



2018-2021

# HEALTHCARE WORKFORCE PLAN

For the Counties of Clackamas, Clark,  
Cowlitz, Multnomah, Wahkiakum,  
and Washington & the City of Portland

## THE COLUMBIA-WILLAMETTE WORKFORCE COLLABORATIVE

Working together to support and develop regional talent.



## WHY A REGIONAL PLAN?

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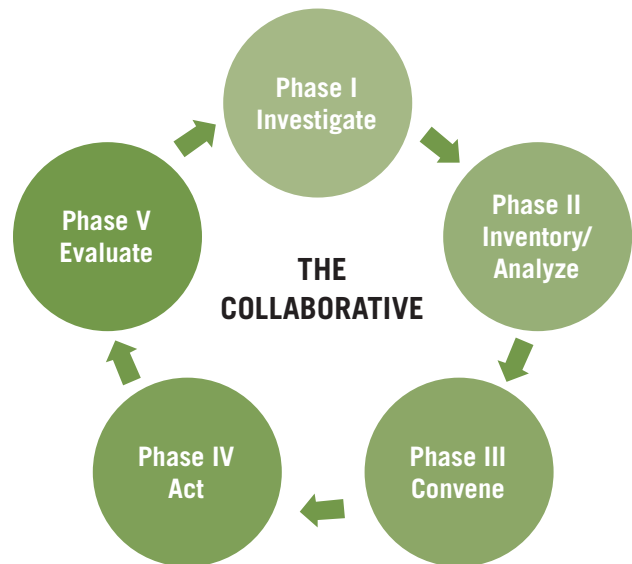
The Columbia-Willamette Workforce Collaborative is a partnership that delivers a unified approach to serve industry, support economic development and guide public workforce investments in the Portland-Vancouver Metropolitan Area. We work with industry to identify and remove barriers that stand in the way of cultivating and sustaining a skilled workforce.

There are a variety of public and private efforts underway to improve the quality of the regional healthcare workforce. The challenge is that these distinct efforts often work in isolation, which diminishes the overall impact to the industry. The Columbia-Willamette Workforce Collaborative seeks to coordinate multiple stakeholders to create meaningful and sustained impact on the supply of well-trained healthcare workers.

## COLLABORATIVE MODEL

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Our proven five-step business model directly involves industry in the design, development, delivery and oversight of regional workforce programs and services.



## DRIVEN BY THE INDUSTRIES WE SERVE

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Data show the healthcare industry continues to be a cornerstone of our regional economy in the Portland-Vancouver Metro Area. Currently, healthcare makes up approximately 12 percent of the region's private sector employment and payroll, and is projected to grow by at least 23 percent over the next ten years.

Healthcare has many high-paying job opportunities, with over half of the jobs in the industry paying \$20 or more an hour. With the increase in an aging population, retirements and the number of people needing access to healthcare, the industry is hard at work to meet its capacity. Additionally, as the population in the region becomes more diverse, the number of diverse healthcare employees will also need to increase to reflect the demographics of the changing population.

In January 2018, the Collaborative held a Healthcare Workforce Convening to discuss these challenges and to begin the process of engaging employers and training providers in the development of the 2018-2021 Healthcare Workforce Plan. Creating a regional healthcare plan allows us to identify common industry workforce challenges, coalesce around shared goals and align the efforts of the public workforce system to make a greater overall impact for the sector.

Employers and training providers identified three priority areas for the 2018-2021 Healthcare Workforce Plan:

- Recruit and Retain Healthcare Professionals
- Build a Healthcare Pipeline Through Employer and Education Partnerships
- Advance Diversity, Equity and Inclusion in Healthcare

## PLAN GOALS

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Under the guidance of employers, education partners and other stakeholders, we developed a three-point plan to address the healthcare industry's workforce challenges.

### 1 RECRUIT AND RETAIN HEALTHCARE PROFESSIONALS

- Expand on existing recruitment efforts, such as CareersNW.org, to attract talent to the healthcare industry.
- Enhance industry engagement during education and training to increase employment of local candidates.
- Convene a committee to research and develop a co-investment training model for new and incumbent workers that meets the needs of healthcare employers.
- Evaluate existing incumbent worker programs for successful outcomes and identify additional opportunities for program sustainability.

### 2 BUILD A HEALTHCARE PIPELINE THROUGH EMPLOYER AND EDUCATION PARTNERSHIPS

- Convene healthcare industry leaders to review existing job readiness programs to recommend industry-supported standards for healthcare.
- Build increased training capacity, enrollment and graduation rate in identified healthcare programs in partnership with education and training providers and employers.
- Coordinate regional clinical and preceptor processes in partnership with employers and education and training providers.

### 3 ADVANCE DIVERSITY, EQUITY AND INCLUSION IN HEALTHCARE

- Expand existing outreach efforts to engage marginalized and under-served populations in their communities.
- Partner with high school and youth healthcare programs to connect and expose participants to healthcare job and training opportunities.
- Increase the number of marginalized and under-served participants in education and training programs that lead to healthcare careers.



## HEALTHCARE WORKFORCE PLANNING PARTNERS

At Your Place Senior Care  
Clackamas Community College  
Clark College  
Community Home Health & Hospice  
Kaiser Permanente  
Legacy Health

Mary's Woods  
Mt. Hood Community College  
OHSU  
PeaceHealth  
Portland Community College  
Providence Health & Services

Rose Villa  
The Vancouver Clinic  
Willamette View  
WorkSource of Oregon & Washington

The Columbia-Willamette Workforce Collaborative (CWWC) is a partnership of three local Workforce Development Boards, including Workforce Southwest Washington, Worksystems and Clackamas Workforce Partnership. This group collaborates to deliver a unified approach to serve business, support economic development and guide public workforce investments in the Portland-Southwest Washington Metropolitan Area. The CWWC works with industry to cultivate and sustain a skilled workforce throughout Clackamas, Clark, Cowlitz, Multnomah, Wahkiakum and Washington counties.



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