

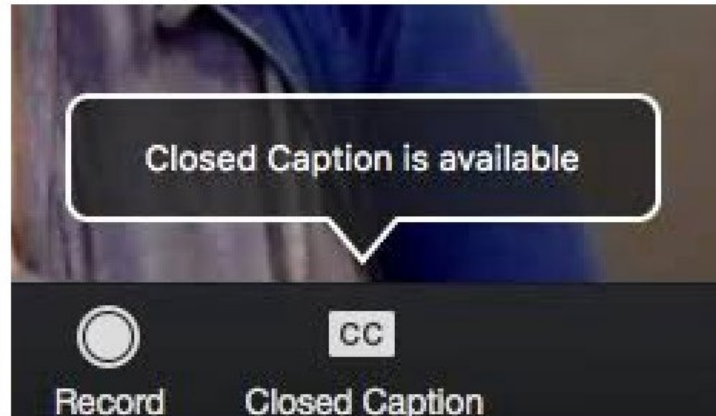


# Healthier Together Oregon

**HTO in Action: Workforce Development**  
**July 12th, 10:00 – 11:30 pm**

Oregon  
**Health**  
Authority

# Closed Captioning is available



# OHA Acknowledgements

- OHA acknowledges there are institutional, systemic and structural barriers that perpetuate inequity and have silenced the voices of communities over time.
- OHA is committed to partnerships, co-creation and co-ownership of solutions with communities disproportionately affected by health issues so they can actively participate in planning, implementing and evaluating efforts to address health issues.
- OHA recognizes community-engaged health improvement is a long-term and dynamic process.
- OHA is striving to engage with communities through deliberate, structured, emerging and best practice processes.
- OHA is striving to make engagement with public health effective for communities, especially those communities that experience institutional, systemic and structural barriers.

# Purpose of “HTO in Action” events

Advance health equity through increased coordination and alignment of health improvement planning and implementation

Overview of HTO strategies and potential activities, by implementation area

Connect with others across the state doing similar work to identify next steps

Showcase examples of work in progress

# Agenda

Overview of  
Workforce  
Development  
implementation  
area

Examples of HTO in  
action

Moving forward  
together –  
Next steps for HTO  
in Action events

# Implementation Framework



# Priority Populations

## Priority populations for Healthier Together Oregon

- Black, Indigenous, people of color, and American Indian/Alaska Native people (BIPOC-AI/AN)
- People with low-income
- People with disabilities
- People living in rural areas of the state
- People who identify as lesbian, gay, bisexual, transgender, queer, and questioning (LGBTQ+)
- Immigrants and refugees

# Implementation Areas



Equity and Justice



Healthy Communities



Housing and Food



Behavioral Health



Healthy Families



Healthy Youth



Workforce Development



Technology and Health



# Strategy #1

**Expand human resource practices that promote equity.**

*Example activities:*

- Eliminate bias in state hiring practices
- Diversify hiring practices
- Focus on inclusion practices that provide a sense of belonging in the workplace
- Expand use of Employee Resource Groups

# Strategy #2

**Implement standards for workforce development that address bias and improve delivery of equitable, trauma informed, and culturally and linguistically responsive services.**

*Example activities:*

- Strengthen training requirements, to include topics like anti-racist practice, implicit bias and intersectionality
- Provide timely accessibility and accommodations support
- Ensure language access

# Strategy #3

**Require that all public facing agencies and contractors receive training about trauma and toxic stress.**

*Example activities:*

- Support House Concurrent Resolution 33
- OHA's Trauma Informed Policy

# Strategy #4

**Increase the cultural and linguistic responsiveness of health care through use of traditional health workers and trainings.**

*Example activities:*

- Improve payment mechanisms for traditional health workers
- Expand Oregon Health Care Provider Incentive Program and Healthy Oregon Workforce Training Opportunity (HOWTO) grant program
- Recognize faith community nurses as a traditional health worker

# Strategy #5

**Require sexual orientation and gender identity (SOGI) training for all health and social service providers.**

*Example activities:*

- Strengthen training requirements for licensing boards.
- Connect training requirements with funding mechanisms, CCO contracts and Patient Centered Primary Care Home (PCPCH) standards
- Provide sexual orientation and gender identity trainings for different levels of clinic staff

# Strategy #6

**Create a behavioral health workforce that is culturally and linguistically reflective of the communities they serve.**

*Example activities:*

- Create incentives to educate, recruit, train and retain, especially through increased salaries.
- Increase resources for student loan forgiveness
- Increase access to peer support certification and supervision training to increase utilization of peers in behavioral health
- Lower barriers for registered interns to provide services

# Strategy #7

## Support alternative healthcare delivery models in rural areas.

### *Example activities:*

- Leverage pharmacists, community health workers, mid-level dental providers, and other advanced practice providers
- Utilize dental providers to offer blood pressure, A1c, and cholesterol checks
- Expand number of licensed dental therapists

# Our favorite resources

- [OHA's Equitable Hiring Strategies: A Toolkit for Hiring Managers and Interview Panels](#)
- [Trauma Informed Oregon](#)
- [Office of Rural Health](#)
- [State of Oregon Diversity, Equity and Inclusion Action Plan](#)
- [OHA's HealthCare Workforce Reporting Program](#)
- [Oregon Behavioral Health Program](#)
- [Healthy Oregon Workforce Training Opportunity Grant](#)
- [Oregon Community Health Workers Association](#)



# Cheryl Miller, Oregon Home Care Commission

## Oregon Home Care Commission

### HOME CARE COMMISSION

ABOUT THE COMMISSION

CONTACT US

COMMISSIONERS

COMMITTEES

MEETINGS

OHCC RULES AND NOTICES

### CONSUMER/EMPLOYER INFORMATION

COVID-19 VACCINE INFORMATION  
AND RESOURCES

PSW AND HCW RESOURCES

REGISTRY

SENATE BILL 1534



 [Subscribe to receive email updates](#)

[COVID-19 - Find information here](#)

[Provider Time Capture - Find information here](#)

[OregonSaves](#)

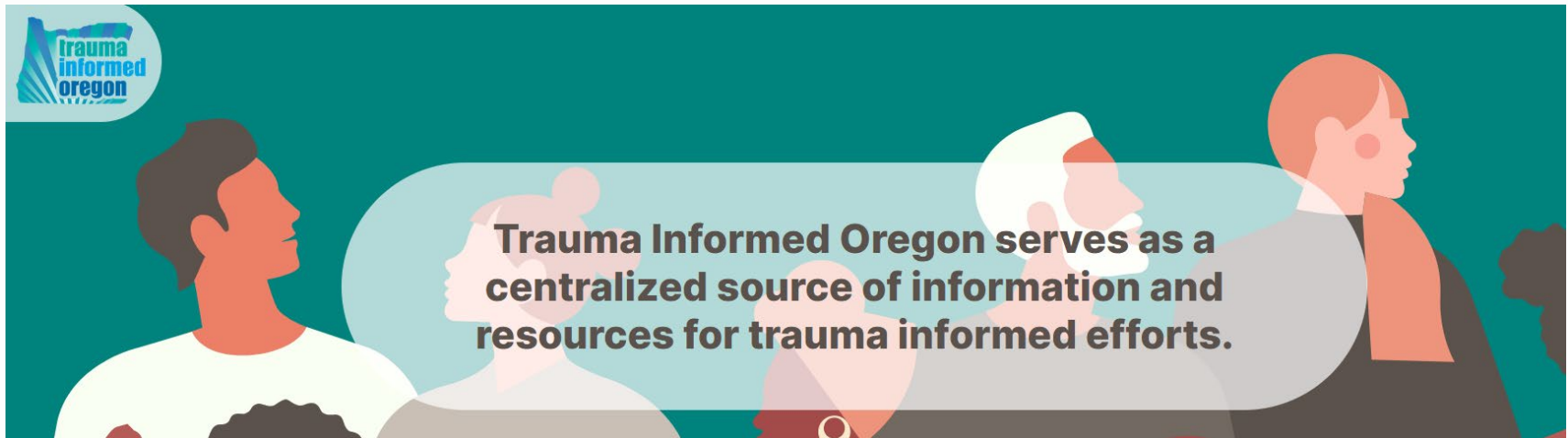
The Oregon Home Care Commission supports homecare workers, personal support workers and consumer/employers by:

- Defining qualifications of homecare (HCW) and personal support workers (PSW)
- Providing a statewide registry of HCW and PSW
- Providing training opportunities and
- Serving as the "employer of record" for collective bargaining for homecare and personal support workers who receive service payments that are from public funds.

# Oregon Department of Human Services – Oregon Home Care Commission (OHCC)

- Career Lattice
- OHCC Certifications – Provide a pathway to higher wages
- Community Health Worker training
- Professional Development Certification
- OHA approved cultural competency training
- Oregon State University, Professional and Continuing Education (PACE) learning management system
- [Elevate newsletter](#) – Your career path through quality training

# Steffannie Roache, Portland State University



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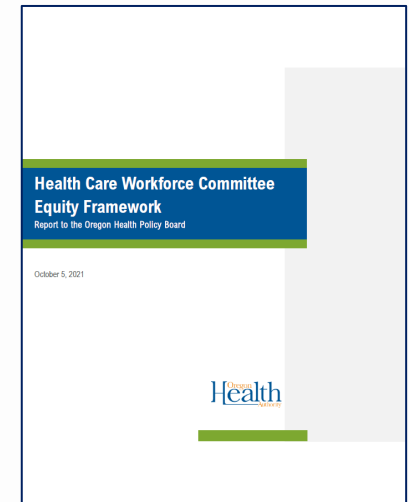
# Health Care Workforce Committee Equity Framework

Neelam Gupta



# Purpose of the Equity Framework

- The Oregon Health Policy Board's Health Care Workforce Committee developed an [Equity Framework](#) approved by the Oregon Health Policy Board in October 2021 that aims to:
  - Review funding recommendations on allocating resources; and
  - Consider conversations related to the future of the health care workforce in Oregon.
- The Committee discussions to develop an equitable workforce delivering culturally responsive care took on an added urgency as a result of the COVID-19 pandemic.



# The Equity Framework is Anchored in the OHA/OHPB Health Equity Definition

Oregon will have established a health system that creates health equity when all people can reach their full health potential and well-being and are not disadvantaged by their race, ethnicity, language, disability, age, gender, gender identity, sexual orientation, social class, intersections among these communities or identities, or other socially determined circumstances.

Achieving health equity requires the ongoing collaboration of all regions and sectors of the state, including tribal governments to address:

- The equitable distribution or redistribution of resources and power; and
- Recognizing, reconciling and rectifying historical and contemporary injustices.

# Methodology

- The Equity Framework was developed from an analysis of:
  - Reports, needs assessments, and surveys reflecting community and worker voices to minimize listening fatigue;
  - 29 listening engagements conducted with organizations statewide, preceded by training in constructivist listening; and
  - Health Care Workforce Committee, Oregon Health Policy Board, and PCO reports and discussions.
- The PCO collaborated with the Patient-Centered Primary Care Home Program in gathering and analyzing these sources.
- Information on recent activity with the Health Care Workforce Committee and investments provides additional context.

# Documents Analyzed – Partial List

- OHA Strategic Plan Community Input report
- OHA Healthier Together Oregon - State Health Improvement Plan community engagement
- CCO Community Health Needs Assessments
- CCO 2.0 Listening Sessions report
- Oregon Commission on Hispanic Affairs Latino Mental Health in Oregon report
- Governor's Racial Justice Council discussions
- Coalition of Communities of Color reports
- Portland African American Leadership Forum (PAALF) report
- Immigrant & Refugee Community Organization needs assessment
- United Way Asset Limited, Income Constrained, Employed (ALICE) report



# Listening Engagements Conducted

## Statewide and Local Organizations

- Asian Pacific American Network of Oregon
- Basic Rights Oregon
- Health Share of Oregon
- Immigrant Refugee & Community Organization and Africa House
- Oregon Family Support Network
- Oregon Office on Disability and Health
- Oregon Spinal Cord Injury Connection
- PacificSource Community Solutions
- Project Access Now
- Self-Enhancement, Inc.

## Workforce Organizations

- Central Oregon Latino Education Council
- Oregon Workforce Partnership
- Urban League of Portland

## OHA Commissions and Committees

- Health Equity Committee
- Oregon Council on Health Care Interpreters
- Traditional Health Worker Commission
- Tribal Monthly Meeting

# Listening Engagements Conducted

## Primary Care Practices and Organizations

- Oregon Primary Care Association BH Advisors
- Central City Concern
- La Clinica
- Multnomah County Primary Care Services
- North by Northeast Community Health Center
- Older Adults provider focus group
- Orchid Health
- Options for Southern Oregon
- PRISM Health
- Wallace
- Winding Waters Community Health Center
- Yakima Valley Farm Workers Clinic

# Context Setting: Recent Health Care Workforce Committee Activity

## **Workforce Supply and Distribution**

- Health Care Provider Incentive Program Evaluation (Nov. 2020)
- Health Care Workforce Needs Assessment (Feb. 2021)

## **Workforce Composition**

- Diversity of Health Care Workforce reports (Jan. 2021)
- Presentations on upstream pipeline development and telehealth

## **Workforce Skills, Training, and Development**

- Presentations on clinician burnout and resiliency

**STATE- AND FEDERAL FUNDED HEALTHCARE WORKFORCE PROVIDER INCENTIVES AVAILABLE TO OREGON PROVIDERS (2019-21)**

**TAX CREDITS**  
\$16.15 m

\$16.0 m

Rural Practitioner Tax Credit

\$0.15 m

Volunteer EMT Tax Credit

\$16.15 m

State Tax Credit

\$27.2 m

State Financial

\$22.2 m

Federal Financial

State Non-Financial

**LOANS/GRANTS/SUBSIDIES**  
\$12.0 m

\$4.0 m

Rural Medical Insurance Subsidy

\$8.4 m<sup>1</sup>

HOWTO Grant Program

**REPAYMENT**

\$5.0 m

Primary Care LRP

\$2.4 m

Behavioral Health LRP

\$4.3 m

Nurse Corps LRP

\$.6 m

Federal Faculty LRP

\$12.3 m

NHSC LRP

\$.6 m

SLRP

**SCHOLARSHIPS/ LOAN FORGIVENESS**  
\$6.5 m

\$5.0 m

Scholars for a Healthy OR

\$1.0 m

Other Scholarships

\$1.5 m

Primary Care Loan Forgiveness

\$.4 m

Nurse Corps Scholarship Program

\$.8 m

NHSC Students-to-Service

\$.3.2 m

NHSC Scholarship Program

**OTHER NON-FINANCIAL**

J-1 Visa Waiver Program<sup>2</sup>

- 1) Money sent to HCPIF by OHSU per intergovernmental agreement
- 2) Non-financial/no cost; program generates revenues from application fees to cover biennial costs

Updated - June 2021

# Summary of What We Heard: Seven Main Themes

- **Address Leaky Pipeline and Develop Career Pathways**, e.g., provide middle and high school students with career exposure, internship, and mentorship opportunities; provide career advancement opportunities to current workers
- **Confront Bias in Education, Training, and Credentialing**, e.g., address bias in admissions practices that excludes individuals from diverse backgrounds with lived experiences; provide paid, on-the-job learning with wraparound supports such as childcare

# Summary of What We Heard: Seven Main Themes

- **Establish Inclusive Recruitment, Hiring, and Retention Practices, e.g.,** address bias in the application, screening, and interviewing processes; create a supportive workplace environment for staff from communities of color, tribal communities, and communities experiencing inequities
- **Tackle Compensation Issues, e.g.,** address structural wage inequalities for unlicensed health and behavioral health professionals
- **Create Culturally Responsive Services and Practice Environments, e.g.,** create a welcoming clinical practice with a workforce reflecting patients served; provide services in between visits to address gaps in care

# Summary of What We Heard: Seven Main Themes

- **Restructure Provider Incentives**, e.g., provide incentives through wraparound supports such as childcare, transportation, and workforce development
- **Address Other Issues Related to Health Equity**, e.g., provide professional development to lower-wage staff; hire and retain diverse staff into leadership positions

# Guiding Questions for Equity Framework

## **How do Oregon's health care workforce development efforts advance opportunities for communities experiencing health inequities?**

1. Who are the racial/ethnic communities and communities that are experiencing health inequities? What is the potential impact of the resource allocation to these communities?
2. Do the PCO programs ignore or worsen existing health inequities or produce unintended consequences? What is the impact of intentionally recognizing the health inequity and making investments to improve it?
3. How have we intentionally involved community representatives affected by the resource allocation? How do we validate our assessment in questions 1 and 2? How do we align and leverage public and private resources to maximize impact?
4. How should we modify or enhance strategies to ensure recipient and community needs are met?
5. How are we collecting REALD and SOGI data (race/ethnicity, language, and disability and sexual orientation and gender identity data) in PCO awards and matching recipient demographics with communities served?
6. How are we resourcing and/or influencing system partners to ensure programs optimize equity?



# Moving from Theory to Action: Applying the Equity Framework in Everyday Practice

- Include OHA/OHPB Health Equity Definition and guiding questions in each meeting packet
- Develop agenda items that include best practices and emerging strategies on creating an equitable health care workforce
- Provide presenters with the guiding questions to develop presentations
- Frame the content and recommendations in reports using the guiding questions
- Apply guiding questions to resource allocation recommendations that the Health Care Workforce Committee makes to the Oregon Health Policy Board
- Continue to make Committee meetings accessible by providing interpreters and accommodations as requested

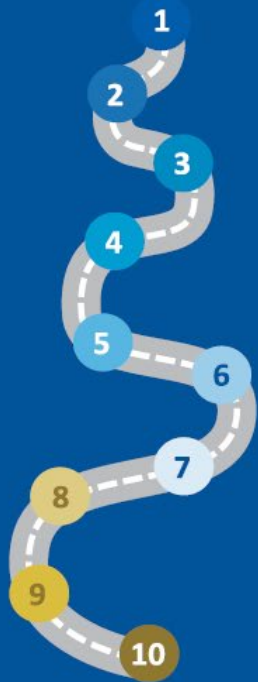
# Continuing Listening Engagement Relationships

- Requested feedback on draft report with the community representatives and the primary care organizations engaged
- Invited participation in House Bill 2949 Behavioral Health Workforce Initiative community-led structures
- Plan to craft other opportunities to provide meaningful, actionable opportunities for community voices to be integrated into the Committee's discussions and ultimately lead decision-making, while considering the impacts of the pandemic, systemic racism, and fatigue

# Acknowledgments

- **Listening engagement participants**, without whom the report would not have been possible
- **Cross-Cultural Health Care Program** for providing training in listening methods for the benefit of community speakers
- **Oregon Health Policy Board** for asking the question that started the framework development process
- **Health Care Workforce Committee and our liaison Brenda Johnson** for embracing the process and their commitment to applying the framework to achieve OHA's 10-year goal of eliminating health inequities

# Ten Strategies



**Develop Agency-specific Racial Equity Plans**

**Build State Diversity, Equity, and Inclusion Infrastructure**

**Foster Inclusive Communications**

**Strengthen Community Engagement**

**Utilize Disaggregated Data as a Lever for Change**

**Create Equitable Budget & Inclusive Budget Process; Invest in Target Communities**

**Advance Contract Equity and Improve State Procurement Processes**

**Build a More Diverse Workforce and Create an Inclusive Workplace**

**No Tolerance for Racism, Hate, and Discrimination**

**Operate with Urgency, Transparency, and Accountability**

Brandy Meng

Statewide Workforce Development Consultant, Department of Administrative Services

# Next Steps for HTO in Action

## **Technology and Health**, May 2022 - [View Recording](#) | [View Slides](#)

This event will highlight strategies related to telehealth, electronic health records and community information exchange.

## **Equity and Justice**, March 2022 – [View Recording](#) | [View Slides](#)

Focused on the implementation area of Equity and Justice. This event will discuss strategies related to advance racial equity through policy, planning and investment.

## **Healthy Youth**, January 2022 - [View Recording](#) | [View Slides](#)

This HTO in Action event focused in on the Healthy Youth implementation area and discussed strategies related to dismantling of racism and other biases within school settings, and provision of culturally and linguistically responsive health care services for children and youth.

## **Healthy Families**, November 2021 - [View Recording](#) | [View Slides](#)

This event featured examples from Family Connects, the Black Parent Initiative and the Family Preservation. Presenters and participants discussed strategies related to childcare and caregiving, home visiting programs, family resilience and provision of culturally and linguistically responsive preventive services.

## **Housing & Food**, September 2021 - [View Recording](#) | [View Slides](#)

This interactive HTO in Action event featured examples by Rouge Food Unites and Oregon Housing Community Services (OHCS). Attendees participated in a [Jamboard breakout session](#) for to share about the food and housing work happening across our state and offer resources.

## **Healthy Communities**, May 2021 - [View Recording](#) | [View Slides](#)

The event showcased examples from Oregon's Department of Land Conservation and Development, HOLLA Mentors, and the United Way of the Columbia Willamette and OHA's public Health Division.

## **Behavioral Health**, July 2021 - [View Recording](#) | [View Slides](#)

This HTO in Action event featured examples from four partners. Yellowhawk Tribal Health Center, Holistic Healing Behavioral Healthcare, Oregon Pediatric Society, and Citizens for Safe Schools shared examples of work they are doing in the Behavioral Health implementation area.

# Polling

Polling question: What type of organization do you represent?

- Community-based organization
- Local public health authority
- Coordinated care organization
- Hospital or health system
- OHA
- Other state agency
- Federally recognized Tribe or Tribal-serving organization
- Other

# Polling

Polling question: Before today, had you ever attended an HTO in action event before?

- Yes
- No

# Polling

Polling question: What would you like to achieve in future HTO in action events?

Learn more about HTO priorities, strategies and measures

Learn about how HTO is being implemented

Learn about how HTO implementation is being measured

Learn about Collective Impact

Learn about Community Health Assessment and Improvement Plans

Hear about examples of this work

Connect with others for networking and relationship building

Something else



# Polling

Polling question: What topics would you like to learn about and discuss in future events?

# Polling

Polling question: What frequency of event would you prefer?

Once a month

Every other month

Quarterly

# Polling

Polling question: What else would you like to share with OHA?

# Thank you & Next Steps

- Recording and slides will be emailed to registrants and available on the event website ([healthoregon.org/ship](http://healthoregon.org/ship))
- Email [publichealth.policy@state.or.us](mailto:publichealth.policy@state.or.us) to get invited to the Workforce Development Basecamp for continued conversation and sharing
- Sign up for the HTO update to stay informed about future events.
- Visit [healthiertogetheroregon.org](http://healthiertogetheroregon.org) to learn more about HTO.
- Please complete [evaluation survey](#) - your feedback will be used to inform future HTO in action events