

Recommendation (#)	Recommendation (Title)	Recommendation (Description)	Subcommittee Assignment (Primary)	Subcommittee Assignment (Secondary)	HECC Report Page Number	Time Frame
1	Academic pathway efficacy	Evaluate the efficacy of academic pathways leading to employment in the BH sector. Conduct further investigations into successful practices and outcomes based on educational data tables (Table 9, 10, and 11) to determine and help inform initiatives to bolster enrollment, career guidance, and entry into the BH sector.	Educational and Training Pathways		52-53	Short to Medium
2	Early career exploration, work-based learning experiences, career guidance	Craft a set of statewide initiatives to provide early career exploration, appropriate work-based learning experiences, and career guidance based on individual interest, skills, and career fit.	Recruitment and retention	Educational and Training Pathways	53	N/A
2A	Marketing campaign	Design and disseminate a marketing campaign for a broad audience of stakeholders from high school students to legislators that answers a set of basic questions: (1) what is BH, (2) what skills are needed or preferred, and (3) what is the scope of roles from entry-level direct service to management to analysts?	Educational and Training Pathways	Recruitment and retention	53	Short to Medium
2B	Career guidance	Establish and disseminate best practices in BH career guidance to better assess, inform, and encourage job fit (e.g., personality/skill inventories to inform career exploration, encourage a discursive process, information interviews)	Educational and Training Pathways		53	Short to Medium
2C	High-school curriculum development	Define and pilot high school-level curriculum unit(s) or electives that reflect authentic reqards and challenges in providing BH care services (e.g., virtual reality/experiential modules), including individual and group mentoring to explore and develop transferable skills. Support state initiatives to minimize the urban/rural divides in education about and access into the BH field	Educational and Training Pathways		53	Medium to Long
2D	Career experiences	Identify and pilot viable early BH career experiences such as partnering with social service agencies who address food and housing insecurities, job shadowing of nonclinical roles paired with informational interviews with clinicians, and wellness coaches/ambassadors in schools	Educational and Training Pathways		53-54	Short to Medium
2E	BH technicians	Promote BH technician roles as a pathway for younger demographics into the BH workforce as this is a position that pays well, serves as an entry point, and does not require lived experience	Licensing and credentialing		54	Short to Medium
3	Increase access to educational programs	Increase access to and financial support for BH-related educational programs to address faculty shortages and regional gaps in access, opportunities, and number of BH professionals.	Educational and Training Pathways	Recruitment and retention	54	N/A
3A	Faculty salaries	Create pipelines for BH faculty with salaries that support the cost of living	Educational and Training Pathways		54	Long

3B	Degrees offered	Increase BH degrees offered (community college, bachelor's, and graduate degree levels) and slots within programs	Educational and Training Pathways		54	Long
3B(i)	Transferreable credits	Bolster Associate of Arts Oregon Transfer (A.A.O.T) and Associate of Science Oregon Transfer (A.S.O.T) degree pathways concentrated in psychology/social work so that students have complete transferrable credits in Oregon public universities	Educational and Training Pathways		54	Medium to Long
3B(ii)	Alternate Pathways	Communicate how Associate of Applied Science (A.A.S) degrees from BH workforce and allied professional Career and Technical Education (CTE) programs in community colleges are a viable pathway	Licensing and credentialing	Educational and Training Pathways	54	Short to Medium
3C	Community College Outcomes	Investigate further the trend of declining number of students entering the BH field from community colleges (Table 10).	Educational and Training Pathways		54	Short to Medium
3D	Mobile positions	Analyze which credentials offer limited career mobility and which provide broader opportunities to better inform investments intended to bolster the BH workforce	Licensing and credentialing		54	Short to Medium
3E	Education and training program funding	Recognize that state funding for education/training programs needs to come with a 5 to 6 year timeline so that programming can be fully developed and sustainable; accreditation for programs can take up to three years	Educational and Training Pathways		54	Short to Medium
3F	Cost of education	Lower the cost of education to increase access, especially for community college and public universities	Recruitment and retention	Educational and Training Pathways	54	Medium to Long
3G	Financial aid	Support financial aid, scholarships, tuition reimbursement, and loan forgiveness programs	Recruitment and retention	Educational and Training Pathways	54	N/A
3H	Loan forgiveness	Explore alternative options to cumbersome and confusing loan forgiveness programs	Recruitment and retention	Educational and Training Pathways	54	Medium to Long

3I	Micro-credentials	Provide funding for micro-credentials	Licensing and credentialing		55	Medium to Long
4	Clearly communicate what behavioral health is to support people navigating BH pathways	Create clear language to define BH and manage publicly accessible resources to help guide and support those entering and working within the BH field.	Educational and Training Pathways		55	N/A
4A	Communication: Clear language	Convene a working group of stakeholders to create clear language around BH (e.g., as well defined as physical health) to foster more cohesive and consistent vocabulary and structure	Educational and Training Pathways		55	Short to Medium
4B	Career pathway mapping	Create information for career pathways that outlines clear steps to obtain various BH careers (e.g., human services, social work, counseling) informed by BH professionals' experiences; offer comprehensive, publicly accessible career and credentialing information with no fee, membership, or registration required	Educational and Training Pathways		55	Medium to Long
4C	Streamline licensure and credentialing	Streamline and standardize licensure process and requirements	Licensing and credentialing		55	Long
4C (i)	Licensure process: Best practices	Research best practices from other states and apply them to Oregon's situation while honoring and preserving a local and responsive quality of care. One example is how Washington State is approaching licensing reciprocity. Utah is working to reduce unnecessary barriers to workforce development and Massachusetts has created a state-level resource for SUD career development	Licensing and Credentialing		55	N/A
4C(ii)	Licensure process: Map requirements	Work to create a crosswalk of BH credential and licensure requirements and standard coursework in relevant fields. Important partners might include the association of multidisciplinary education and research in substance use and addition	Licensing and Credentialing		55	N/A
4C (iii)	Licensure process: national initiatives	Explore national initiatives such as the National Center for Intersectoral Compacts, the social work licensure compact, as well as the National Mental Health Workforce collaborative	Licensing and Credentialing		55	N/A
4D	Grow your own	Offer region-specific BH career roadmaps to encourage a grow-your-own approach for Tribal, rural, and frontier communities	Recruitment and retention		56	Short to Medium

4E	Transparency about licensure requirements	Be transparent about the time commitment and costs to get licensure or further degrees (e.g., supervision hours, costs associated with supervision) so students and newcomers to the field understand the full breadth of requirements	Educational and Training Pathways	Licensing and credentialing	56	Short to Medium
5	Define and expand educational pathways	Define and expand support for educational pathways from high school and across all postsecondary options.	Educational and Training Pathways		56	N/A
5A	Pathways: pre-med	Create a curriculum akin to a "premed" path for BH careers that has a recognized value when applying to the next level of education. Work with the boards or education to include BH as a focus within health career pathways. The National Occupational Competency Testing Institute (NOCTI) could be contracted to work with a cohort of leaders to craft curricula and develop micro-credentials in BH	Educational and Training Pathways		56	Medium to Long
5B	Community College Funding	Expand support for community colleges as a step to a bachelor's and beyond: give additional funding to community colleges that have students going on to bachelor's programs.	Educational and Training Pathways		56	Medium to Long
5B(i)	Community College Collaboration	Incentivize collaboration (i.e. articulation agreements) with community colleges to facilitate a viable career pathway	Educational and Training Pathways		56	Medium to Long
5C	Completion rates	Work within bachelor's and graduate degree programs to support BH pathways to raise completion rates	Educational and Training Pathways		56	Medium to Long
6	Compensation	Address inequities between community-based and private practice providers.	Recruitment and retention		56	N/A
6A	Compensation: progressive reimbursement rates	Develop progressive reimbursement rates and billable services, which currently undervalue community-based health care as well as client needs and outcomes and fail to support culturally responsive care	Recruitment and retention		56	Medium to Long
6B	Compensation: incentives for specialized roles	Explore and fund financial incentives for specialized workforce roles (e.g., position/job role, region, underserved communities) that align with union regulations and are equitable	Recruitment and retention		56	Medium to Long

6C	Compensation: incentives for specialized roles	Redefine and provide the resources to community mental health work as a sustainable career choice rather than a stepping stone to private practice	Recruitment and retention		56	Medium to Long
7	Increase access: education and professional development	Expand funding and resources for education and professional development	Recruitment and retention	Educational and Training Pathways	57	N/A
7A	Increase access: subsidize training and certification	Expand tuition reimbursement programs; subsidize training opportunities and certification costs	Recruitment and retention	Educational and Training Pathways	57	Medium to Long
7B	Increase access: other costs	Subsidize housing, relocation, and childcare costs, particularly in rural areas and within underserved communities	Recruitment and retention		57	Medium to Long
7C	Support workers and supervisors	Establish best practices for supporting workers and supervisors	Recruitment and retention		57	N/A
7C(i)	Support workers and supervisors: clinical supervision	Subsidize clinical supervision	Recruitment and retention		57	Medium to Long
7C(ii)	Support workers and supervisors: reduce admin burden	Review and simplify administrative burdens placed on BH providers and supervisors to strike a balance between ensuring high-quality patient care without over-burdening providers	Recruitment and retention		57	Medium to Long
7C(iii)	Support workers and supervisors: work based learning	Fund work based learning experiences (internships, apprenticeships)	Recruitment and retention	Educational and Training Pathways	57	Medium to Long
7C(iv)	Support workers and supervisors: acuity matching	Pair acute clients with appropriately trained providers	Recruitment and retention		57	Medium to Long

7C (v)	Support workers: reduce staff to client ratio	Reduce staff-to-client ratio	Recruitment and retention		57	Medium to Long
7D	Collaboration	Foster collaboration across agencies and stakeholders	All subcommittees		57	N/A
7D(i)	Collaboration: working groups	Centralize and create a statewide strategy for collaboration with representative working groups tasked with recommending innovative solutions based on needs from the field	None (Full Council)		57	Short to Medium
7D(ii)	Administrative barriers	Address the administrative burden on care providers and supervisors; rethink, revise, and simplify reporting, billing, and current redundancies in process and protocols	Recruitment and retention		57	Medium to Long
7E	Collaborations: Partnerships	Continue to create partnerships between employees and higher education	Educational and Training Pathways		57	N/A
7E(i)	Pathways	Add tiered pathway into BH jobs that support education and employment together as one, not separately	Licensing and credentialing		57	Medium to Long
7E(ii)	Recruitment incentives	Fund students in predesignated areas/fields that are experiencing shortages and pair this with a two year working commitment (e.g., CA title IV-E program focused on child welfare)	Recruitment and retention		58	Medium to Long
8	DEI	Infuse principles of equity and inclusion to diversify and expand the talent pipeline	All subcommittees		58	N/A
8A	DEI: training leadership	Expand training towards culturally responsive workforce starting with leadership (e.g., training leaders and management to better set the tone for workplace culture, cultural responsiveness, inclusive practices, community engagement and voice)	Recruitment and Retention		58	N/A

8B	DEI: barrier busting	Identify and then reduce barriers for BIPOC individuals seeking a career in BH	All subcommittees		58	Medium to Long
8C	Retention: Professional development	Increase opportunities for the workforce to learn evidence based practices, professional boundaries and safety, professional writing and digital literacy skills, resilience and self-care, cultural humility, and team based care skills	Educational and Training Pathways	Recruitment and Retention	58	Medium to Long
8D	Retention: support staff	Create programming within organizations that have supportive services, mentorship, and wraparound support built in for staff	Recruitment and retention		58	Short to Medium
8E	Culturally responsive services	Focus on rural and culturally relevant services	Educational and Training Pathways	Recruitment and retention	58	N/A
8E(i)	Increase access: rural and culturally competent providers	Increase access to in person and virtual BH resources in rural areas with culturally competent providers	Recruitment and retention		58	Medium to Long
8E(ii)	Increase providers: multilingual and culturally responsive	Increase the share of providers who are multilingual and represent populations that are underserved, underrepresented and under-resourced	All subcommittees		58	Medium to Long
8F	Retention: compensation	Develop clear career pathways that are supported, well compensated, and sustainable to attract and retain a more diverse workforce	All subcommittees		58	Medium to Long
8G	Diversity: data	Use data to intentionally inform initiatives focused on increasing workforce diversity	All subcommittees		58	Medium to Long
9	Data: data center	Create a state data center overseen by a data methodologist	Licensing and credentialing		59	N/A

9A	Data: collection	Enhance IPEDS and BH data processes/protocols to consistently capture primary, relevant, and current data	Licensing and credentialing		59	Medium to Long
9B	Data: sharing	Make data readily available for others to access and analyze, for use across stakeholders	Licensing and credentialing		59	Medium to Long
9C	Data: benchmarks and ongoing eval	Fund a large, primary data collection initiative that leverages an annual longitudinal survey to establish benchmarks and assess where legislative and regulatory initiatives are effectively improving the workforce	Licensing and credentialing		59	Medium to Long