



# Oregon

Tina Kotek, Governor

Higher Education Coordinating Commission

3225 25th Street SE

Salem, Oregon 97302

[www.oregon.gov/HigherEd](http://www.oregon.gov/HigherEd)

## **Members:**

Dr. Adrien Bennings  
(Chair)  
Janet Campbell (Chair)  
Marin Arreola (Chair)  
Art Witkowski  
Becky Hultberg  
Bryan Boehringer  
Cathy Reynolds  
Charlotte Flood  
Cheryl Cohen  
Chris DeMars  
Christina Peters  
Dave Koehler  
Duncan Wyse  
Emily Henke  
Gail Krumenauer  
Heather Jefferis  
Heather Stafford  
Jana Bitton  
Jennell Ives  
Joanna Mott  
Katrina Doughty  
Kirt Toombs  
Kyle Stevens  
Melanie Olsen  
Melissa Unger  
Miriam Vargas Corona  
Neelam Gupta  
Patsy Richards  
Philip Bentley  
Rachel Currans-Henry  
Dr. Renee Edwards  
Robert Duehmig  
Robin Moody  
Sarah Lochner  
Susan Hearn

## **FUTURE READY OREGON HEALTHCARE INDUSTRY CONSORTIUM**

### **Meeting Minutes**

April 27, 2023

10:00am- 3:00pm

**Chemeketa Center for Business & Industry**  
626 High St NE, Room 103, Salem, OR 97301

### **Video Recording:**

<https://www.youtube.com/watch?v=-LwOJCEf41I>

**Members Present:** Janet Campbell (Chair), Dr. Adrien Bennings (Chair), Marin Arreola (Chair), Becky Hultberg, Bryan Boehringer, Cathy Reynolds, Charlotte Flood, Cheryl Cohen, Chris DeMars, Christina Peters, Duncan Wyse, Gail Krumenauer, Heather Jefferis, Heather Stafford, Jana Bitton, Jennell Ives, Katrina Doughty, Kyle Stevens, Melissa Unger, Dr. Renee Edwards, Robin Moody, Sarah Lochner, Susan Hearn

**Members Excused:** Art Witkowski, Dave Koehler, Emily Henke, Joanna Mott, Kirt Toombs, Melanie Olsen, Miriam Vargas Corona, Neelam Gupta, Patsy Richards, Philip Bentley, Rachel Currans-Henry, Robert Duehmig

**Guests & Presenters Present:** Dr. Jeff Luck, Lindsey Woolsey, Turner Odell

**Staff Present:** Ben Cannon, Ben Tate, Eleni Collins, Jennifer Purcell, Dr. Jesse Heligso, Julia Steinberger, Kerry Thomas, Laura Eidam, Ronan FitzSimons-Brey, Sarah Foster, Sarah Shinn, Todd Nell

### **Welcome and Introductions**

Jennifer Purcell called the meeting to order at 10:07am and introduced Ben Cannon, Director of the Higher Education Coordinating Commission to provide opening remarks. Opening remarks from Ben Cannon, included the following:

- An overview of the scope of the work of the Healthcare Consortium, assessing healthcare workforce needs, gaps and opportunities, with a particular focus on priority populations outlined in the Future Ready Oregon legislation.
- Gratitude toward the HECC staff for their efforts in organizing the healthcare care consortium

Lindsey Woolsey introduced herself as Principal of the Woolsey Group, and provided remarks regarding the meeting materials provided to consortium members, including:

- A walkthrough of the agenda, the draft of the consortium charter, the leadership of the charter, and a brief overview of the roles and responsibilities of consortium members.
- Lindsey also grounded the work for the consortium in equity principles emphasizing the focus of the Future Ready Oregon legislation on priority populations.
- An introduction of the work done under the Woolsey Group, including their activity in organizing industry consortia across other states
- An overview of the three working groups and facilitators for each working groups, as well as the bodies of work that will be discussed under each working group.

Lindsey Woolsey introduced Turner Odell, Senior Project Manager at Oregon Consensus, who shared his role in supporting the Industry Consortia. Lindsay Woolsey directed the consortium members to introduce themselves briefly.

### **Big Picture: Why This Matters for Healthcare and Our People**

Jennifer Purcell shared a presentation on the background of Future Ready Oregon, the Consortium Charter, and the upcoming Industry Consortium timeline. Highlights included the following:

- The origins of Future Ready legislation that came from work under Governor Kate Brown's Racial Justice Council. This included the convening of a working group headed by Marin Arreola.
- An overview of Senate Bill 1545, context from the work done to build out the build, and the guiding principles, strategies, and goals of Future Ready investments.
- How Industry Consortia fits as a piece of puzzle to advance the principles of collaboration and innovation.
- An Overview of the HECC's goals as an agency, and its role in administering and reporting on Future Ready investments.
- An introduction to the HECC Equity Lens
- An overview of each of the 8 investments in Future Ready Oregon, including Prosperity 10,000, Workforce Ready Grants, Industry Consortia, Credit for Prior Learning, Career Pathways, BOLI registered Apprenticeships, YDD Youth Programs, and Workforce Benefits Navigators.
- A detailed description of the three industry consortia, each based on one of the key industries focused on in SB 1545, Healthcare, Manufacturing and Technology. The description includes the consortia's legislative design in engaging employers, education and training partners, and community-based organizations to co-create solutions to workforce challenges.
- A detailed introduction to the format and scope of the industry consortia, including:
  - The purpose of the industry consortia as a forum for identifying ways industry can engage in innovation, investment, and implementation of workforce and talent development opportunities
  - Identifying education and training assets in the state of Oregon, and identifying gaps for strategic investments, identifying practices that advance recruitment and retention strategies that prioritize marginalized communities.
  - The members and roles of the Healthcare Consortium executive committee
  - The function of the working groups in the healthcare consortium in providing recommendations to the general consortium
  - The expectations of the Consortia to provide strategic policy and funding recommendations, the expectation of quarterly meetings beginning in early June, and the expectations of the meeting schedule and medium of the working groups, which will meet virtually.

Jennifer Purcell introduced the executive committee members, Dr. Adrien Bennings, Marin Arreola and Janet Campbell, allowing each of the executive committee members to introduce themselves, their work and their interest in supporting the Healthcare Industry Consortium.

### **Deep Dive: Critical Presentations to Launch Standing Working Groups**

Lindsey Woolsey introduced keynote speakers including Gail Krumenauer, Ben Tate, and Dr. Jeff Luck, and their role in providing grounding information that will take stock of what we know, identify what we need to know, and position Working Groups to be able to begin their work with strong data and information.

The first presentation is offered by Gail Krumenauer, of the Oregon Employment Department. This presentation showed Oregon's Healthcare workforce trends, and included the following:

- The recovery rate of jobs in Oregon post-pandemic, and the current unemployment rate in Oregon in general, disaggregated by county, which showcased that rates are currently low across the entire state.
- The rates of labor force participation in comparison with the job vacancy rate.
- A survey of job vacancies specifically in the healthcare sector, included the following details:
  - Private healthcare and social assistance have consistently held the most vacancies and most difficult to fill vacancies.
  - An overview of the educational requirements of healthcare vacancies, and that the pipelines for careers in educational institutions are not being filled by students as much as they were in previous years

#### **DISCUSSION:**

- Comments that affirmed the data presented by Gail Krumenauer being felt in the workforce, particularly the evidence that mental health workers have faced a critical shortage caused by high cost of education and lower starting wages.
- An inquiry on if OED had data on the diversity of the healthcare workforce, of which Gail responded that the current data made available only covered from 2017 to 2021 and did not cover breakouts based on demographics, but that additional data could be made available in the future.

The second presentation was offered by Ben Tate and Dr. Jesse Helligso of the Oregon Longitudinal Data Collaborative (OLDC) began a presentation on the postsecondary healthcare education shortage in Oregon. Their presentation included the following:

- An overview of the Oregon Longitudinal Data Collaborative, what they do and where to find the full report used in today's presentation on their website.
- Data on the reasons for why Oregon produces the third fewest nurses per capita in the entire United States, despite a surplus of students applying to nursing programs.
- Statistics on the acceptance rate of qualified students into nursing programs, with only 4 programs accept more than half of the applicants in their qualified programs.
- Regional information on the nurses and nursing students, where they come from and where they go. They largely stay in the same area their whole life.
- Data was provided on the educational and workforce careers on individuals who pursue a nursing career, and how many drop-off or are "lost" over the course of 15 years, from their initial entry into a nursing program as well as long into their career as a nurse. The drop-off numbers are steeper for persons of color. Where they are going can only be assumed, potentially they are leaving to a different industry sector or moving out of state to be a nurse elsewhere in the country.
- The causes of Oregon's postsecondary education shortage can largely be identified as stemming from the nursing faculty shortage, caused by wages that are not comparable to wages of nurses in the workforce.
  - Oregon has the 4th highest registered nursing pay. The average nursing graduates make more than average nursing faculty.
- OLDC shared policy recommendations that are based off of the findings of the study.

#### **DISCUSSION:**

- An inquiry on whether the data was specific to associate degrees or incorporated baccalaureate programs. Dr. Jesse Helligso responded that the data did incorporate baccalaureate and bachelor programs.

- A question to define what a “lost” nursing graduate was defined as. Dr. Jesse Helligso responded that a “lost” graduate meant that the individual was no longer appearing in their data, meaning they had either left the state or had left healthcare altogether.
- A question on whether there was a difference in retention rates between private and public-school graduates. Dr. Jesse Helligso responded that no such data had been gathered at this current point.

The third presentation was offered by Chris DeMars from the Oregon Health Authority and Dr. Jeff Luck from Oregon State University. This presentation focused on the needs assessment of Oregon’s healthcare workforce, including:

- An overview of the OHA definition of health equity, and the 2023 Oregon Healthcare Workforce Needs Assessment.
- Workforce challenges and underlying causes, particularly the high levels of burnout and stress, and workforce shortage caused by the COVID-19 Pandemic, and the increase in telehealth utilization during this period.
- The provider types examined in the report, including Nursing, long-term care, traditional health workers, healthcare interpreters, oral health, public health, primary care, and behavioral health
- Recommendations based on the evidence of the report, including:
  - improving diversity of providers
  - improving supply and distribution of workforce
  - enhancing workforce resiliency and well-being
  - expand training education and career pathways
  - improved data collection to promote evidence based strategies in the healthcare workforce
  - legislative investments to recruit, retain, and diversify the healthcare workforce
  - OHA healthcare workforce committee

### **DISCUSSION:**

- Collective comments from the consortium that collaboration with community based organizations will be essential in diversifying the workforce and providing career pathways.
- Comments that there should be collaboration between the workgroups mentioned in the presentations by OLDC and OSU.
- Comments mentioning an how-to program would be a good model for providing apprenticeships in the healthcare sector
- Comments on the stakeholders that would be key to resolving the issues in the healthcare sector that are not currently present at the consortium. This is something that will be discussed in the breakout groups.

### **Break**

Lindsey Woolsey commenced a break for lunch and working group participation until returning for the Executive Chair Panel.

### **Working Groups Breakout Sessions**

Members convened in breakout groups to discuss what they heard that is most relevant and important from presentations, what is missing and critical to carrying out their charge, and their collective agreement on what are first priorities. Working Groups included:

- **Integrating Workforce Supply & Demand Data:** Responsible for identifying, collecting, and assessing multiple, varied sources of existing workforce needs data and educational supply data for the target industry and its associated occupations and families of occupations. 10 Participants

- **Integrating Education & Training Responses:** Responsible for defining the connected continuum of learning and working that best aligns with hiring and advancement in the target industry, and analysis of gaps and disconnects in connected programming.
- **Expanding Equity and Diversity:** Responsible for deeply understanding the lack of diversity and barriers to advancement faced by persons of color and other underrepresented populations in the specific targeted industries, as well as identifying best practices and strategies to expand and diversify the workforce to implement at scale solutions.

The full group was reconvened, and executive committee members provided a summary of the Working Group Breakout Sessions, what was discussed and decided.

### **Oregon Healthcare Industry Consortium Executive Chair Panel**

Lindsey Woolsey directed the breakout groups to join the larger meeting. She prompted the chairs of working groups to report out on their discussions.

Janet Campbell shared an overview of the Integrating Workforce Supply & Demand Data working group's discussion, including:

- A breakdown of workforce supply & demand data, including establishing shared definitions of terms used in data, the centering of qualitative data gathering regarding lived experiences.
- The working group's idea for next steps, including the completion of a high-level visual framework for data collection and analysis.

Marin Arreola shared an overview of the Expanding Equity and Diversity working group's discussion, including:

- The group's determined need for improving equity and diversity in the workforce, which includes the following:
  - Creating pathways for non-English speakers
  - Collaborating with community based organizations
  - Employers buy-in and investment in diversity
  - Creating incentives to retain a diverse workforce
  - Making environments welcoming and empowering, while recognizing the lived experiences of individuals

Dr. Adrien Bennings shared an overview of the Integrating Education & Training Responses working group's discussion, including:

- The group's collective agreement that information presented was a useful tool for aligning individuals towards the healthcare industry's issues
- Questions around how we can entice individuals towards healthcare, making it appealing for those entering the workforce of all ages
- The group's understanding of how the healthcare industry often presents unclear pathways to success and clinical placement bottlenecks, and looking for answers on the question of why disparities in the healthcare workforce exist and are so prevalent
- The desire for policy work regarding licensure and lowering the pay gap between practitioners and faculty
- The interest in skills-based learning, determine a broad set of industry skills and aligning education standards with skills that are in-demand in the industry
- Determine what this all mean for the Industry Consortium? The group feels the need to narrow the work they are aiming to achieve, focus on a few critical areas in the healthcare industry.
- Determine who's missing – OSBN, OCNI, educators in the healthcare and unions would all be valuable additions to the consortium.

- Next steps for this working group: creating a data depository

Lindsey Woolsey responded to working group reports, summarizing key needs including:

- Healthcare Data Headquarters
- Equity Inclusion practices and innovation
- Actual skills and Pathways needed in the Oregon Healthcare Industry

Lindsey Woolsey inquired to the larger group whether these key points were the right goals the industry consortium should be pushing towards. Thoughts in response include the following:

- Where does policy fit in within these key points? Data should be gathered on the employment pathways, and that policy discussions should be withheld until the appropriate evidence for policy recommendations have been gathered. The working groups could collaborate with one another on eventually formulating policy recommendations.
- The suggestion that the consortium narrow its focus, having the entirety of healthcare and the varying occupations be too broad a focus risks the potential consequence of taking on too many issues and solving none of them
- Concerns with having a distinct working group focused on equity would lead to a lack of focus on equity and diversity in the other working groups. The group was reassured that the upcoming meeting in June would feature a walkthrough of the HECC's equity lens.

### **Closing Remarks**

Lindsey Woolsey introduced Anne Mersereau, Vice President of Human Resources, Diversity and Inclusion at Portland General Electric, and Chair of the Workforce and Talent Development Board, as well as Terry Cross, the Executive Director of the National Indian Child Welfare Association and Chair of the Oregon Higher Education Coordinating Commission to provide closing remarks.

### **Looking Ahead**

Jennifer Purcell provided final comments and expectations for the coming months, including the first official Quarterly meeting of the Consortium, which will likely be held the week of June 8<sup>th</sup>. For consortium members who may have scheduling conflicts, they should plan to send a representative in their place. Lastly, she shared that the full membership roster will be available and sent out to consortium members via email, as well as posted online in for future meetings.

### **Lindsey Woolsey Adjourned the meeting at 2:54 PM**