark College                       | Law   | Doctorate         | 210                           |

| <b>Institution Name</b>                     | <b>Degree/Program Title</b>                      | <b>2012 Award Level</b> | <b>Total Reported Graduates 2012</b> |
|---|--|-------------------------|--------------------------------------|
| University of Oregon                        | Law  | Doctorate               | 161                                  |
| Willamette University                       | Law  | Doctorate               | 124                                  |
| Treasure Valley Community College           | Management Information Systems                   | Associate               | 3                                    |
| Umpqua Community College                    | Management Information Systems                   | Associate               | 20                                   |
| George Fox University                       | Management Information Systems                   | Bachelor's              | 15                                   |
| Linfield College-Adult Degree Program       | Management Information Systems                   | Bachelor's              | 4                                    |
| Northwest Christian University              | Management Information Systems                   | Bachelor's              | 1                                    |
| Oregon Institute of Technology              | Management Information Systems                   | Bachelor's              | 4                                    |
| Oregon State University                     | Management Information Systems                   | Bachelor's              | 43                                   |
| Portland State University                   | Management Information Systems                   | Bachelor's              | 43                                   |
| DeVry University Keller Grad School of Mgmt | Management Information Systems                   | Postbaccalaur eate      | 0                                    |
| Southern Oregon University                  | Management Information Systems                   | Postbaccalaur eate      | 16                                   |
| DeVry University Keller Grad School of Mgmt | Management Information Systems                   | Master's                | 6                                    |
| University of Oregon                        | Management Information Systems                   | Master's                | 13                                   |
| Western Oregon University                   | Management Information Systems                   | Master's                | 24                                   |
| Klamath Community College                   | Management Information Systems & Services, Other | Associate               | 0                                    |
| Portland State University                   | Marriage & Family Therapy/Counseling             | Postbaccalaur eate      | 4                                    |
| George Fox University                       | Marriage & Family Therapy/Counseling             | Master's                | 22                                   |
| Lewis & Clark College                       | Marriage & Family Therapy/Counseling             | Master's                | 14                                   |
| University of Oregon                        | Marriage & Family Therapy/Counseling             | Master's                | 30                                   |
| Western Seminary                            | Marriage & Family Therapy/Counseling             | Master's                | 37                                   |
| George Fox University                       | Marriage & Family Therapy/Counseling             | Post-master's           | 0                                    |
| Central Oregon Community College            | Massage Therapy/Therapeutic Massage              | Associate               | 6                                    |

| <b>Institution Name</b>  | <b>Degree/Program Title</b>                                 | <b>2012 Award Level</b> | <b>Total Reported Graduates 2012</b> |
|--|---|-------------------------|--------------------------------------|
| Clackamas Community College  | Medical Informatics   | Associate               | 0                                    |
| Mt Hood Community College  | Medical Informatics   | Associate               | 3                                    |
| Portland Community College   | Medical Informatics   | Associate               | 3                                    |
| Southwestern Oregon Community College  | Medical Informatics   | Associate               | 0                                    |
| Heald College-Portland   | Medical Insurance Specialist/Medical Biller                 | Associate               | 22                                   |
| Rogue Community College  | Medical Office Computer Specialist/Assistant                | Associate               | 5                                    |
| Chemeketa Community College  | Medical Office Management/Administration                    | Associate               | 31                                   |
| Portland Community College   | Medical Radiologic Technology/Science - Radiation Therapist | Associate               | 31                                   |
| Treasure Valley Community College  | Medical Radiologic Technology/Science - Radiation Therapist | Associate               | 0                                    |
| Oregon Health & Science University   | Medical Radiologic Technology/Science - Radiation Therapist | Bachelor's              | 9                                    |
| Chemeketa Community College  | Medical Transcription/Transcriptionist                      | Associate               | 0                                    |
| Mt Hood Community College  | Medical Transcription/Transcriptionist                      | Associate               | 1                                    |
| Treasure Valley Community College  | Medical Transcription/Transcriptionist                      | Associate               | 0                                    |
| Everest College-Portland   | Medical/Clinical Assistant                                  | Associate               | 46                                   |
| Heald College-Portland   | Medical/Clinical Assistant                                  | Associate               | 75                                   |
| Linn-Benton Community College  | Medical/Clinical Assistant                                  | Associate               | 21                                   |
| Mt Hood Community College  | Medical/Clinical Assistant                                  | Associate               | 15                                   |
| Pioneer Pacific College  | Medical/Clinical Assistant                                  | Associate               | 94                                   |
| Southwestern Oregon Community College  | Medical/Clinical Assistant                                  | Associate               | 5                                    |
| Oregon Health & Science University   | Medicine (Allopathic)                                       | Doctorate               | 122                                  |
| College of Osteopathic Medicine of the Pacific Northwest (Western University of Health Sciences) | Medicine (Osteopathic)                                      |                         |                                      |

| <b>Institution Name</b>                     | <b>Degree/Program Title</b>                 | <b>2012 Award Level</b> | <b>Total Reported Graduates 2012</b> |
|---|---|-------------------------|--------------------------------------|
| Mt Hood Community College                   | Mental Health Counseling/Counselor          | Associate               | 22                                   |
| Lewis & Clark College                       | Mental Health Counseling/Counselor          | Master's                | 42                                   |
| Southern Oregon University                  | Mental Health Counseling/Counselor          | Master's                | 25                                   |
| George Fox University                       | Mental Health Counseling/Counselor          | Post-master's           | 0                                    |
| Marylhurst University                       | Music Therapy/Therapist                     | Bachelor's              | 6                                    |
| Willamette University                       | Music Therapy/Therapist                     | Bachelor's              | 0                                    |
| National College of Natural Medicine        | Naturopathic Medicine/Naturopathy           | Doctorate               | 83                                   |
| Willamette University                       | Neurobiology & Neurosciences                | Bachelor's              | 0                                    |
| Oregon Health & Science University          | Neurobiology & Neurosciences                | Master's                | 0                                    |
| Oregon Health & Science University          | Neurobiology & Neurosciences                | Doctorate               | 18                                   |
| University of Oregon                        | Non-Profit/Public/Organizational Management | Postbaccalaurate        | 23                                   |
| DeVry University Keller Grad School of Mgmt | Non-Profit/Public/Organizational Management | Master's                | 5                                    |
| Oregon Institute of Technology              | Nuclear Medical Technology/Technologist     | Bachelor's              | 16                                   |
| Oregon Health & Science University          | Nurse Anesthetist                           | Master's                | 12                                   |
| Oregon Health & Science University          | Nurse Midwife/Nursing Midwifery             | Master's                | 9                                    |
| Oregon Health & Science University          | Nurse Midwife/Nursing Midwifery             | Post-master's           | 0                                    |
| University of Portland                      | Nursing Administration                      | Master's                | 0                                    |
| Mt Hood Community College                   | Nursing Education                           | Associate               | 0                                    |
| Oregon Health & Science University          | Nursing Education                           | Master's                | 3                                    |
| Oregon Health & Science University          | Nursing Practice                            | Doctorate               | 6                                    |
| University of Portland                      | Nursing Practice                            | Doctorate               | 3                                    |
| Linn-Benton Community College               | Occupational Therapist Assistant            | Associate               | 22                                   |
| Pacific University                          | Occupational Therapy/Therapist              | Master's                | 30                                   |
| Clackamas Community College                 | Operations Management & Supervision         | Associate               | 1                                    |

| <b>Institution Name</b>                     | <b>Degree/Program Title</b>                                   | <b>2012 Award Level</b> | <b>Total Reported Graduates 2012</b> |
|---|---|-------------------------|--------------------------------------|
| Oregon Institute of Technology              | Operations Management & Supervision                           | Bachelor's              | 14                                   |
| Oregon State University                     | Operations Management & Supervision                           | Bachelor's              | 68                                   |
| University of Portland                      | Operations Management & Supervision                           | Bachelor's              | 16                                   |
| Pacific University                          | Ophthalmic & Optometric Support Services & Allied Professions | Bachelor's              | 5                                    |
| Pacific University                          | Ophthalmic & Optometric Support Services & Allied Professions | Master's                | 4                                    |
| Portland Community College                  | Ophthalmic Technician/Technologist                            | Associate               | 17                                   |
| Pacific University                          | Optometry   | Doctorate               | 89                                   |
| Warner Pacific College Adult Degree Program | Organizational Behavior Studies                               | Associate               | 53                                   |
| Warner Pacific College Adult Degree Program | Organizational Leadership                                     | Master's                | 50                                   |
| Oregon Health & Science University          | Orthodontics/Orthodontology                                   | Master's                | 4                                    |
| Oregon Health & Science University          | Orthodontics/Orthodontology                                   | Post-master's           | 4                                    |
| Oregon Health & Science University          | Periodontics/Periodontology                                   | Master's                | 2                                    |
| Oregon Health & Science University          | Periodontics/Periodontology                                   | Post-master's           | 3                                    |
| Oregon State University                     | Pharmacology & Toxicology                                     | Master's                | 1                                    |
| Oregon Health & Science University          | Pharmacology & Toxicology                                     | Doctorate               | 3                                    |
| Oregon State University                     | Pharmacology & Toxicology                                     | Doctorate               | 2                                    |
| Oregon State University                     | Pharmacy  | Doctorate               | 86                                   |
| Pacific University                          | Pharmacy  | Doctorate               | 92                                   |
| Chemeketa Community College                 | Pharmacy Technician/Assistant                                 | Associate               | 4                                    |
| Everest College-Portland                    | Pharmacy Technician/Assistant                                 | Associate               | 13                                   |
| Heald College-Portland                      | Pharmacy Technician/Assistant                                 | Associate               | 17                                   |
| Oregon State University                     | Pharmacy, Pharmaceutical Sciences, & Administration, Other    | Master's                | 1                                    |

| Institution Name                   | Degree/Program Title                                       | 2012 Award Level | Total Reported Graduates 2012 |
|------------------------------------|--|------------------|-------------------------------|
| Oregon State University            | Pharmacy, Pharmaceutical Sciences, & Administration, Other | Doctorate        | 2                             |
| Lane Community College             | Physical Therapy Assistant                                 | Associate        | 25                            |
| Mt Hood Community College          | Physical Therapy Assistant                                 | Associate        | 23                            |
| Treasure Valley Community College  | Physical Therapy Technician/Assistant                      | Associate        | 3                             |
| George Fox University              | Physical Therapy/Therapist                                 | Doctorate        |                               |
| Pacific University                 | Physical Therapy/Therapist                                 | Doctorate        | 39                            |
| Pacific University                 | Physician Assistant  | Bachelor's       | 2                             |
| Oregon Health & Science University | Physician Assistant  | Master's         | 35                            |
| Pacific University                 | Physician Assistant  | Master's         | 42                            |
| Oregon Institute of Technology     | Polysomnography  | Associate        | 4                             |
| Oregon Institute of Technology     | Population Health Management                               | Bachelor's       |                               |
| Treasure Valley Community College  | Practical Nursing & Nursing Assistants, Other              | Associate        | 14                            |
| Treasure Valley Community College  | Pre-Dentistry Studies                                      | Associate        | 1                             |
| Treasure Valley Community College  | Pre-Medicine/Pre-Medical Studies                           | Associate        | 1                             |
| Southern Oregon University         | Pre-Medicine/Pre-Medical Studies                           | Bachelor's       | 2                             |
| Treasure Valley Community College  | Pre-Pharmacy Studies                                       | Associate        | 2                             |
| Treasure Valley Community College  | Pre-Physical Therapy Studies                               | Associate        | 0                             |
| ITT Technical Institute-Portland   | Project Management   | Bachelor's       | 0                             |
| ITT Technical Institute-Salem      | Project Management   | Bachelor's       | 0                             |
| Oregon Health & Science University | Psychiatric/Mental Health Nurse/Nursing                    | Master's         | 12                            |
| Oregon Health & Science University | Psychiatric/Mental Health Nurse/Nursing                    | Post-master's    | 1                             |
| Oregon Health & Science University | Psychiatric/Mental Health Nurse/Nursing                    | Doctorate        | 1                             |
| Portland Community College         | Public Administration                                      | Associate        | 3                             |
| Eastern Oregon University          | Public Administration                                      | Bachelor's       | 1                             |

| <b>Institution Name</b>            | <b>Degree/Program Title</b>                  | <b>2012 Award Level</b> | <b>Total Reported Graduates 2012</b> |
|------------------------------------|--|-------------------------|--------------------------------------|
| University of Oregon               | Public Administration                        | Bachelor's              | 47                                   |
| Portland State University          | Public Administration                        | Postbaccalaureate       | 4                                    |
| Willamette University              | Public Administration                        | Postbaccalaureate       | 0                                    |
| Portland State University          | Public Administration                        | Master's                | 92                                   |
| University of Oregon               | Public Administration                        | Master's                | 15                                   |
| Oregon State University            | Public Health                                | Bachelor's              | 93                                   |
| Oregon Health & Science University | Public Health                                | Postbaccalaureate       | 7                                    |
| Oregon Health & Science University | Public Health                                | Master's                | 40                                   |
| Oregon State University            | Public Health                                | Master's                | 51                                   |
| Oregon State University            | Public Health                                | Doctorate               | 7                                    |
| Oregon State University            | Public Health Education & Promotion          | Bachelor's              | 3                                    |
| Western Oregon University          | Public Health Education & Promotion          | Bachelor's              | 68                                   |
| Portland State University          | Public Health Education & Promotion          | Master's                | 26                                   |
| Portland State University          | Public Health, Other                         | Bachelor's              | 98                                   |
| Linn-Benton Community College      | Radiologic Technology/Science - Radiographer | Associate               | 22                                   |
| Oregon Institute of Technology     | Radiologic Technology/Science - Radiographer | Bachelor's              | 50                                   |
| Blue Mountain Community College    | Registered Nursing/Registered Nurse          | Associate               | 18                                   |
| Central Oregon Community College   | Registered Nursing/Registered Nurse          | Associate               | 47                                   |
| Chemeketa Community College        | Registered Nursing/Registered Nurse          | Associate               | 35                                   |
| Clackamas Community College        | Registered Nursing/Registered Nurse          | Associate               | 35                                   |
| Clatsop Community College          | Registered Nursing/Registered Nurse          | Associate               | 13                                   |
| Columbia Gorge Community College   | Registered Nursing/Registered Nurse          | Associate               | 19                                   |
| ITT Technical Institute-Portland   | Registered Nursing/Registered Nurse          | Associate               | 0                                    |

| Institution Name                           | Degree/Program Title                | 2012 Award Level  | Total Reported Graduates 2012 |
|--|-------------------------------------|-------------------|-------------------------------|
| Lane Community College                     | Registered Nursing/Registered Nurse | Associate         | 80                            |
| Linn-Benton Community College              | Registered Nursing/Registered Nurse | Associate         | 47                            |
| Mt Hood Community College                  | Registered Nursing/Registered Nurse | Associate         | 64                            |
| Oregon Coast Community College             | Registered Nursing/Registered Nurse | Associate         | 18                            |
| Portland Community College                 | Registered Nursing/Registered Nurse | Associate         | 34                            |
| Rogue Community College                    | Registered Nursing/Registered Nurse | Associate         | 31                            |
| Southwestern Oregon Community College      | Registered Nursing/Registered Nurse | Associate         | 26                            |
| Treasure Valley Community College          | Registered Nursing/Registered Nurse | Associate         | 19                            |
| Umpqua Community College                   | Registered Nursing/Registered Nurse | Associate         | 60                            |
| Concordia University-Portland              | Registered Nursing/Registered Nurse | Bachelor's        | 29                            |
| George Fox University                      | Registered Nursing/Registered Nurse | Bachelor's        | 40                            |
| Linfield College-Adult Degree Program      | Registered Nursing/Registered Nurse | Bachelor's        | 89                            |
| Linfield College-Nursing & Health Sciences | Registered Nursing/Registered Nurse | Bachelor's        | 172                           |
| Oregon Health & Science University         | Registered Nursing/Registered Nurse | Bachelor's        | 296                           |
| University of Portland                     | Registered Nursing/Registered Nurse | Bachelor's        | 185                           |
| Oregon Health & Science University         | Registered Nursing/Registered Nurse | Doctorate         | 4                             |
| Lane Community College                     | Respiratory Care Therapy/Therapist  | Associate         | 32                            |
| Mt Hood Community College                  | Respiratory Care Therapy/Therapist  | Associate         | 28                            |
| Concorde Career College-Portland           | Respiratory Care Therapy/Therapist  | 2 ≤ but < 4 years | 26                            |
| Oregon Institute of Technology             | Respiratory Care Therapy/Therapist  | Bachelor's        | 21                            |
| Chemeketa Community College                | Social Work                         | Associate         | 5                             |
| Clackamas Community College                | Social Work                         | Associate         | 18                            |
| Rogue Community College                    | Social Work                         | Associate         | 15                            |

| Institution Name                      | Degree/Program Title                 | 2012 Award Level  | Total Reported Graduates 2012 |
|---------------------------------------|--------------------------------------|-------------------|-------------------------------|
| Southwestern Oregon Community College | Social Work                          | Associate         | 2                             |
| Treasure Valley Community College     | Social Work                          | Associate         | 9                             |
| Concordia University-Portland         | Social Work                          | Bachelor's        | 14                            |
| George Fox University                 | Social Work                          | Bachelor's        | 17                            |
| Pacific University                    | Social Work                          | Bachelor's        | 8                             |
| Portland State University             | Social Work                          | Bachelor's        | 48                            |
| University of Portland                | Social Work                          | Bachelor's        | 17                            |
| Warner Pacific College                | Social Work                          | Bachelor's        | 11                            |
| Portland State University             | Social Work                          | Master's          | 183                           |
| Pacific University                    | Social Work                          | Master's          |                               |
| Portland State University             | Social Work                          | Doctorate         | 5                             |
| Portland State University             | Speech & Hearing Sciences            | Bachelor's        |                               |
| Portland State University             | Speech & Hearing Sciences            | Postbaccalaureate |                               |
| Portland State University             | Speech & Hearing Sciences            | Master's          |                               |
| Pacific University                    | Speech Language Pathology            | Doctorate         |                               |
| Central Oregon Community College      | Substance Abuse/Addiction Counseling | Associate         | 5                             |
| Chemeketa Community College           | Substance Abuse/Addiction Counseling | Associate         | 10                            |
| Portland Community College            | Substance Abuse/Addiction Counseling | Associate         | 25                            |
| Rogue Community College               | Substance Abuse/Addiction Counseling | Associate         | 0                             |
| Southwestern Oregon Community College | Substance Abuse/Addiction Counseling | Associate         | 1                             |
| Tillamook Bay Community College       | Substance Abuse/Addiction Counseling | Associate         | 0                             |
| Lewis & Clark College                 | Substance Abuse/Addiction Counseling | Master's          | 13                            |
| Mt Hood Community College             | Surgical Technology/Technologist     | Associate         | 20                            |

| Institution Name               | Degree/Program Title                           | 2012 Award Level   | Total Reported Graduates 2012 |
|--------------------------------|--|--------------------|-------------------------------|
| Portland State University      | Systems Engineering                            | Postbaccalaur eate | 3                             |
| Portland State University      | Systems Engineering                            | Master's           | 4                             |
| Portland State University      | Systems Science & Theory                       | Master's           | 7                             |
| Portland State University      | Systems Science & Theory                       | Doctorate          | 4                             |
| Oregon Institute of Technology | Vascular Technology                            | Bachelor's         |                               |
| Western Oregon University      | Vocational Rehabilitation Counseling/Counselor | Master's           | 14                            |

- 
- <sup>i</sup> Oregon Health Authority; 2014 Opening the Oregon Health Plan to More People; <http://www.oregon.gov/oha/Pages/ohp2014.aspx>
- <sup>ii</sup> Oregon Employment Department; Regional Employment Projections by Industry and Occupation 2012-2022; <http://www.qualityinfo.org/olmisj/PubReader?itemid=00003217>
- <sup>iii</sup> Centers for Medicaid and Medicare Amended Waiver List and Expenditure Authority, 2012; pg. 74, Standard Terms and Conditions; <http://www.oregon.gov/oha/OHPB/Documents/cms-waiver.pdf>
- <sup>iv</sup> Improving Oregon's Health: Recommendations for Building a Healthcare Workforce for New Systems of Care, Brief Report from the Oregon Healthcare Workforce Committee to the Oregon Health Policy Board, 2011 December; <http://www.oregon.gov/oha/OHPR/HCW/Pages/Resources.aspx>
- <sup>v</sup> Bipartisan Policy Center; What is Driving US Health Care Spending: America's Unsustainable Health Care Cost Growth; 2012 September; Adler, Loren; Ralph, Leah; Hoagland, G. William; <http://bipartisanpolicy.org/library/report/what-driving-us-health-care-spending-america%E2%80%99s-unsustainable-health-care-cost-growth>
- <sup>vi</sup> Bureau of Labor Statistics; Occupational Outlook Handbook, 2012-2022; <http://www.bls.gov/oooh/community-and-social-service/health-educators.htm>
- <sup>vii</sup> Cultivating a Robust Primary Care Home Team; A report to the 2012 OCHIN Learning Forum; 2012; Mosaic Medical Group
- <sup>viii</sup> <http://www.oregon.gov/oha/oei/Pages/approved-thw-training.aspx>
- <sup>ix</sup> Patient-Centered Primary Care Home Update; Oregon Health Policy Board; Meeting materials July 1, 2014; <http://www.oregon.gov/oha/OHPB/Pages/2014-OHPB-Meetings.aspx>
- <sup>x</sup> Improving Oregon's Health: Recommendations for Building a Healthcare Workforce for New Systems of Care, Brief Report from the Oregon Healthcare Workforce Committee to the Oregon Health Policy Board, 2011 December; <http://www.oregon.gov/oha/OHPR/HCW/Pages/Resources.aspx>
- <sup>xi</sup> Health Affairs; "Health Policy Brief: Reducing Waste in Health Care,"; 2012 December; Berwick, Donald M; Hackbarth, Andrew D. <http://www.healthaffairs.org/healthpolicybriefs/>
- <sup>xii</sup> Healthcare Workforce Needs Assessment in Linn, Benton, and Lincoln Counties in Oregon, A Study by the Linn Benton Lincoln Workforce Investment Board; 2013 August; Eseonu, Chinweike I; Doolin, Toni
- <sup>xiii</sup> Innovative Workforce Models in Health Care: Utilizing Medical Assistants in Expanded Roles in Primary Care; UCSF Centers for the Health Professions; 2012 June; Dower, Catherine; Blash, Lisel; <http://www.futurehealth.ucsf.edu>
- <sup>xiv</sup> Envisioning New Roles for Medical Assistants: Strategies from Patient-Centered Medical Homes; Fam Pract Manag. 2013 Mar-Apr;20(2):7-12; Naughton, Dana; Adelman, Alan; Bricker, Patricia; Miller-Day, Michelle; Gabbay, Robert <http://www.aafp.org/fpm/2013/0300/p7.html>
- <sup>xv</sup> OHA Patient Centered Primary Care Home Program 2014 Recognition Criteria; Technical Specifications and Reporting Guide; [www.PrimaryCareHome.oregon.gov](http://www.PrimaryCareHome.oregon.gov)
- <sup>xvi</sup> Oregon Employment Department 2012; Biomedical and Health Informaticians; Turner, Brenda,
- <sup>xvii</sup> California Health Report; Scribes: Helping Overworked Primary Care Physicians; 2010 April; <http://www.healthycal.org/archives/7735>
- <sup>xviii</sup> Annals of Family Medicine; In Search of Joy in Practice: A report on 23 high functioning primary care practices; 2013 May/June; Sinsky, Christine A.; Willard-Grace, Rachel; et al.; Ann Fam Med 2013;11:272-278. doi:10.1370/afm.1531 <http://annfammed.org/content/11/3/272.full.pdf+html>

---

<sup>xix</sup> Health Affairs Blog; The Changing Health Care World: Trends to Watch; 2014 February; DeVore, Susan;  
<http://healthaffairs.org/blog/2014/02/10/the-changing-health-care-world-trends-to-watch-in-2014/>

<sup>xx</sup> BBC Research; Global Markets for Telemedicine Technologies; 2012 March;  
<http://www.bccresearch.com/market-research/healthcare/telemedicine-technologies-global-markets-hlc014e.html>

<sup>xxi</sup> Health Affairs; Primary Care Technicians: A Solution to the Primary Care Workforce Gap Health Affairs: At the Intersection of Health, Healthcare, and Policy; 2013 November;  
<http://content.healthaffairs.org/content/32/11/1893.full.html>

<sup>xxii</sup> Project MUSE; Journal of Healthcare for the Poor and Underserved, Volume 22, Number 3 ;2011 August

# Health Care Workforce Committee

Expanding Graduate Medical Education

Oregon Health Policy Board Meeting  
August 5, 2014

# Few and far between.....

- Primary care physicians in short supply
  - In rural Oregon
  - In underserved communities
- Medicaid expansion, aging population and retiring boomers all contribute
- Primary care specialties pay less; not big revenue generators

# Solutions

- Retain the PC physicians we have
  - Difficult due to normal career changes, retirement
- Recruit PC physicians from other states
  - Expensive, inefficient
- Grow our own
  - Med schools graduate, but too few residency slots
  - Physicians are more likely to practice where they were residents

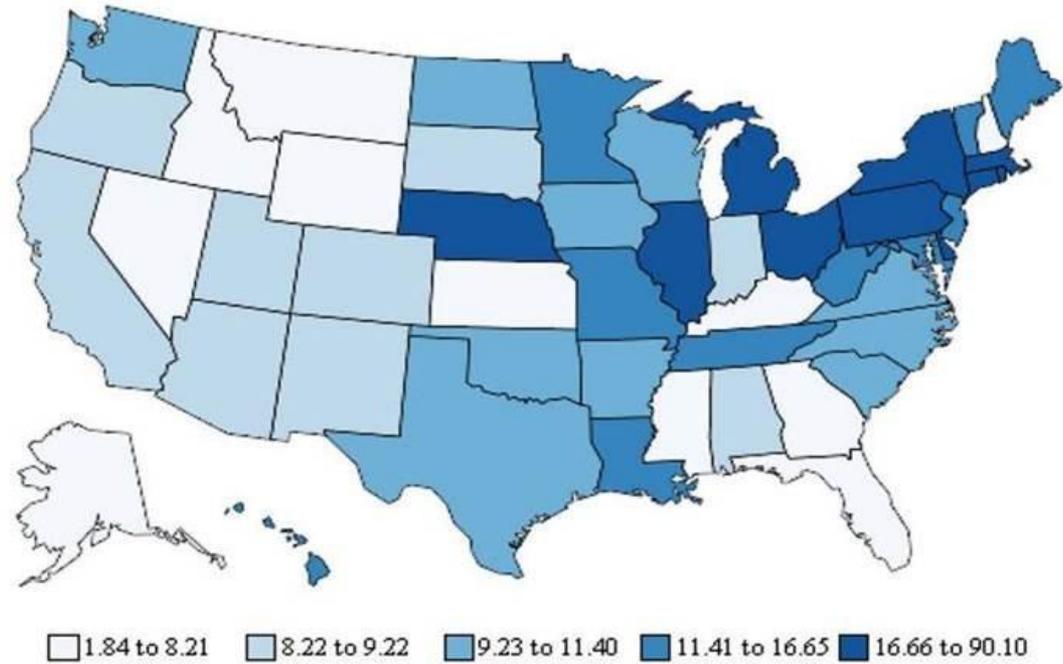
# Charter Deliverable from OHPB

- Policy options memo on expanding primary care GME
- Options to explore included:
  - Establishing new individual residency programs
  - Creating a consortium
  - Encouraging current programs to dedicate more slots to primary care specialties

# Graduate Medical Education 101

- Medicare financing – DME and IME
  - DME (Direct Medical Education) – salaries, hard costs
  - IME (Indirect Medical Education) – indirect costs of operating a teaching hospital
- Balanced Budget Act of 1997 – The Cap
  - Number of residents capped at the number the hospital had in 1997

Map 7. Residents and Fellows in Primary Care Programs per 100,000 Population, 2010



# Graduate Medical Education 102

- Consortium Model
  - In 1997 Balanced Budget Act
  - Provides a method to share risks, costs of starting a residency program
- ACA provisions
  - Teaching Health Centers

“The Secretary shall establish a demonstration project under which DGME payments would be made to “qualifying consortia.” A qualifying consortium is defined as a teaching hospital with one or more approved medical residency training programs and one or more of the following entities:

- A school of allopathic or osteopathic medicine;
- Another teaching hospital, which may be a children’s hospital;
  - A federally qualified health center;
  - A medical group practice;
  - A managed care entity;
- An entity furnishing outpatient services; or
- Another entity deemed appropriate by the Secretary.

# Primary Care residents

- Oregon ranks 39<sup>th</sup> in total residents in ***primary care*** ACGME (2011)
  - 318 residents (275 MD, 43 DO)
  - 8.2/100K (50<sup>th</sup> Percentile is 10.2/100K)
  - Only ~84 in FM



**Legend:**

**Critical Access Hospitals (CAH):** a rural community hospital that is certified to receive cost-based reimbursement from Medicare.

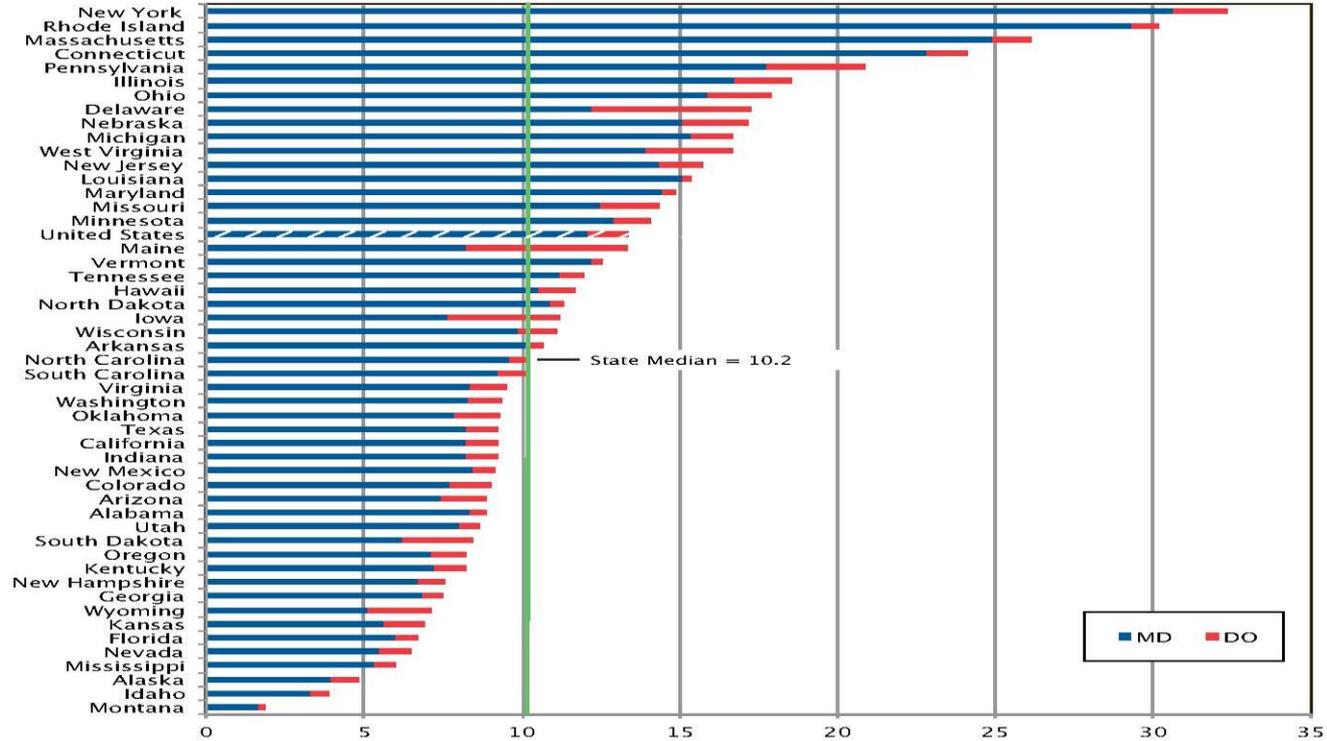
**Diagnosis-Related Group (DRG):** is a system to classify hospital cases into one of approximately 500 groups, also referred to as DRGs, expected to have similar hospital resource use, developed for Medicare as part of the prospective payment system. These hospitals participate in the Oregon Hospital Tax program to fund the Oregon Health Plan (OHP).

**▲ Type A hospitals** are small and remote and have 50 or fewer beds. Type A hospitals are located more than 30 miles from another acute care, inpatient facility.

**● Type B hospitals** are small and rural and have 50 or fewer beds. Type B hospitals are located 30 miles or less from another acute care facility.



**Figure 13. Residents and Fellows on Duty as of December 31, 2010 in ACGME-Accredited Primary Care Programs per 100,000 Population by Degree Type**



Sources: July 1, 2010 population estimates are from the U.S. Census Bureau (Release date: February 2011). Physicians in ACGME-accredited programs are from the 2010 AAMC/AMA National GME Census.

# Oregon FM GME History

- 1969: Family Medicine Specialty established
- 1971: OHSU FM
  - 4 year residency starting 2013
- 1994: Cascades East FM
  - Rural training
- 1995: (Southwest Washington, Vancouver)
- 2001: Providence Milwaukie FM
- 2010: Samaritan Health FM (DO only)
- 2013: Providence Hood River RTT
- 2013: Virginia Garcia (DO only)

# Policy Options Analysis

- Individual Programs
- Consortia
- Increase proportion of primary care residency FTE

# Individual programs

- A hospital establishes a new primary care residency program
- One organization accepts all costs and risks
- Issues include:
  - Medicare financing cap reduces eligible hospitals
  - Resource intensive
  - Hospitals receiving enhanced Medicare payments ineligible for IME

# GME Consortia

- Members of a consortium share the cost, the risk and the benefits of new residency slots
- Many states have primary care residency consortia with diverse business models. Options analyzed are:
  - Voluntary networks
  - Independent 501(c)3 organization
  - Statutorily established consortium

# Increasing proportion of primary care residency slots

- Options analyzed:
  - Voluntary option
    - Existing programs reshuffle their decks
  - Establishing incentive and/or accountability measures
    - Funders encourage change by attaching funding to measures

# Recommendation

- Establish a Primary Care GME Consortium
  - Focus on rural and underserved Oregon
  - Involve stakeholders and community members in planning
  - Consortium could support faculty development, accreditation, resident recruitment, sustainability
  - Work toward 2 to 3 residency programs training at least 20 residents per year

# Health Care Workforce Committee

## Report on Financial Incentives Programs in Oregon

Oregon Health Policy Board Meeting  
August 5, 2014

# Background

- Building a strong healthcare workforce remains a critical task
- To aid in this, Oregon offers an array of financial incentive programs to support recruitment, retention, and to attract providers to certain disciplines and areas of the state

# Charter Deliverable from OHPB

- Report on range of incentive programs designed to encourage providers to practice in underserved areas or with underserved populations
- Report should:
  - Recommend criteria for monitoring programs and evaluating their outcomes and effectiveness
  - Suggest strategies for sustaining, expanding or re-targeting programs as necessary

# Main Types of Incentives

- Loan Repayment
- Loan Forgiveness
- Tax Credits
- Relocation Costs
- Signing Bonuses
- Employer-Paid Financial Supports

# Summary of Literature Review

- Financial programs commonly used for recruitment and retention
- Some evidence that programs are effective for both recruitment and retention
- Rural obligated service providers tend to remain longer than urban counterparts

# Summary of Literature Review (Continued)

- Job satisfaction and sense of belonging may be more impactful than straight financial rewards
- Tax credits are less expensive than other incentives; unknown if they are effective
- States with more diverse array of programs fare better on recruitment than those with only one or two

# Observations on Oregon Programs

- Programs not currently designed to complement one another
- Lack of systematized data collection to measure effectiveness
- Different definitions of “need” (state and federal) make it hard to compare benefits of programs

# Observations on Oregon Programs (Continued)

- No overarching review or governance
- Oregon's range is more diverse than many states'
- Important to look at how many providers and communities benefit, not simply overall investment or how many programs exist

# Recommendations

1) OHPB, Legislature, and OHSU to support system-wide data collection and analysis by OHWI; earmark percentage of existing program funds for this purpose.

a) OHWI and others to identify performance measures

- Examples:

- # placements/slots filled
- Retention of providers over time
- Reduction in need

b) Develop performance targets

– Examples:

- No more than X% in administrative costs
- Y # of patients to be seen per day/week/year, etc.

c) Evaluate Programs on a 2-year cycle

# Recommendations (continued)

## 2) Legislature should adopt overarching principles for design and operation of financial incentive programs

- Maximize use of non-state dollars (federal and other)
- Target programs to greatest need, allowing programs to adjust focus as needs change
- Complement rather than duplicate – create a diverse portfolio of programs
- Seek input from stakeholders to ensure programs will motivate target populations
- Program processes should be consistent and transparent
- Keep program administration at a reasonable level per award while ensuring that resources are sufficient to make the program successful

# Recommendations (continued)

3) OHPB and Legislature should direct funding and administrative organizations to work together to align definition of needs

4) OHPB should direct stakeholders to meet regularly to share information

5) Policymakers and funders should re-allocate a portion of existing incentive program funds to a flexible pool that can be used to respond to changing needs

Questions and Comments?