



Getting it Right:

Right Worker. Right Place. Right Time.

June 2017

OREGON HOME CARE COMMISSION
Workforce Development Strategic Plan



THOMAS P. MILLER & ASSOCIATES



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Executive Summary

In the coming years, demand for homecare and personal support workers is expected to experience significantly as Oregon's population ages and policy and legislative changes will increase the number of individuals with developmental disabilities who are eligible for in-home services. Thanks to the wage and benefits afforded these workers through membership in the Service Employees International Union (SEIU), attracting a workforce to these occupations in Oregon has definite advantages over other states. However, attracting and retaining more of the right workers at the right time in the right place means enhancing and modernizing both the image of the occupations and the Oregon Home Care Commission's (OHCC) administrative processes and culture that supports them.



Imagine Brian, a recent graduate of a local technical high school healthcare program pulls out his smart phone and opens the OHCC Registry app to begin looking for his first consumer-employer. He has just completed his orientation to become a homecare worker. This morning he received an email notifying him his background check

was complete, and he is approved to start working.

Or Mary, a personal support worker and Romanian immigrant mother of two, who is logging on to the library computer to take the last online course she needs to receive a certification that will boost her pay and elevate her status as a professional. She is especially encouraged by all the notes of support her colleagues in the Florence area posted on their Facebook® group page. She is now on a pathway to fulfilling her dream of becoming a Certified Nursing Assistant.



While these stories are just imagined possibilities today, successful implementation of the recommendations in this plan could make them a reality for thousands of Oregonians.



Supporting homecare workers, personal support workers and consumer-employers by: defining qualifications of homecare and personal support workers; providing a statewide Registry of homecare and personal support workers; 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, is the mission of the OHCC. But, as this plan asserts, OHCC cannot and should not take on sole responsibility for realizing that mission and the vision for its workforce strategy; many partners have value to offer and hold the potential expand the impact of the OHCC exponentially. While ultimately accountability of much of this work lies with the Department of Human Services (DHS) and the Oregon Health Authority (OHA), the more partners that are involved in implementation, the better.

The OHCC's Workforce Development Vision states *Individuals will have access to supports and services from a qualified, trained and diverse workforce through the OHCC Registry.*

In order to realize this vision, three strategic goals and supporting strategies must be achieved:

Goal 1: Position homecare and personal support workers as trained, credentialed professionals.

Strategy 1.1 - Build a recognized and transferable credentialing or certification system to assure continuous improvement in the quality of the workforce and opportunities for workers.

Strategy 1.2 - Use a variety of platforms and vetted sources to increase access to high-quality training, reduce costs, respond to the changing technological and schedule preferences of targeted workers and candidates.

Strategy 1.3 - Create a supportive environment among peers and administrators for workers.

Goal 2: Attract and retain a diverse and appropriate pipeline of qualified workers to meet the demand for homecare and personal support workers.

Strategy 2.1 - Simplify and streamline the processes for candidates to become homecare or personal support workers and existing workers to continue in the occupation.

Strategy 2.2 - Market of career opportunities to attract a diverse group of candidates to become homecare or personal support workers that match the diverse cultural, ethnic, gender, and support needs of the current and projected consumer-employer demand.

Strategy 2.3 - Partner with other healthcare, support, and workforce agencies to develop and promote clear career pathways.

Goal 3: Facilitate user-friendly approaches to connecting homecare and personal support workers with prospective employers

Strategy 3.1 - Continuously enhance the OHCC Registry platform to become more user-friendly, effective, and competitive with alternative platforms.

Strategy 3.2 - Build upon and enhance the quality, reach, and effectiveness of existing employer education programs and tools.

Throughout this workforce development strategic plan, specific Action Initiatives are described in detail, which are designed to drive implementation at the agency level with partner participation requiring the collaboration of partner agencies, local field offices, and outside organizations.

There are several major themes in the action plans, including better use of technology to leverage existing resources in a more efficient manner, improved communications, and steps to professionalize the workforce through integration with Oregon's career pathway initiatives, enhanced training, and certifications.



Thomas P. Miller & Associates has provided a series of recommendations which address organizational challenges and, if implemented, will better position the agency to succeed in meeting the expectations of workers, administrators, and consumer-employers. Additionally, Best Practices have been identified where possible to provide the Commission with examples of similar work in other places, which can be adapted and replicated.

Successful implementation depends on the OHCC leading a culture change and requires the support and full participation of the identified partners in the plan.



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Introduction

The State of Oregon is viewed nationally as a leader in homecare and personal support worker organization and practices. While many factors contribute to this status, several key differentiators drive this identity, including:

- a philosophy of providing the means for citizens to remain in their homes versus community-based service settings;
- higher wages than in most states as a result of membership in the Service Employees International Union (SEIU); and
- a legislature, Home Care Commission, and staff dedicated to providing the right workers at the right time.

Though Oregon is a national leader and has strong systems, policies, and procedures in place, a pending increase in demand for in-home care, as well as the unique employment circumstances of homecare and personal support workers amplifies the importance of continuous improvement of the system. Much of the increase in demand is due to the aging population within the state, and the desire to help these individuals remain in their own homes for as long as possible. Oregon has also seen an increase in the number of both adults and children with developmental disabilities who are eligible for services due to changes in policy and legislation which also increases the need for workers.

To serve these populations, the Oregon Home Care Commission (OHCC) provides support to both homecare and personal support workers. While both of these types of workers provide one-on-one services to consumer-employers within their homes, it is important to note that the types of work required and the needs of the workers can vary greatly.

HOMECARE WORKERS

provide services for seniors or adults with physical disabilities.

PERSONAL SUPPORT WORKERS

provide services to individuals with intellectual or developmental disabilities or who are experiencing mental illness.



Because of the differences among this workforce, planning can be difficult as the needs of both populations, including workers who may serve in both positions, must be recognized and addressed in all processes and procedures. This plan addresses the strategies for both homecare and personal support workers, and acknowledges that considering customized solutions for each type of worker is critical to the success of the OHCC system.

While more workers are critical to meet increasing demand, it is important to note that the OHCC, its partners, and thus the strategies included in this plan are focused on finding the *RIGHT* workers. Attraction is important, but retaining those who are a good fit, find success, and are passionate about the work is key to sustaining the workforce long-term and ensuring consumer-employer satisfaction.

In response to the expected increase in demand for in-home care and the challenge of finding the most qualified workers, Senate Bill 774 (SB774) tasked the OHCC with adopting a statewide plan to increase the homecare and personal support workforce. To begin working toward this plan, the OHCC convened what would become the Worker Classification-Workforce Development Committee in June of 2015 with the purpose of increasing the homecare workforce.

The Worker Classification-Workforce Development Committee created a report in 2015 that took the first step to identify a vision and goals to engage in this important endeavor, focusing on attracting and retaining the right workers, creating professional development opportunities and a career lattice, and streamlining administrative processes.

2015 Worker Classification-Workforce Development Committee Goals

- Attract a committed and diverse workforce to meet the specific needs of individuals.
- Improve worker retention.
- Fully develop a career lattice.
- Provide professional development opportunities.
- Streamline worker onboarding process.
- Establish a universal provider number.
- Establish a single online provider enrollment application through the Oregon Home Care Commission

Thomas P. Miller and Associates was engaged in January 2017 to facilitate a strategic planning process to further accomplish the directives of SB774, and most importantly to determine the next steps toward expanding, retaining, and elevating the homecare and personal support professions. The resulting plan builds upon the work previously done by the OHCC and the Worker Classification-Workforce Development Committee.

Methodology

TPMA approached this project with an understanding that the result would be Oregon's plan for homecare and personal support workforce development, not TPMA's plan for Oregon. To that end, the planning process focused on a series of tasks to gather input, analyze findings, and facilitate interactive committee sessions to develop a comprehensive set of strategies and actions to enhance the workforce.



Input was gathered through stakeholder interviews, focus groups, and surveys to identify the unique challenges faced by homecare and personal support workers and consumer-employers, as well as the OHCC and its partners. Themes among this information were identified to inform recommendations for goals and strategies. Upon presentation of the data and input findings, TPMA facilitated two half-day strategic planning sessions to assist the OHCC Workforce Development Committee and invited stakeholders to develop goals, strategies, and tactics or action steps. At the conclusion of this process, the resulting plan addresses:

- The feasibility and benefits of certifying homecare and personal support workers.
- Ways to remove barriers to entering the workforce.
- Strategies to creating a career lattice/ladder.
- Ways to increase the number of homecare and personal support workers in the Registry who are available for referral, including Recruitment events.



Definitions

Case management entities – a Community Developmental Disabilities Program (CDDP), a Brokerage, a CIIS program, or the DHS Children’s Residential Program.

Consumer-employer – an individual who employs a homecare or personal support worker to provide their in-home care.

Field offices – local offices through Aging and People with Disabilities (APD), Area Agencies on Aging, or contracted APD offices.

Homecare worker – a worker who provides services for seniors or adults with physical disabilities.

Personal support worker – a worker who provides services to individuals with intellectual or developmental disabilities or who are experiencing mental illness.

Registry – an online system to make connections between consumer-employers in need of homecare and personal support workers and workers who are available and suited to provide those services.

Strategic Plan

The Mission, Vision, and Strategic Goals serve as guiding principles that are signposts for the work of the OHCC and Workforce Development Committee moving forward. All work to implement this strategic plan and ultimately increase and improve the homecare and personal support workforce should tie directly back to these elements.

OHCC Mission Statement

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

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

OHCC Workforce Development Vision

Individuals will have access to supports and services from a qualified, trained and diverse workforce through the OHCC Registry.

Strategic Goals

Goal 1:

Position homecare and personal support workers as trained, credentialed professionals.

Goal 2:

Attract and retain a diverse and appropriate pipeline of qualified workers to meet the demand for homecare and personal support workers.

Goal 3:

Facilitate user-friendly approaches to connecting homecare and personal support workers with prospective consumer-employers.



Goal 1: Position homecare and personal support workers as trained, credentialed professionals.

Professionalizing the workforce is of utmost importance to ensuring a high standard of care is available to those who need it. Though workers deal with many issues as if they were self-employed as they navigate the process and make their own employment connections, it is still important to ensure consistency of the services they are providing. Training is critical to this process, and further, certificates and credentials allow workers to promote their training and competency to do the work. Professionalizing the work allows the field to feel more like a career choice, rather than simply a job. It is also important to provide other support to increase the commitment and standard of care, such as opportunities to learn from other current and/or former workers.

Strategies and actions supporting this goal include:

Strategy 1.1 Build a recognized and transferable credentialing or certification system to assure continuous improvement in the quality of the workforce and opportunities for workers.

Actions:

1. Develop Pre-Employment Assessment
2. Promote Stackable Credentials

Strategy 1.2 Use a variety of platforms and vetted sources to increase access to high-quality training, reduce costs, respond to the changing technological and schedule preferences of targeted workers and candidates.

Actions:

1. Expand Training Sources
2. Implement a Learning Management System

Strategy 1.3 Create a supportive environment among peers and administrators for workers.

Actions:

1. Cultivate Provider Peer Networking and Mentoring
2. Provide Online Technical Support

Goal 2: Attract and retain a diverse and appropriate pipeline of qualified workers to meet the demand for homecare and personal support workers.

While there is a need to increase the number of homecare and personal support workers, it is also critical to retain the current population of workers that are successful in their positions and passionate about the work. Creating an environment that not only makes individuals want to enter the field, but that makes it easy for them to stay in it is a top priority. New workers cannot be recruited to an environment that makes it difficult for workers to stay.

Attraction and retention should heavily focus on the *RIGHT* worker, as defined by consumer-employer demand. Understanding the current and future population of consumer-employers is essential to best meet the demand for workers.

Strategies and actions supporting this goal include:

Strategy 2.1 | Simplify and streamline administrative processes for candidates to become homecare or personal support workers and existing workers to continue in the occupation.

Actions:

1. Create an Online Application Form and Renewal Process
2. Implement a Web-based Time Entry System
3. Adopt the Universal Provider Number
4. Reduce Wait Time for Background Checks

Strategy 2.2 | Market career opportunities to attract a diverse group of candidates to become homecare or personal support workers that match the diverse cultural, ethnic, gender, and support needs of current and projected consumer-employer demand.

Actions:

1. Forecast Workforce Demand
2. Translate Materials and Communications
3. Leverage Resources to Target Market Recruits

Strategy 2.3 | Partner with other healthcare, workforce, and support service agencies to develop and promote clear career pathways.

Actions:

1. Participate in Established Workforce Initiatives



Goal 3: Facilitate user-friendly approaches to connecting homecare and personal support workers with prospective consumer-employers.

Once the workforce recruited to the field, connections with employment must be easy in order to keep them. Workers do not want to go through a lengthy process to apply, be approved, and train for the position if there is no simple way to search for connections with employers. On the employer side, it is frustrating to call multiple workers without response or to use a system that provide unclear or overwhelming information. This frustration causes them to seek alternate avenues of finding workers.

The Registry is a great tool to make these connections and has room for enhancement to make sure that it is, in fact, easy to use and effective in making the right connections. However, for those who do not have the skills necessary to access the registry themselves, clarity regarding resources available for assistance should.

Strategies and actions supporting this goal include:

Strategy 3.1 Continuously enhance the OHCC Registry platform to become more user-friendly, effective, and competitive with alternative platforms.

Actions:

1. Improve OHCC Registry User Experience
2. Market Registry to Partners

Strategy 3.2 Build upon and enhance the quality, reach, and effectiveness of existing consumer-employer education programs and tools.

Actions:

1. Increase Awareness and Utilization of the Consumer-Employer Training Program

Recommendations

In addition to the specific goals, strategies, and action initiatives in this document, TPMA offers the following recommendations which are essential to the successful implementation of many, if not all of the actions described in the plan.

Embrace Technological Efficiency & Innovation

While not all homecare and personal support workers currently have mobile communication devices or their own personal computers, these tools are becoming more prevalent in society at all income and education levels. Mobile communication technology is becoming more commonplace in our society than notepads, pens, envelopes, and stamps. A number of government programs have been developed to assist individuals to afford both hardware and access to broadband. Libraries, career centers, and other public institutions provide



computer access to the public or eligible individuals for the purpose of securing or maintaining a job. Private companies, such as internet service providers, communications companies, and retailers have developed discount plans for large customers. Given the number of workers in the OHCC system, such an arrangement should be explored.

Just as a welder must provide his or her own steel toe boots for that occupation, the requirement of a smart phone and data plan (even with subsidies for some) would allow the OHCC to achieve efficiencies through web-based services and process described in many of the action plans. Such a move to fully embrace technology in the homecare and personal support occupations would also better position these careers with younger candidates and provide a platform for on-the-spot language translations using one of many translation apps.

Technological innovation has potential to help OHCC realize a greater return on investment and address current and projected capacity issues while providing better and streamlined service to both workers and consumer-employers.



Leverage Outside Resources

Adages like “there is nothing new under the sun” and “why reinvent the wheel?” are especially applicable to organizations where demand for services surpasses the resources to meet all those demands. The OHCC likely falls into this category. Understanding that every issue, challenge, or situation faced by the OHCC has probably already been faced by other agencies or organizations in some way can lead to new partnerships, as has already been started with local workforce boards and community-based organizations, as well as opportunities to take advantage of the work and resources already developed. An example of this might include using curriculum of a training program developed by another state or organization with federal funds. These resources are usually available free of charge or at a cost much less than developing original work. Even when some customization is required, there is still usually a savings in time and little negative impact on capacity.

Partner with Other Workforce Development-Related Organizations

As mentioned above, it is key to leverage resources by aligning with other organizations that are doing similar or complementary work. There are numerous organizations across the state, both through government agencies and community-based organizations, who offer workforce development-related services. Partnering with these organizations not only helps to maximize resources, but expands the reach of the OHCC to new markets and allows a larger network to share and learn best practices.

Successful partnerships depend upon identifying common ground, understanding each other’s goals, and committing to help each other achieve goals together.

Partnerships with several local workforce boards have already produced some promising results. Expanding those and others to the next level of engagement can help the OHCC achieve the desired results, expand capacity, and integrate the system with other organizations.

Base Enhancements on Successful Models

Many of the initiatives recommended in the plan have applicable models in the private sector. Sometimes private industry can innovate and respond better and quicker than federal, state, and local governments. Understanding these realities and using the lessons learned in the private sector by emulating concepts which work and avoiding those which have flopped is the best way for government to remain relevant at a reasonable cost. While operating within the framework of federal and state regulations, identifying ways to adapt programs, processes, services, and tools to more closely resemble those of commercial enterprises is a cost-effective way to realize the benefits of private sector research and development without incurring the expense.

Partnering with private enterprises or contracting with such entities is another way to keep relevant in the marketplace. With the large number of workers and consumer-employers, many businesses would view this as a great opportunity to reach a large customer base with a single sale.

An example of this might be the fact that some consumer-employers prefer using Craigslist to the OHCC Registry to find workers. There are two ways to approach such a situation. First, identify why consumer-employers prefer Craigslist. Ask, “What does Craigslist do to produce better results or better experience?” Then, emulate that in the Registry and market those improvements. The second approach would be to find a way to either partner or work with Craigslist rather than try to compete or ignore the platform.

Customize Solutions for Worker Types

Throughout all of the strategies and actions recommended in this plan, it is important to recognize that the worker needs are different depending on the type of work they are performing – whether they are homecare workers or personal support workers, or any of the other designations. Some processes may be streamlined and standardized across all worker types to ensure consistency where possible; however, other processes and policies must account for the differences in the work. In order to make services, especially trainings, valuable to all workers, these differences must be explored and addressed accordingly. For example, separate trainings may be required for different tasks and consumer-employer needs, while others may be combined to focus on common



administrative tools, processes, and procedures. These different lenses need to be utilized across all implementation activities.

Empower Champions and Project Managers

We recommend that a volunteer “Champion” from the Commission be appointed for each initiative to provide support and oversight as well as serve as the point of contact providing regular progress updates to the Commission. Staff members should also be assigned to manage the day-to-day implementation of action plans. These managers will be responsible for working with other staff, agencies, stakeholders, and contractors as necessary to realize implementation scope, budget, and schedule. They should report regularly on their progress to the Special Projects Coordinator and work closely with the Champion to keep the Commission informed of progress. As with the champions, these individuals should be volunteers who are passionate about the work. It is recommended that managing one or more of the initiatives be an assignment in addition to other regular job duties, but time during the workweek be allotted to project management. This organizational framework will build ownership and accountability for implementation of the initiatives, as well as spread the work to assure increased probability of success.

Action Initiatives

Vision, goals, and strategies are key to providing guidance to the work that needs to be done, but a clear roadmap of detailed action initiatives is where the real work is defined.

On the following pages, each of the 18 identified Action Initiatives are described, including important details and considerations for implementation. Each Action Initiative includes the following details (where applicable):

- Description of the action
- Strategic Benefit
- Nature of Action
- Timing
- Responsible Parties
- Required Partners
- Consequences of No Action
- Potential Obstacles
- Process Milestones
- Best Practices

While much of this work will interact with and support other initiatives, each of these action initiatives is designed to be a standalone piece of the plan. Staff or project champions can pull out individual Action Initiatives to use as a guide or blueprint for implementation.



Action Initiative #1.1.1: Develop Pre-Employment Assessment

As the OHCC prepares to respond to the demand for a growing number of and more targeted pipeline of appropriate skilled homecare and personal support workers, assuring the right fit and quality of services delivered by these workers is an important value to the commission.

Currently, the OHCC has some tools available for assessing personality characteristics to determine a fit within the occupation. These tools allow potential workers to understand more what it takes to be a worker and what is expected. There may be opportunities to expand these further to offer scenarios or other options beyond yes/no questions.

Training programs and credentialing are important tools for delivering quality workers to the people who hire them, but there is currently no method for understanding or measuring the skills and knowledge a new worker entering this workforce brings with him or her. There are also no formal educational attainment requirements for these occupations as with many others.

A pre-employment assessment of skills and knowledge is required for many occupations. Developing such an assessment for homecare and personal support workers could provide valuable benchmarking opportunities for the workforce as well as play an important role in identifying the training needed to create a roadmap for professional development and certifications.

By benchmarking these skills and knowledge bases, the OHCC can easily identify training needs and gaps and advise individuals about areas for focusing future training and development work.

In the initial years, such an assessment should be used not to exclude candidates from applying, but to gauge skill and knowledge levels to guide development. Additional education or training may be suggested initially and required in later years.

The pre-employment assessment could also provide guidance for job counselors, educators, and workforce officials to assist potential workers in evaluating homecare and personal support occupations as potential career pathway entry points. Communicating the skills and knowledge sought will be important to this portion of the pipeline development effort.

Pre-employment competency assessment could also have the added benefit of providing a new level of comfort for consumer-employers with the quality of workers listed on the registry, especially if an indicator of the applicant's performance on the assessment is provided.

Strategic Benefit: Pre-employment assessment will provide the OHCC with benchmarking data for the quality of the workforce upon entry, allow for better guidance on professional development, and inform others who may refer individuals to the OHCC as potential candidates for the occupations.

Nature of Action: An assessment will need to be developed or adapted from an existing one developed elsewhere. SEIU and the OHCC should jointly develop and evaluate the assessment tool. Once developed and approved, the initial year or two should be used for benchmarking and professional development guidance. In later years, the assessment should be evaluated as a potential screening tool.

Timing: Short-term (six months to one year)

Responsible Parties: OHCC, SEIU, APD, ODDS, Provider Enrollment, Health Systems Division

Required Partners: Field offices, Case Management Entities, OHCC Training Committee, WorkSource Oregon, Commissioners

Consequences of No Action: The OHCC will continue to receive applications for homecare and personal support positions with little or no objective assessment of the individual worker's skills, knowledge, or educational retention, and will not be able to guarantee the quality of consumer-employers options.

Potential Obstacles: This represents a new element in the application process and may present some additional demands on capacity until other processes recommended for streamlining are implemented. Some workers who enter the workforce already committed to consumer-employers may resist initially.

Process Milestones: Identify and evaluate existing assessment models; Develop or adapt Oregon pre-employment assessment; Establish assessment benchmarking metrics; Include assessment in collective bargaining agreement; Roll out assessment.



Best Practices

New Mexico Direct Caregivers Coalition^{i,ii}

Organization: Multiple Organizations. Possible reference: New Mexico Direct Caregivers Coalition and Society of Human Resource Management.

Description: Pre-employment competency testing is an efficient way of allowing employers to gain insights into the capabilities and traits of prospective workers and in some cases, provide information on a job applicant's ability to perform in the workplace. Successful job performance depends on the accurate identification of valid competencies. As such, pre-employment competency test should be well-validated and professionally developed. Utilizing results of the pre-employment competency test to guide orientation (or possibly eliminate candidates) of workers also allows for more efficient use of valuable resources.

Pre-employment competency testing is an accepted practice throughout all sectors, particularly in healthcare. The Society for Human Resource Management discusses Pre-Employment Testing in an article, "Screening by Means of Pre-employment Testing." Although focused on screening the article discusses several key aspects of testing and measuring knowledge, skills, and abilities as well as the importance of selecting the appropriate tests. Our research indicates that there are a wide variety of homecare-based organizations performing pre-employment competency based assessments and using a variety of commercial tools. None reviewed stood out as a "best practice" rather all used the tools to determine the level of baseline knowledge of applicants.

The New Mexico Direct Caregivers Coalition (NWDCC) does offer a "NDWA" (National Domestic Workers Alliance Personal Care and Support Credential) which is a competency-based credential and tests for the skills and knowledge needed for caregivers to "do their job well". The credential was created internally by NWDCC. This organization could provide insights on how they developed the competency based credential, which may be valuable in further developing competency base assessments.

Action Initiative #1.1.2: Promote Stackable Credentialsⁱⁱⁱ

Although a “new term,” the concept of stackable credentials has been common in healthcare for many years. Someone beginning their healthcare career as a certified nursing assistant, attending a community college to become a Licensed Practical Nurse, then attending a two-year program to obtain an Associate’s degree and on to a four-year baccalaureate program has been rather common place in the healthcare arena. However, stackable credentials also apply to certifications such as EKG technician, patient care technician, etc.

The U.S. Department of Labor defines a stackable credential as “one that is part of a sequence of credentials that can be accumulated over time to build up individuals’ qualifications and help them to move along a career pathway or up a career ladder to different and potentially higher-paying jobs.”^{iv} Thus, stackable credentials can be at the certificate level – prior to a post-secondary degree or at the post-secondary degree level.

The concept of Stackable Credentials is appealing to many in that it allows for economic mobility. While at the same time because of evolving technology and more complex work environments, employers are requiring workers to update their skills to remain competent. Therefore, Stackable Credentials are of value to both employees and employers.

The State of Oregon’s community college system has been a leader in stackable credentials by creating embedded credit-bearing credentials for students. The credentials allow students to gain competencies to qualify for entry-level employment as well as stackable credentials and credits to use if they choose to continue their education or achieve the next credential. The process also focuses on competency-based education, which allows colleges to assess students’ experience in a particular area and then apply that experience to actual credits.

Oregon has created the Career Pathways Certificates of Completion (CPEC), which can range from 12-44 quarterly credits and must be contained in either a 1 or 2 – year Associate of Applied Science degree. Courses are tied to competencies identified by employers for jobs in the local labor market. Although this is a post-secondary program, consideration may be given to working with the Community Colleges to collaborate on advanced pathways related to the personal support and homecare workers.



Stackable Credentials as a recognized area of practice is new but should be leveraged to provide workers with advancement opportunities that, at the same time, promotes increased quality of care for consumer-employers.

Strategic Benefit: Allows personal support workers and homecare workers to increase competencies in a variety of areas that allow for increase quality of care as well as improved job satisfaction.

Nature of Action: Exploration of stackable credentials and the CPCC program and possible partnerships to determine feasibility of enhanced stackable credentials that are responsive to industry needs. A designated OHCC staff person would be responsible for this program.

Timing: Medium-term (one to three years)

Responsible Parties: OHCC, SEIU

Required Partners: Current Trainers, Local workforce boards, current and potential workers, OHCC Training Committee, Community College representative

Consequences of No Action: Workers may view the personal support worker and homecare worker positions as “dead end” without opportunity for professional advancement which will lead to difficulty recruiting a qualified workforce.

Potential Obstacles: Stackable Credentials is an emerging area and will require significant planning and collaboration with external partners.

Process Milestones: Meeting with WorkSource Oregon; Identify one pathway and complete.

Best Practices

Stackable Credentials White Paper^v

Organization: Portable, Stackable Credentials: A New Education Model for Industry-Specific Career Pathways. A White Paper funded by the McGraw Hill Research Foundation

Description: The white paper highlights the importance of stackable credentials and provides case studies from across the United States and world. The authors highlight that there are (as of 2012) 30 million jobs available in the U.S. that pay middle-class earnings but don't require a bachelor's degree. Many of these jobs pay, on average, \$35,000 or more per year, which is higher than the average of jobs held by those with bachelor's degrees. In addition, 27% of people with post-secondary licenses or certificates (credentials short of an associate's degree), earn more than the average bachelor's degree recipient, thus, enticing many job seekers to these jobs. However, the K-12 system has placed more emphasis on college attainment, which has resulted in increased dropout rates. Broadening the range of high quality pathways offered beginning in high school can provide a strategy to increase the percentage of young adults earning post-secondary or credentials preparing them for a meaningful career.

The white paper highlights that both employers and educators advocate career pathways and state that credentials should be portable, stackable and part of a career pathways system. Internationally and in the U.S. agencies, universities and employers are working to create frameworks for career pathways. In the U.S., the Department of Labor has implemented several tools in multiple sectors related to stackable credentials. Of particular note is the Kentucky Community Colleges Bridges to Opportunity Initiative. The program was originally developed to address disadvantaged students' unmet education and workforce skills training needs. The majority of stackable certificates are credit bearing and to date, 17 pathways including Healthcare/Nursing and Allied Health have been implemented.



Action Initiative #1.2.1: Expand Training Sources

In addition to the training curriculum developed by OHCC in Oregon, additional training resources may be available from other states (especially when developed with federal funds) which can be adapted and incorporated into Oregon's offerings at a relatively low cost. Identifying what may be offered through community partners or available for use through the state library system could help to save some time and resources.

Other options to expand training and credentialing may include training programs available through professional associations, such as PHI (Paraprofessional Healthcare Institute) National based in New York. This not-for-profit entity has developed homecare worker curriculum and competencies and received grant funding through the Department of Health and Human services. A train-the-trainer methodology is utilized with on-site support of PHI staff. In addition to providing curriculum and training instruction, PHI provides training for employers of homecare and personal support workers. Pricing of services is dependent upon curriculum and consultation services selected.

Trainings developed by others should be evaluated for relevance and value to Oregon's homecare and personal support workers. If such a program is determined to have value, potential to develop a credential should be considered and incorporated into the "Statewide Stackable Credentials" initiative described in this plan. If a national credential is offered by another group or association, this credential should also be included in the stackable credentials initiative.

Strategic Benefit: Training programs augmented by widely recognized organizations and associations, whether delivered by those organizations, contractors or OHCC staff, will enhance the professionalism and portability of credentials and add to the capacity of existing training staff.

Nature of Action: Exploration to determine cost and best platform, review of current training content and determination of curriculum. Staff responsibilities may change to monitor an online system and update curriculum and certifications.

Timing: Short-term (six months to one year), and ongoing



Responsible Parties: OHCC, SEIU

Required Partners: OHCC Training Committee, SEIU Research Department, Current Trainers, Community Colleges, secondary education/CTE

Consequences of No Action: Training offerings will be limited to the capacity of and curriculum designed in-house at OHCC.

Potential Obstacles: This represents a culture change at OHCC and some trainers may view such a shift as a threat. Assuring their continued participation roles in both the current and new trainings.

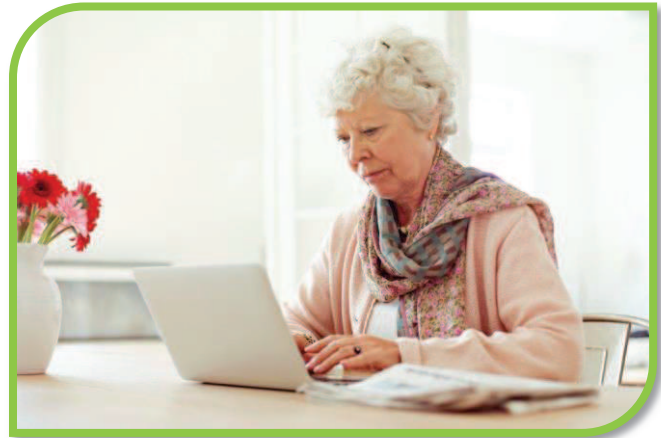
Process Milestones: Training identification and evaluation, adaptation of integration of new, outside training sources into OHCC credentialing model.



Action Initiative #1.2.2: Implement a Learning Management System

The culture, capabilities and expectations of the workforce is changing with technology. Today, more companies, professional associations, training providers, universities, colleges, and even high schools are embracing online training platforms to deliver training as well as assess knowledge, track progress, and maintain certification documentation.

Some of these institutions have used in-house information technology resources to develop their own proprietary learning management systems (LMS) while others have used widely recognized platforms available online for subscription and other fees to create customized training and assessments when such in-house resources are not available or impractical to use.




The top three online LMS platforms in 2016 were Blackboard, Moodle, and Canvas, but there are many other platforms available including SuccessFactors Learning, Saba Software, Voniz Inc., SumTotal Systems, Halogen Software, ADP, and Workday.

Most users of these online LMS products create their own content, hosted on the LMS. A variety of products for importing content as well as tracking and recording student progress are available.

The State of Oregon also does have a free resource that may be available for use, iLearnOregon. State employees automatically have access to accounts within this system, and it may be possible to create accounts for individuals who are not state employees. This system may be the best candidate as it is already available with the State, but it should still be explored to ensure it meets the needs of OHCC and can have the functionality that is desired.

With an LMS, training can be delivered completely online or in combination with live, in-person sessions, depending on the content and need for instructor –



student interaction. The online platform helps expand capacity of trainers and allows content to be available at the convenience of the learner in remote locations such as rural and frontier areas. Most platforms also allow participants to register for training, participate in online assessments, review transcripts, and apply for certifications using a single training portal.

Exploration of various learning management systems should be explored in conjunction with the “Expand Training Sources” and “Statewide Stackable Credentials” initiatives described in this plan.

Strategic Benefit: Training programs delivered via a LMS at times and in locations convenient to learners will build consistency, expand capacity and lead to a better credentialing process.

Nature of Action: Exploration to determine cost and best platform, review of current training content and determination of curriculum. Staff responsibilities may change to monitor an online system and update curriculum and certifications.

Timing: Short-term (six months to one year)

Responsible Parties: OHCC, SEIU

Required Partners: Department of Administrative Services (DAS), Current Trainers, OIS, Covendis, DHS Help Desk, OHCC Training and Registry Committees, Current workers

Consequences of No Action: Training will continue to be limited in terms of location and timing. Tracking the progress of an increasing number of workers and award of resulting certifications will create unnecessary capacity strains and delays.

Potential Obstacles: This represents a culture change at OHCC and some trainers may view such a shift as a threat. Assuring their continued participation in both the live training as well as online content will be critical.

Process Milestones: LMS selection, content development, integration with stackable credentialing, rollout of new LMS.



Best Practices

Case Study: Santa Clara and Santa Cruz Counties Learning Management Systems^{vi}

Organization: Contra Costa County Employment & Human Services

Description: The following is a summary of findings from a case study of the use of Learning Management Systems (LMS) in two California counties. Leilani Scharff-Lunch for the Contra Costa County Department of Employment & Human Services developed the case study.

The study examines the benefits of deploying a LMS in two California counties in response to increasing caseloads, consumer demand and policy changes resulting from the implementation of the Affordable Care Act. Time constraints for workers to attend traditional classroom style training drove the adoption of the LMS model.

Santa Clara County

Santa Clara County implemented their system in 2012. Before adopting the LMS model, registrations for training courses, transcript and training materials were all handled on paper manually. The new system allowed for all of these tasks and materials to be managed electronically via the county's network. In 2013, they switched to the Cloud version, providing greater storage capacity and better access for learners and administrators.

Santa Cruz County


This county implemented their LMS in 2010 with an online learning center and interactive video library. Their adaptation of the LMS model combines we-based training modules with classroom training.

Contra Costa County

Similar to the other counties studied, this county relied primarily on older, more labor intensive, and less reliable business practices to manage registrations, transcripts, and training materials. When the county implemented its LMS system, it was branded as SMART (Staff Development Management Automated Reinforcement Training System).

Lessons Learned

Successful implementation in these three cases is attributed to several key factors:

- 
- Collaboration between the staff development departments and the IT departments;
 - Creating early buy-in for the system by engaging stakeholders at all levels in the development;
 - Making presentations to groups of stakeholders focused on how the new system benefits them; and
 - Realigning policies to meet the LMS as opposed to trying to make the system fit existing policies.

Among the benefits of implementing a LMS, the case study cites:

- Empowering learners to manage their own professional growth and development
- Trainings can be taken multiple times
- Improved accessibility
- Convenience for both the user and instructors
- Training materials can be posted within the system
- Learners can see their transcripts
- External training certifications can be uploaded to transcripts
- Outlook calendar reminders can be linked to training schedules
- Analytical reports can be generated

Contact: Leilani Scharff-Lunch, Contra Costa County Employment & Human Services



Action Initiative #1.3.1: Cultivate Provider Peer Networking and Mentoring

Because of the nature of the work in the homecare and personal support field, workers can be very isolated. They spend time one-on-one with consumer-employers in the field, and essentially act as sole proprietors, seeking their own employment, and playing a much more active role in managing their tasks, schedule, and payment processes than if they were employees of a company or agency. This model means homecare and personal support workers do not have colleagues in the workplace to share experiences, advice, and support. For some, this is an attractive aspect of the job; however, others indicated this arrangement makes it difficult to feel like a part of a larger group and new workers do not



always have the wisdom and experience of more seasoned workers to serve as mentors or role models. Through surveys and focus groups, workers indicated they would value opportunities to get together, either in person or virtually, to share experiences and offer support to others.

With a network of peers available to troubleshoot issues, from questions about administrative processes, to those related to work tasks and best practices for dealing with difficult situations, some of the pressure may be taken off of OHCC and field office or case management entity staff who currently spend a significant amount of time answering questions from workers. Though this will not eliminate those questions, it could provide an additional outlet that would free up some staff capacity to focus in other areas.

Understanding that sensitive information related to consumer-employers, especially details covered by the Health Insurance Portability and Accountability Act (HIPAA) may not be shared, the network would need to be monitored and posts moderated to approve group members, an ensure consumer-employer confidentiality is maintained. Education on what is and is not appropriate to

discuss in these forums could be included as a part of orientation, or an introduction to participating in the group.

Although several past attempts to establish a formalized mentoring program have yielded mixed results, OHCC should examine what works and does not work and consider the new context of electronic communication platforms, access to the LMS and other mentoring resources. Reframing a new voluntary mentoring program in light of these considerations could help establish a more structured complement to the peer networks. A successful peer-coaching model for the anticipated influx of new inexperienced workers recruited to meet increased demand will build capacity for the OHCC.

Some of these relationships may develop naturally through the peer network, although some type of incentive for mentors, such as credit toward a certification or a financial benefit may produce a larger pool of mentors. It will be important that mentors are vetted to help ensure that only positive behaviors, practices, and habits are transferred and reinforced in the process.

Possible starting points for both peer networking and a mentoring program would be to build on the existing foundation of SEIU's Facebook® page and the emerging Community of Practice and Safety Support (COMPASS)^{vii} initiative currently underway with homecare workers and in design for personal support workers.

Strategic Benefit: Increase in connections to go to for questions, peer sharing of resources. Increased staff capacity. Increased retention of workers, increased engagement of experienced workers or former workers who have advanced in the career ladder.

Nature of Action: This could be a technological change if a forum is created online, but it could simply involve the creation of one of the "Closed" or "Secret" groups on Facebook® or other existing platforms. Some staff time may be involved to monitor an online group, whether this is led by OHCC or SEIU.

Timing: Short-term (six months to one year), and ongoing

Responsible Parties: OHCC, SEIU

Required Partners: Current and Former Workers, OHSU COMPASS, Portland Community College



Consequences of No Action: Independent workers may continue to feel isolated; newer workers who use social media with regularity may have unmet expectations; an opportunity to improve administrative capacity by allowing workers to support each other will be lost; workers will lack a structured way to discuss issues they face with experienced workers.

Potential Obstacles: There must be sufficient controls to ensure only appropriate information is shared in networks, consumer-employer confidentiality is maintained, and HIPAA regulations are not violated. Level of participation in a mentoring program is an unknown; past experiences may discourage reframing such a program.

Process Milestones: Peer Networks - Identify potential platforms for organizing groups; Create forum; Market opportunity to current workers.

Mentoring Program - Research demand for the program by surveying worker interest; create process for recruiting participants and matching mentors and mentees; provide opportunities for pairs to meet; continually assess satisfaction of participants.

Best Practices

Using Facebook Groups

Organization: Kristen Oliphant and Fathom

Description: The following considerations represent a compilation of recommendations provided in several articles regarding the use of Facebook to form peer network groups.

Kristen Oliphant is an author and blogger on topics related to social media platforms. In December of 2015, she posted her take on Best Practices for developing and using Facebook Groups. This is a summary of her findings.^{viii}

Oliphant recommends the group be established as Open, Closed or Secret, based on the desire to have members and content visible or not visible. She also recommends not using the default settings for new member approval as this allows anyone in the group the permission to approve members. Group expectations and guidelines should be clearly visible at the top of the page. She

also suggests that a moderator be established to monitor the content of posts and suggest topics for discussion.

Her post also contains a suggested workflow for the Facebook Group moderator. Her recommendation is to budget approximately 5 minutes per day and a 20-minute block each week to do the following tasks:

- Post links, questions, or images
- Respond to interactions
- Approve new members
- Check new posts for compliance with guidelines
- Review analytics

Fathom, a marketing consulting firm serving healthcare, hospital, and education clients among others, lists the following six things to consider when using Facebook to establish healthcare-related peer groups:^{ix}

1. **Closed vs. Secret Groups.** In a closed Facebook group, the group name, description, tags, and member names are all visible to anyone online. The group can also be found in search. Posts in closed Facebook groups are supposed to be visible only to group members, but due to frequent changes in Facebook's privacy policy there have been instances of those posts showing in news feeds and in search. Secret groups are more secure in that no one except group members can see the group description, tags, or member names. Secret group members must be invited; the group cannot be found via search. While secret groups are more secure, it is very difficult for a healthcare organization to gain members, since an admin of the group would have to invite each member. Even secret groups are not 100% secure due to changes in Facebook's privacy policy and the fact that a member could easily copy and paste the information from a secret group to a public timeline.
2. **Must use a personal profile.** An employee must be willing to use their personal Facebook profile to create the group.
3. **Must use a moderator at all times.** To enforce the rules of the Facebook group and facilitate conversation, there must be a group moderator at all times. This requires a substantial amount of resources without much of a return on investment.



4. **Security.** Unfortunately, there is no guarantee that a closed Facebook group is actually 100% private. Using a Facebook group is not the most secure place for an internal communication platform. There have been instances where posts in closed groups have appeared on group members' friends' feeds. Additionally, posts in closed groups and even secret groups have also been found in search.
5. **HIPAA concerns.** As stated above, Facebook groups are not 100% private, which poses risk for HIPAA violations. While the purpose of the group may be internal communications or for support, there is always a risk that a group member may share information that goes against the group rules and guidelines.
6. **Legal issues.** If a hospital or health system does create a Facebook group, they need to protect themselves legally with a group policy and guidelines. It is important that group members know that anything they post should be considered public, that posts do not equal medical advice and that participation in a group does not create a care provider-patient relationship.

PHI Mentoring Program^x

Organization: Paraprofessional Healthcare Institute (PHI)


Description: Based in New York, PHI is a not-for-profit organization that develops and delivers training for direct care workers as well as advocacy and public policy input on issues effecting direct care workers and long-term care consumers.

PHI has developed a workshop series for Direct-Care workers in home and residential care, which is available at the link below. The workshop series was a collaboration with three other home care agencies and distribution of the curriculum was made possible through a grant from the United States Department of Labor.

The intent of the curriculum is to prepare experienced workers to become peer mentors for new direct care workers and assist them in adjusting to their new role. Peer mentoring has been proved to assist in decreasing turnover.

The curriculum is divided into eight modules:

1. Introduction to Peer Mentoring

- 
2. Communication Skills #1: Active Listening
 3. Communicate Skills #2: Developing Self-Awareness
 4. Putting the Skills to Work
 5. Problem Solving
 6. Establishing Effective Relationships with Mentees
 7. Assisting Mentees in Problem Solving
 8. Changing Roles

The curriculum is based on the adult learner- centered approach and involve the following methods; case scenarios, role-plays, small group work, and interactive presentations.

The document provides detailed instruction on how to use the curriculum, how to plan and prepare, supplies required, teaching techniques to employ and perhaps most importantly evaluation of the program.

Contact: National Clearinghouse on the Direct Care Workforce, 349 East 149th Street, 10th Floor, Bronx, NY 10451, clearinghouse@PHInational.org



Action Initiative #1.3.2: Provide Online Technical Support

To better meet the needs of homecare and personal support workers, providing a variety of opportunities to seek assistance is important. Currently, many workers do not have a clear understanding of how to navigate all the processes involved with their employment, and there is confusion about where they should go to ask questions and seek answers. The OHCC, field offices, and case management entities can be overwhelmed with phone calls fielding questions, which often should be directed to other places. Offering online options to seek assistance could cut back on some of this call volume by providing a more direct option for those workers who prefer to communicate electronically.

While OHCC staff email addresses are readily available online, a more targeted



online help tool could provide a clearer path of communication. This could be offered through a chat tool available on the OHCC website and/or the registry, where a worker can send an immediate question, and see whether staff are online to provide immediate answers.

Currently, staff capacity is already stretched; therefore, having staff

available at all times to respond to online chat may not be feasible. The tool should be designed to indicate when someone is available to chat live, and if no one is available, it can direct inquiries to automated responses based on keywords included in questions.

The details of an online help tool will depend on the specific tool and method chosen, however, any online help provided can reduce the strain of increased call volume and pulling staff away from their other responsibilities.

Strategic Benefit: Decrease in call volume to OHCC, field offices, and case management entities for quick questions; easier methods for workers to have questions answered consistently.

Nature of Action: This would require technological changes as well as some job responsibility changes in responding to online inquiries.

Timing: Medium-term (one to three years)

Responsible Parties: OHCC

Required Partners: OIS, OHCC Registry Committee, DAS

Consequences of No Action: Increased demand from a growing pool of workers will strain the current systems of technical support (official and ad hoc) beyond the capabilities and capacity of staff to deliver timely assistance.

Potential Obstacles: This would require a change of process for workers and staff members; someone would need to be available to respond to inquiries. Automating answers would take time, identifying frequently asked questions and standard solutions where possible.

Process Milestones: Research online support options; Check with DAS to determine if other State agencies use any similar programs; prioritize functionality desired; select options and begin developing tool; promote to workers.

Best Practices

Chat vs Email vs Call^{xi}

Organization: Real-Time Chat Platforms for Team Communications across a Variety of Devices

Description: There are more than a dozen Live Chat platforms available for subscription specifically designed for business users. Each offers different features and interfaces with a variety of devices and operating systems. Many of these services offer a trial period allowing an organization to test or pilot the use of such a platform without fully committing to a complete change over.

Implementing one of these platforms requires a subscription (fees vary based on the number of users within a group) and could allow a primary administrative contact or contacts to field questions and reply with pre-developed standard responses to common questions or custom responses to unique or unusual requests for assistance. Some platforms allow for collaborative interaction where



a text to an entire group or select members would allow anyone to answer a question.

According to blog post from Provide Support, a global customer service company, live chat is a communications tool which allows a business or organization to combine the interactive benefits of telephone support with the relaxed convenience of email responses. In addition, a chat platform removes the uncertainty associated with when an email response might be forthcoming while also removing the discomfort and commitment some callers might have with telephone interaction.

Among the benefits of live chat communication tools cited are:

- Greater interactivity
- Increased customer satisfaction
- Improved efficiency and return on investment

Some of the leading live chat providers include:

- Typetalk - <https://www.typetalk.in/>
- Slack - <https://slackhq.com/>
- Telegram - <https://telegram.org/>
- HipChat - <https://www.hipchat.com/>

Action Initiative #2.1.1: Create an Online Application Submission and Renewal Process

Currently, prospective workers must complete a paper application and submit it for processing. Additional forms must also be completed in hard copy. Allowing candidates to complete an application online as well as other documents required for processing will position the OHCC in line with many other companies and organizations which use web-based applications to screen candidates and process new hires.

Across the state, WorkSource Oregon Centers provide computer facilities to allow individuals to research and apply for jobs, providing the needed technical resources for all to apply, including those without their own personal computers.

While certain aspects of the screening process, such as being finger printed will require the applicant to appear in person at a set location, most other functions of the process could be conducted via web-based application, forms, setting appointments for testing and scheduling orientation and training programs. A series of Frequently Asked Questions to accompany each step in the process should be developed to allow applicants to find answers to their questions without diminishing OHCC staff capacity.

Modernizing this process could also inform modernization of the renewal process with the majority of that biennial task also processed via a web-based platform. This platform could possibly be designed to generate automatic reminders 90, 60, 30 and 15 days prior to renewal document due dates. Such an improvement would aid in the retention of existing workers by making renewal easier and more convenient. It would also increase the administrative staff capacity by automating much of the renewal process.

These modifications can be done in phases to see progress sooner, completing the online application submission function first, and then focusing on the renewal process. As this process moves forward, there may be additional phases that take smaller steps toward online processing, such as separating paperwork that must be done in person from the online application, or allowing email submission of a PDF application.



Strategic Benefit: Increased capacity to process applications and renewals, reduction of paperwork, increased convenience and access for applicants to apply and existing workers to renew 24 hours per day.

Nature of Action: This change will represent both administrative policy changes, some job responsibility changes in processing as well as technological improvements.

Timing: Long-term (more than three years)

Responsible Parties: OHCC, field offices and case management entities

Required Partners: SEIU, OIS, DHS APD and ODDS, DHS Background Check Unit

Consequences of No Action: With anticipated demand for an increased number of workers, the capacity of current staff to process renewals, new applications and related forms will be diminished leading to longer wait times for approvals.

Potential Obstacles: Change in culture of a move to electronic applications and renewal processes, staff training on the new application and renewal process will be required as well as tutorials to provide all staff (including partners in WorkSource Oregon career centers) with knowledge to assist applicants.

Process Milestones: Engage field offices and case management entities to identify current processes; Research online options for moving to electronic process; Select method based on alignment with current technology; Update processes and procedures; Ensure links are on all recruitment materials and the website

Action Initiative #2.1.2: Implement a Web-based Time Entry System^{xii}

Homecare workers currently enter their time on paper time sheets, which must be completed manually, approved manually by consumer-employers, and physically taken to a field office where a staff person then codes the time report and enters it electronically. Personal support workers enter their time electronically using eXPRS, but then must also print, gain approval signatures, and submit a paper copy of their time reports as well.

Many current workers have expressed frustration with this system and sometimes reference friends or others who enter time electronically at their jobs. In this paper process, a minor mistake can cause a worker's time report to be kicked back and the worker may not receive a paycheck on time.

In an age of growing usage of smartphones and tablets and the relatively easy access to public-use personal computers at libraries, career centers and other facilities, switching to a single, web-based time tracking, approval, and reporting system has the potential to increase staff capacity, improve accuracy, reduce payment delays, and appeal to the younger tech-savvy generations of prospective workers.

The availability and influence of technology is reaching all generations and the decreasing costs of devices continues to make access more affordable across society. The expectations of the use of technology in most jobs is also increasing as occupations from industrial maintenance to welder now require or encourage the use of smart phones or tablets and the skills to use them. Just as steel-toe boots are part of the equipment required to work in construction, access to a computer, tablet, or smart phone should become required equipment for a personal support worker or homecare worker.

Orientation training covers the "how-to" of the existing time recording system. When switching to a web-based system, training on the new system as well as on-line tutorials and tech support will replace training on the paper system. Training and access for consumer-employer approval of time sheets must also be included in the acquisition and implementation of a new platform and its integration with the state's payroll system.



Strategic Benefit: Increased retention of existing workers, increased staff capacity, reduction of paperwork, increased convenience to workers and consumer-employers, increased accuracy, reduction in payment delays. Such a change will also help position these occupations as 21st century careers and appeal to younger and more tech-savvy candidates.

Nature of Action: This change will represent both administrative policy changes, some job responsibility changes in processing as well as technological improvements. Changes to the content and delivery of certain orientation and training sessions will also be necessary.

Timing: Medium-term (one to three years)

Responsible Parties: OHCC, APD and ODDS leadership, field offices, and case management entities

Required Partners: OIS, Software Vendor, Orientation Trainers

Consequences of No Action: With anticipated demand for an increased number of workers, the capacity of current staff to process payroll will be diminished, possibly leading to more payroll errors, more frequent payment delays, and thus more grievances by workers, as well as an inefficient use of resources.

Potential Obstacles: Change in culture of a move to electronic time capture and reporting, staff, worker, and consumer-employer training on the new application process will be required as well as tutorials to provide all staff with knowledge to assist workers and consumer-employers until the new system is fully adopted.


Process Milestones: Bring together leadership to identify priorities; Determine channels of advocacy to prioritize the shift; Identify common electronic system for use by all workers; Incorporate new processes into orientation and training; work with field offices and case management entities to advertise and roll out.

Best Practices

CHAMPS System^{xiii}

Organization: Michigan Department of Health & Human Services

Description: MDHHS began using CHAMPS as a way to go paperless in their time tracking and payroll system. This change was instituted on June 1st, 2015. It



eliminated many problems that were primary grievances for home and hospice care workers, according to the article linked below. With this change, not only will the time keeping system be simplified and workers will get paid correctly, but some data could be potentially tracked as well.

An important facet of this implementation is the availability of an app for free on the google play store. This allows people to freely access it, especially on mobile devices. Along with this, MDHHS has a comprehensive explanatory site for the app, and all things that are included with the CHAMPS system. This model could be replicated in Oregon, and potentially be a solution to a problem often voiced in stakeholder engagement.

Contact: 1-800-979-4662 or email us at ProviderSupport@Michigan.gov



Action Initiative #2.1.3: Adopt the Universal Provider Number

A provider number is required for any personal support worker or homecare worker to be eligible to work in Oregon. Because of the two distinct types of work performed and the variation in pay scales for those jobs, a provider number is currently only valid for one type of work (homecare or personal support). In some instances, an individual worker may be qualified for both types of work and have the opportunity to build a full-time job for themselves by filling the work week with a mixture of personal support and homecare consumer-employers. In such cases, the worker must report time using two different provider numbers.

Provider numbers must be renewed every two years. This process requires workers to follow a process, which if not done correctly or on time can lead to a worker being declared ineligible until the process is completed. If a worker is qualified for both homecare and personal support work, he or she is required to follow the renewal




process for each provider number. Efficiency, elimination of duplication, increased staff capacity and less time spent on administrative functions achieved with a single Universal Provider Number for such workers should result in fewer missed deadlines and some workers being declared ineligible.

Such workers must also record and submit their time reports using two different systems. With a single provider number and a modernized payroll reporting system, these challenges can be removed and the system simplified for workers, staff, and consumer-employers.

Because of the differences in pay scales, it will be necessary to assure the new payroll system can account for these varied rates based on the consumer-employer or type of work being reported.

Strategic Benefit: Increased worker retention, increased staff capacity, reduction of paperwork, increased convenience to workers and consumer-employers, and



more workers available for a variety of work. Such a change will also help position these occupations as 21st century careers and assist with the development of career pathways.

Nature of Action: This change will represent both administrative policy changes, some job responsibility changes in processing as well as technological improvements. Changes to the payroll and renewal processes will also be necessary.

Timing: Medium-term (one to two years)

Responsible Parties: OHCC, Provider Relations Unit

Required Partners: DHS, APD, ODDS, SEIU, OIS

Consequences of No Action: With anticipated demand for an increased number of workers, the capacity of current staff to process payroll and number renewals will be diminished, possibly leading to more renewal delays, payroll errors, and inefficient use of resources. Confusion and frustration for workers qualified in both occupations may also discourage meeting demand of both categories of consumer-employers with skilled workers.

Potential Obstacles: Technical issues with time reporting and payroll for different pay rates must be overcome. Clear communications with workers and consumer-employers will be critical to a smooth transition. Workers should be transitioned in phases at the next renewal date.

Process Milestones: Engage workgroup of all affected partners to navigate the project; Identify all processes that will need revising throughout implementation; Identify all technology currently using provider numbers; Identify phased approach to work; Identify and move to single provider database; Create implementation plan and timeline; Update standard operating procedures and worker orientations and training.



Action Initiative #2.1.4: Reduce Wait Time for Background Checks

Assuring personal support and homecare consumer-employers that the workers available for them to hire meet high standards and do not have criminal or other background problems is critical to the success of Oregon's effort to allow individuals to receive support and services in their own homes whenever possible. For this reason, background checks are performed as part of the process of accepting new workers into the system.

While steps must be taken to thoroughly investigate a prospective new worker's past, delays of more than one month from the time of fingerprinting and form submittal have been reported. Some reasons for these delays include responsiveness of other states for some candidates, a backlog of in-state candidates, or incomplete paperwork.

Understandably, priority is assigned to checks for workers who have already secured a consumer-employer to work for. Checks which depend on securing information from other states should also be moved up in priority in order to shorten the wait period as much as possible.

Delays can significantly impact the OHCC's efforts to attract new workers to the occupations when such delays make it less appealing to wait a month or longer without work or an income.

Currently the Background Check Unit is looking to go through a lean process review of its operations to determine if any changes can be made to create a more streamlined process. There may also be opportunities to add a couple of additional staff members to increase the unit's capacity. This process review can be done immediately, while larger changes involving technology or outside vendors may take more time.

Some efficiencies may be achieved by adopting an electronic platform for the submittal of various documents and forms (e.g. an online system that would not allow submission of electronic forms with incomplete fields).

Regardless of the reasons, clear and explicit communications in the beginning of the process could help manage expectations. This communication should be added to the application form, background check forms and orientation curriculum.

Strategic Benefit: Word of mouth and social media posts about delays can impact the image and identity of the OHCC system. Taking steps to remove this as a real or perceived barrier to entry into these occupations will help attract new workers.

Nature of Action: This change will represent both administrative policy changes, some job responsibility changes in processing as well as technological improvements.

Timing: Medium-term (one to three years)

Responsible Parties: Background Check Unit, APD, ODDS, OHA Provider Services Unit, Provider Relations Unit

Required Partners: OHCC, Field Offices, Case Management Entities

Consequences of No Action: If the demand for homecare and personal support workers increases and the OHCC is successful in efforts to meet that demand, and the DHS staff responsible for background checks does not increase its capacity, delays will become longer and more frequent, creating a barrier to entry into the occupations.

Potential Obstacles: Philosophical change to prioritize checks requiring data from other states, cost implementing an electronic document and form submittal platform.

Process Milestones: Identify causes for delays; Research online filing options; Look into feasibility of utilizing third party vendor; Research other best practices for reducing backlog.

Best Practices

Washington State Screening Process^{xiv}

Organization: Washington State Department of Human and Social Services

Description: In March 2016, The Department of Human and Social Services began a process to improve the background check process by working with an external vendor, Treinen Associates, Inc. With the new system, authorized program staff and licensed providers can submit background checks to the Department's Background Check Central Unit and receive background check results using a secure internet connection. This new process is said to produce results for 75% of



check in one day or less. Part of the time savings comes from an electronic information entry by those applying for background check, eliminating duplicate staff data entry. The system also allows individuals who are waiting on background checks to be processed to check on their status electronically, limiting the questions asked of staff who are processing.

Thus far, feedback on the new system has been positive and the it is halfway through the implementation process, scheduled to go live in spring 2018.

Contact: Project Implementation Lead: Beth Elder, 360-902-0776,
BCSProjectInformation@dshs.wa.gov

Action Initiative #2.2.1: Forecast Workforce Demand

Conventional wisdom about the aging baby boomer population naturally indicates that the demand for homecare workers will rise as this demographic experiences the effects of aging. Foresight of this pending demand is part of the reason the Oregon legislature passed Senate Bill 774.

Applying solid data and analysis to forecast demand will be critical to matching the supply of skilled workers to the demand for services. With such forecasts, the OHCC will be in a better position to recruit and train workers from specific demographic groups and geographic regions to fill the pipeline without risking serious unmet demand for workers or an oversupply of talent.

The State of Oregon has an exceptional resource in the workforce arena with its data analysis team. This group has been providing labor market data, analysis, and forecasting for hundreds of occupations by region and local area for many years. As the OHCC continues to grow and develop its partnership with the public workforce system at the state and local levels, taking advantage of this existing resource, even if a fee is required to offset additional expenses, will provide consistent data between the partners and allow local workforce professionals to assist in the recruitment of new workers (See Action Initiative 2.3.1).

It will be important to update these forecasts on a regular basis and share with all of the partners at the state and local level to assure recruitment efforts are coordinated. Providing this information to healthcare sector partnerships can also serve as one of the value propositions the OHCC brings to the table for inclusion in those local workforce initiatives as well as a topic of discussion for gathering any additional local intelligence to inform and enhance the existing data.

Understanding the possibilities and limitations of the data and analysis available will help inform the opportunities to use these forecasts to drive marketing and recruitment efforts.

Strategic Benefit: Better informed and more strategically targeted recruiting by the OHCC and partner organizations. This data will also inform retention goals. Better match of supply and demand for homecare and support workers.

Nature of Action: This change will represent an evolving strategic partnership between the OHCC and the public workforce system at all levels.



Timing: Short-term (six months to one year)

Responsible Parties: OHCC

Required Partners: OED Workforce and Economic Research, local workforce boards, all recruiting partners

Consequences of No Action: Without solid data and analysis, the OHCC risks an oversupply or under supply of workers statewide or within specific geographies.

Potential Obstacles: Cross agency collaboration, consistent communications and updated demand models for partners and local workforce areas.

Process Milestones: Partner with OED Research to incorporate workforce data resources; Identify data points that allow a comparison of supply vs. demand utilizing DHS, OED, and other partner resources; Update reports quarterly; Utilize reports for data-driven recruitment and other program decisions.

Best Practices

Rogue Valley Workforce Report^{xv}

Organization: Rogue Workforce Partnership

Description: Rogue Valley, OR collaborated with workforce development partners and educational institutions to produce a 'Meeting Demand through Collaboration and Innovation' report to project and prepare for the incoming demand in the healthcare sector. While doing so, they convened many important workforce partners to share insights and information.

After keying in on projected demands of unique occupations, the group created necessary interventions currently being completed along with solutions to consider when moving forward. Completing a simple workforce demand study provides invaluable data to analytically inform future moves and garner support and funds for efforts. The report then covers educational institutions relevant to the apparent demand.

Action Initiative #2.2.2: Translate Materials and Communications

Because homecare and personal support consumer-employers speak a variety of languages, it is important that the OHCC respond to the demand for workers who also speak these preferred languages.



There is no requirement for consumer-employers or workers to speak English as their native or secondary language, therefore all materials related to the personal support and homecare worker program should be provided in the languages in demand, including Spanish, Russian, Vietnamese, Arabic, Somali, and others. OHCC should work with other

agencies and community organizations who have assessed demand for languages to compare findings and make sure that the most commonly needed languages among these organizations are available.

Recruitment materials, onboarding and training programs, regular administrative communications, and other resources should be translated and organized for ease of access for workers, consumer-employers, and staff.

Some of this work is already underway, as recruitment materials have been translated into multiple languages, and several classes have been translated into Russian and Spanish. However, it will be a continuous effort, to make sure materials are available in as many language as are possible and needed, and they are continually updated as the information changes and/or new materials are added.

The DHS language line is currently available for verbal translation, however, field office staff can only use the service for speaking with consumer-employers due to funding restrictions, while OHCC can use it for both consumer-employers and workers. Determining a way to allow broader availability of this resource, and other existing internal interpretation services would help ease some of the confusion about where language services are available.



Strategic Benefit: Improved ability to meet the cultural and language demands for appropriate homecare and support workers. Attract and retain workers with language skills.

Nature of Action: This change will involve both contracting and organizational changes to provide ready access to language translation services and translated materials.

Timing: Medium-term (one to three years), and ongoing

Responsible Parties: OHCC

Required Partners: Cultural institutions representative of high-demand languages

Consequences of No Action: Without program materials and communications translated into high-demand language, OHCC risks the loss of opportunity to serve non-English speaking consumer-employers and recruit such workers to serve in those roles.

Potential Obstacles: Cost of translation services, identification of high-demand priority languages.


Process Milestones: Engage field offices and case management entities to assess needs; Identify list of resources for translating and prioritize; Prioritize list of languages for translation; Assess capacity to determine all needs for third-party translation; Disseminate materials to field offices and case management entities as they are available.

Best Practices

Use of Communication Technologies to Cost-Effectively Increase the Availability of Interpretation Services in Healthcare Settings^{xvi}

Organization: Healthcare Interpreter Network (Cooperative of 9 hospitals and care centers in California)

Description: In 2010, the University of California at Berkeley published a paper detailing the effects of utilizing multilingual interpreter services via technological methods such as telephonic or video communication, onto a cooperative of 9 hospitals and care centers in California. The paper goes into great detail and data



collection on the effects of the new technology on the ability of healthcare providers to communicate with patients.

The paper concludes that present technological developments in videoconferencing, call centers, and the internet, as well as continuing advancements, are allowing interpretive resources to reach farther and wider than ever before. With government support, the initial costs of setting up these services are outweighed by the benefits of including these services for the community of consumers. These language services have been integrated in and assisted with employee trainings, as well as consumer relations.



Action Initiative #2.2.3: Leverage Resources to Target Market Recruits

The OHCC has contracted with Pac/West Communications to develop materials and implement a marketing campaign to attract new workers to the occupations of homecare and personal support. These materials and the campaign itself should be informed by and enlist the support of a variety of partners which engage in this type of work already, including the public workforce system, community, cultural and non-profit organizations.


For example, the public workforce system, including WorkSource Oregon Centers are charged with helping un- and underemployed Oregonians find jobs and improve their careers. Likewise, organizations such as Goodwill are also involved in both job training and job searches. Forming and leveraging partnerships with agencies and organizations like this could increase the capacity of the OHCC to meet workforce demands without needing to add additional staff.

Because the public workforce system uses a variety of tools to match consumer-employers and workers, opportunities to augment the use of the registry to assist consumer-employers and their families with finding the right workers should be explored as a potential aspect of the partnership.

The OHCC's contribution to such partnerships may include providing recruiting materials, participating in job fairs, and providing data for training, certifications, and placements to help those partners meet their performance metrics as well.

The public workforce system, including Oregon's local workforce boards have access to demographic data for individuals registered through WorkSource Oregon. This intelligence could position the OHCC with valuable access to target marketing efforts to individuals based on consumer-employer demand for specific language skills and other attributes.

Another important resource to consider in recruitment is current workers. Survey and focus group feedback indicated that many workers are referred to the system from others who are currently employed. Encouraging this practice and arming workers with the information necessary would help to expand the reach of advertising. It could even be beneficial to offer some kind of incentive for those workers who are able to attract other qualified applicants.



Messaging for recruiting new homecare and personal support workers should be focused on both the wage and benefit packages as well as the special characteristics of these occupations, such as helping people and providing needed care, working independently, paid training opportunities, and career advancement opportunities.

Strategic Benefit: Leveraging partnerships to reach and recruit target workers could increase the capacity of OHCC staff to meet workforce demands. A side benefit may also include increased retention rates as homecare and support workers see themselves as valuable professionals that others want to emulate.

Nature of Action: This change will involve working with partner organizations to understand and assist them with meeting their goals in conjunction with the OHCC meeting its goals for a trained, culturally appropriate workforce.

Timing: Short-term (six months to one year)

Responsible Parties: OHCC, Commissioners

Required Partners: State and local workforce system, community, cultural and non-profit organizations, current workers.

Consequences of No Action: The OHCC lacks the capacity to recruit sufficient numbers of culturally appropriate, trained workers to meet current and future demand without assistance from partner organizations.

Potential Obstacles: Discrimination laws and regulations governing some agencies and organizations may present a problem for targeting workers based on age, race, gender, LGBT status. A single consumer-employer looking to hire one part-time worker may not have the impact magnitude to rate as a high-priority for job counselors and others located in the WorkSource Oregon centers.

Process Milestones: Identify workforce-related organizations to build partnerships; Map common ground; Understand and articulate each partner's goals; Continually engage with partners on opportunities; Create customized materials where needed to leverage partnerships.




Action Initiative #2.3.1: Participate in Established Workforce Initiatives

A great deal of work has been accomplished in Oregon related to the development of Career Pathways and Sector Partnerships in order to assist Oregonians with choosing and succeeding in a variety of high-demand occupations and career ladders while meeting the talent demands of employers.

In Oregon, career pathways efforts are largely tied to community colleges, where information is compiled to create a series of connected education and training programs and student support services enabling individuals to secure a job or advance in a demand industry or occupation. Students can identify the program that are available based on geographic location, and understand different on and off ramps based on their levels of education and experience, as well as desire for advancement in the future. While not all homecare and personal support workers see their role as a stepping stone to more advanced careers in healthcare, attracting individuals who would like to use this occupation to gain experience throughout their advancement on the pathway would help to broaden the talent pool.

Another major initiative of the public workforce system currently underway is the development of sector strategies across the state. These strategies call for the development of partnerships between businesses within a target industry sector as well as educators, trainers, government officials, workforce professionals and others who focus on meeting the needs of business and industry, especially with regard to skilled workers.

Several local boards have identified healthcare as a target sector for their region and are in the process of forming or plan to form a partnership with that sector. While OHCC consumer-employers do not individually represent an employer of significant size, aggregated for the region, the number of workers and jobs as well as forecast demand, could potentially position the homecare and personal support worker as high-demand healthcare occupations in most regions. As discussed under Goal 2, these occupations are also important steps on a career ladder or lattice that can have a positive impact on healthcare career pathways overall. The OHCC also provides training and administrative support for those entering and remaining in these positions as well as the consumer-employers who hire them, offering a unique perspective. For these reasons, field offices and/or



case management entities should be encouraged to participate as an employer in all workforce regions that have or intend to form a healthcare sector partnership.

Strategic Benefit: The OHCC can collaborate with already existing efforts thereby taking advantage of and making significant contributions to other public investments in Oregon's workforce.

Nature of Action: This change will involve working with other agencies that are already well underway with certain initiatives. A key to success will be understanding how and where the OHCC's goals and strategies fit within efforts that others are leading.

Timing: Short-term (six months to one year), and ongoing

Responsible Parties: OHCC, Commissioners, field offices and case management entities

Required Partners: State and local workforce system, community colleges, secondary education, CTE programs

Consequences of No Action: The OHCC will miss opportunities to address its challenges through efforts of other organizations. Oregon will not fully realize the potential of its investments in workforce and education.

Potential Obstacles: Many of these initiatives are already underway and have been designed without taking the OHCC and its occupations and workforce demands into account. Successful integration of the OHCC into these initiatives must be slow and recognize that others are leading the effort and have invested in their establish models. The OHCC's goals and strategies may not fit with every local healthcare sector initiative.

Process Milestones: Make contact with local healthcare sector partnerships; Identify career pathways efforts in healthcare and participate in development; Advertise to workers who are interested in advancement the opportunities within the healthcare industry; Utilize pathways as a part of recruitment of workers and to reach new markets.



Action Initiative #3.1.1: Improve OHCC Registry User Experience

As the primary method of connecting consumer-employers with available homecare and personal support workers, the quality and efficiency of the OHCC Registry is essential to ensuring that consumer-employers can find the workers that are the right fit for their needs. Current workers and consumer-employers have expressed confusion related to the use of the Registry. DHS and local staff also expressed that the interface is not user-friendly. This observation seems to be especially prevalent among mobile device users, which increasingly comprise a larger portion of the talent pool. While there is an opportunity for workers to enter a significant amount of information to their profiles that will help ensure matches, barriers in using the technology prevent users from entering complete, accurate information, either from confusion or frustration. If the information entered into the Registry is not complete, neither workers nor consumer-employers will realize the full potential of the tool. As a result, widely available, user-friendly commercial platforms, such as Craigslist will continue to appeal as alternative sources of matches.

While the OHCC developed a wish list of desired enhancements, some of those identified through interviews and focus groups include:

- Better performance on mobile devices;
- Automate the user password reset function;
- Automated emails about activity, availability, training sessions, etc.;
- Option to cancel training reservations online;
- Automate provider number renewal reminders;
- Connection to payment/time tracking system to verify those who are working;
- Link to FAQ or option to ask questions; and
- Improved ability to identify workers who are available vs. those who are not by placing the responsibility on the worker to mark that they are available rather than to mark that they are unavailable

It would also be valuable to include a function within the Registry for users to provide feedback. This will help to gather information on user satisfaction as well as to promote continuous improvement of the system.

Strategic Benefit: A better user experience for both consumer-employers and workers will increase the utilization of the Registry. As more individuals not only use the Registry, and use it to its fullest capacity, better matches will be available. Greater usage of the Registry will lessen the pressure on case managers and other staff members to help make connections between consumer-employers and workers.

Nature of Action: This change will represent technological improvements, and potentially some changes in job responsibilities in maintaining the Registry.

Timing: Short-term (six months to one year)

Responsible Parties: OHCC Registry Committee

Required Partners: SEIU, Field Offices, Case Management Entities, Consumer-Employers, Commissioners, OIS, Covendis

Consequences of No Action: If improvements to the Registry are not made, consumer-employers will continue to seek other methods of finding workers, which causes confusion for those looking for work. The longer the Registry exists without moving forward with enhancements, the more difficult it will be to get consumer-employers and workers to return to using it.

Potential Obstacles: Technology improvements can be slow, and the system must still be in use as changes are made. Even if the technology is improved, there will still be users do not have access to the internet or a computer, and will need assistance.

Process Milestones: Gather feedback from users; Review similar programs in other states to identify helpful functionality; Identify enhancements wish list with the Registry Committee; Prioritize list with deadlines.

Best Practices

Carina^{xvii}

Organization: State of Washington and SEIU 775

Description: The State of Washington recently began a pilot program for the use of a new registry system, beginning with Snohomish County. Carina is an online service to connect homecare workers with employers. Workers can create



profiles and respond to job postings, much like the current OHCC Registry. Carina incorporates a secure messaging feature to allow the interaction of workers and employers directly in the system to determine if there is the right fit for employment. Once a match is determined, case managers must approve the match before the worker can begin.

West Virginia Registry^{xviii}

Organization/Resource: West Virginia In-Home Care Worker Registry (West Virginia Bureau of Senior Services)

Description: The West Virginia In-Home Care Worker Registry is a one-stop website that allows home-health consumers to access information on individual care provider's training, background checks, availability, and verification of worker status. This registry is voluntary for West Virginia Home-health workers. The registry is managed by the West Virginia Bureau of Senior Services.

The platform currently allows consumers and their families to search for providers based on a variety of criteria including: county, gender preference, ability to work with pets, private/pay insurance, and a wide range of required services/training that the consumer could potentially need.

Action Initiative #3.1.2: Market Registry to Partners

There exist a wide variety of organizations, agencies, and businesses in Oregon, which assist individuals with finding jobs, including WorkSource Oregon, Goodwill, community colleges, CTE programs and others. The OHCC Registry and website are tools that many of these organizations could use in their efforts to help their clients enter a career or find work if they were informed of what the Registry offers, how it works and more about the career opportunities as homecare and personal support workers.

Each agency or organization works differently so having a toolkit of various parts to deploy in this marketing effort will be critical to success. Some may prefer an in-person meeting with case managers and frontline staff, while others may look for printed materials or online resources.

Success will depend on providing enough information to be useful while not overwhelming the partners with so much detail they lose interest or become frustrated. It is important to remember, this marketing efforts should be designed to help and encourage them guide people to OHCC's existing resources (the Registry and career information on the website), not become a technical assistance employee of OHCC.



The OHCC should leverage its participation in other organizations' initiatives such as job fairs by requesting an opportunity to meet with and provide a brief presentation of these tools to frontline staff, job counselors and others.

State and local workforce development boards are required under federal law to have representation of organized labor among their members. If SEIU is currently or in the future becomes a member of any of these boards, those representatives should leverage board participation with opportunities to educate the local public workforce system and its partners about the Registry and OHCC careers.



Because of turn-over in many frontline and counselor positions, this initiative will depend on continuous updating and contact.

Strategic Benefit: Having partners equipped to send prospective workers in the direction of OHCC's opportunities expands the reach of the Commission to new talent pools without adding staff.

Nature of Action: This is an outreach/communication effort and could be handled by administrative staff.

Timing: Short- term (six months to one year), and on-going

Responsible Parties: OHCC, SEIU

Required Partners: WorkSource Oregon, Local Workforce Boards, Other agencies and organizations assisting jobseekers.

Consequences of No Action: Missed opportunity to have others market the careers and Registry at little or no cost to OHCC.

Potential Obstacles: Many of those who advise jobseekers may be busy and difficult to schedule. Assuring the right amount of information in the right format will help assure partners are not turned off to the resource.

Process Milestones: Development of communications tools, scheduled marketing visits, referrals from partners

Action Initiative #3.2.1: Increase Awareness and Utilization of the Consumer-Employer Training Program

The OHCC's voluntary consumer-employer training program exists to help facilitate successful connections among consumer-employers and workers by supporting consumer-employers through the processes of hiring and making the most of their in-home services. Many homecare consumer-employers have never employed or managed workers in the past. This lack of experience in human resource management and employer skills presents issues such as difficulty navigating the Registry or successfully acting as an employer on their own. Stakeholders indicated that many also are not aware of the resources available to them for help with some of these tasks. Increased awareness of the program and the resources that are already in existence to help, can help facilitate successful hiring and working relationships between consumer-employers and workers, and alleviate problems that could arise in the future due to unsatisfactory matches, confusion, or lack of employer experience.

Many consumer-employers are currently turning to case managers and other field office staff to assist throughout the process of hiring and managing workers, which puts a strain on the capacity of these staff members. By redirecting these requests to available resources, field offices will have more time to dedicate to other responsibilities.

Strategic Benefit: Increased support for consumer-employers, alleviating some of the current strain on field offices and case management entities; more successful matches and working relationships among consumer-employers and workers, promoting the right fit.

Nature of Action: This will require education and marketing of current resources, and may require additional capacity of the program due to increased demand. Automation and online access to some resources may help streamline and build capacity.

Timing: Short-term (six months to one year)

Responsible Parties: OHCC, contractors



Required Partners: Field offices, case management entities, consumer-employers and families

Consequences of No Action: Currently, when help is needed, consumer-employers and their families are contacting and working with case management entities and other field office staff to help navigate the processes of hiring and managing workers. Without changes, these staff members will continue spending time on tasks outside of their assigned duties, further straining already stretched capacity.

Potential Obstacles: Staff capacity is an issue in many areas, and increased utilization of this resource will increase the demand on program capacity. Providing services in multiple languages could also be a barrier.

Process Milestones: Clarify the resources available through the consumer-employer training program for messaging; create marketing and outreach materials; identify method of disseminating messaging.

Measuring Success

In order to measure success and track progress the OHCC must determine a standard core of metrics related to homecare and personal support workers and the populations that they serve. With deliberate and agreed upon key performance indicators, OHCC will be able to quantitatively measure progress toward their strategic goals. The three goals outlined are:

1. Position homecare and personal support workers as trained, credentialed professionals.
2. Attract and retain a diverse and appropriate pipeline of qualified workers to meet the demand for homecare and personal support workers.
3. Facilitate user-friendly approaches to connecting homecare and personal support workers with prospective employers.

The OHCC can translate these goals into metrics that can be used by all stakeholders to not only assess where the organization is internally, but how it is helping workers deliver the best care and providing the most effective and efficient service to consumer-employers.

When selecting metrics, OHCC should ensure that they are:

- Specific
- Measurable
- Achievable
- Relevant
- Time-bound

If a metric possesses these five characteristics, it will be useful to consumers of the data which include all of OHCC's stakeholders from consumer-employers and workers to Commission leadership and OHCC partners. If one of these five characteristics are not met, the metric diminishes in value and will not provide the necessary data tracking the desired outcomes.

Dashboard Recommendations

Selecting metrics gives the OHCC the ability to benchmark their programs. However, implementing a dashboard will allow the OHCC to track their success against these benchmarks over time. TPMA recommends identifying metrics that



can be used to measure internal and external activities. Both internal and external metrics are crucial to measuring success. Often these metrics are closely related and success in one metric will result in improvement in others. Where possible, GIS mapping of these metrics by region is also a great tool to facilitate decision making and clearer communication of data. The OHCC identified several strategic goals through visioning sessions. Organizing metrics in to these initiatives is the best way to track their success. Based on the outlined goals we recommend exploring the following areas and metrics to measure success for the OHCC:

Goal 1: Position homecare and personal support workers as trained, credentialed professionals

Potential Outcome: Improved Training Quality and Availability

Metric	Purpose	Source
Number of Workers Who Complete Professional Development Certificates	This metric would indicate the number of workers who have completed and received training credentials from the OHCC. Increases/decreases in this metric over time would indicate whether or not the training is perceived as worthwhile.	Registry or new LMS
Worker Turnover Rate	This metric is an indicator for retention and used to assess the quality of training if a lack of training is identified as a major reason for workers leaving the field.	OED Wage & Employment Records, Survey
Number of Terminations	This metric could be used as a proxy to measure the quality of training. Although sometimes there may be other factors contributing to terminations, this could be used to indicate that a worker did not possess adequate training to address a consumer's needs.	DHS/OHA
Incident Reports	This metric is similar to the 'Number of Terminations' and could be used to assess the overall quality of care that workers are providing to consumer-employers.	Currently collected by ODDS, would need to create for APD and OHA

	Purpose	Source
Number of Training Opportunities Offered	This metric indicates the availability and regularity of training opportunities offered by OHCC or possibly other training providers.	Registry or new LMS
Total Number of Course Completions	This metric will help to indicate both the demand for courses as well as overall utilization of resources.	Registry or new LMS
Number of Unique Workers Completing Courses	In addition to knowing how many courses are completed total, it will be helpful to track the number of unique workers who have completed trainings to understand the percent of the workforce that is utilizing the resources.	Registry or new LMS

Goal 2: Attract and retain a diverse and appropriate pipeline of qualified workers to meet the demand for homecare and personal support workers

Potential Outcome: Increased Workforce Diversity

Metric	Purpose	Source
Demographic Breakdown of Workforce	This metric indicates the overall diversity of the workforce.	Registry or new Online Applications
Consumer-Employer Demand	This metric would track the demographics of consumer-employers, and help indicate demand for workers.	Annual Survey
Skills Gaps of Workers	This metric indicates the availability of workers in certain demographic or skill categories.	Worker characteristics in Registry, compared with demand
	The skill gap could also be measured through reports from consumer-employers who are unable to find the specific skills and characteristics they are looking for in a worker.	Survey or Reports from consumer training consultants or consumers



Potential Outcome: Increased Talent Pool

Metric	Purpose	Source
Number of Workers with Approved Provider Numbers	This metric will measure whether more workers are being added to the talent pool through recruitment efforts.	Provider database

Potential Outcome: Increased Worker Retention

Metric	Purpose	Source
Average and Median Length of Time Spent Active in OHCC Registry	This metric would be an efficient way to measure the overall retention of workers using OHCC's Registry. The longer a worker remains active could indicate the value they see in the tool. This metric would be tracked over time to benchmark and assess usefulness of the Registry.	Registry
Overall Worker Satisfaction	This is a metric that could be collected via a survey and used to track satisfaction with the job. This metric is closely correlated with retention.	Annual survey
Time from Approved Application to First Billable Hour	Because the timeliness of the application and onboarding process is key to worker retention, measuring the time from application to first billed hour can help to measure the effects of efforts to simplify the process.	State payroll agency, new payroll system

Goal 3: Facilitate user-friendly approaches to connecting homecare and personal support workers with prospective consumer-employers.

Potential Outcome: Consumer-Employer Satisfaction

Metric	Purpose	Source
Number of Consumer-Employer Complaints Received	This metric would be an indicator for the quality of care that consumer-employers are receiving from workers and would correlate very closely with overall consumer-employer satisfaction.	OHCC
Overall Consumer-Employer Satisfaction	This is a metric that could be collected via a survey and used to track satisfaction. This metric would help to measure whether the workers available are the right workers, meeting the needs of consumer-employers.	Annual Survey

Potential Outcome: Improved Process to Connect Providers to Consumer-Employers

Metric	Purpose	Source
Total Number of Workers in the Registry	This metric could be used to indicate the usefulness and overall use of the Registry as a tool to provide care. The total number of care providers in the Registry could be tracked and used to benchmark the degree to which the Registry is utilized.	Registry
New Registry Users	This is a metric that could be collected via a survey and used to track satisfaction with the job. This metric is closely correlated with retention	Registry
Ratio of Connections Made through Registry	This metric would help to indicate how many connections were made through the use of the registry as opposed to other methods. Due to referrals and personal connections, the goal would not be 100%, so data should be collected to establish a benchmark.	Survey



Internal vs. External Metrics

OHCC should carefully distinguish between selecting metrics for internal and external tracking. Internal metrics should be used to assess performance and progress by staff, but not necessarily reported publicly. External metrics are used to present progress towards goals to external stakeholders.

External Metrics Examples

Demographic Breakdown of Workforce (Gender, race/ethnicity, immigrant status)

This metric could be used to present the overall diversity of the homecare workforce. This metric could be a valuable tool in both presenting increasing diversity in the workforce but to use as a tool to encourage potential individuals with diverse backgrounds to consider a career in homecare or personal support positions.

Overall Worker Satisfaction

This metric could be presented to the general public to demonstrate professional satisfaction the homecare and personal support workers have in their careers. This could be incorporated into an overall dashboard with the intent of potentially recruiting future individuals into this workforce.

Number of Training Opportunities Offered

This metric could be presented as an external metric to help highlight potential professional credentials that are offered in the field. This relates closely Goal 1 in this report which is to position providers as professionals in the workforce.

Internal Metrics Examples

Consumer-Employer Complaints

This metric could be used internally to assess various desired outcomes including training quality, quality of service and various others. This metric would be an effective means to establish a benchmark and to track progress towards finding the right workers who are successful in their positions.

Average and Median Length of Time Spent Active in OHCC Registry

This metric could be used internally to assess worker retention as well as the effectiveness of the Registry. This is another metric that should be tracked over time to validate progress towards OHCC's overarching strategic goals.



Number of Terminations

This metric should be used internally to assess training quality as well as worker retention. This is another metric that should be tracked over time to assess progress towards OHCC's strategic goals.



Moving Forward

Though Oregon is a leader in its programs for in-home care services, it is important to strive for continuous growth to ensure this remains so. While the OHCC and its partners have laid a solid foundation from which to grow, there are always improvements that can be made to ensure that consumer-employers have simple access to a qualified, trained, and diverse workforce to meet their needs.

The plan presented in this document represents an opportunity. The commitment, engagement, and passion demonstrated by OHCC, its partners, and stakeholders throughout the planning process proves these goals are achievable.

Appendix A: Stakeholder Engagement Themes

Throughout the stakeholder engagement activities involved in this project, several themes began to emerge, specifically common threads in worker attraction, the existence of administrative barriers, the need and desire for trainings and career advancement opportunities, and issues with registry usage. Each of these areas is described in more detail below.

Attracting Workers

With the growing demand for homecare and personal support workers and the directives set out by the OHCC, many questions keyed in on methods of attracting the workforce.

Fulfillment & Job Satisfaction

Overwhelmingly in both the survey and focus groups, workers indicated that the primary reason they came into the field was that they liked helping people and wanted a position where they could care for others. The personal fulfillment of performing an important job is a strong draw to the position, especially for many workers who were brought in by family or friends. For this reason, among workers who participated in input gathering activities, job satisfaction was positive.

Pay and Benefits

Workers also cited good pay and benefits as attractive aspects when advertising to potential workers. Many appreciated the flexibility that the work offers, allowing them to build their own schedules to accommodate other responsibilities, essentially 'being their own boss' as was stated often. A large draw in comparison to private agencies is that the pay and benefits are significantly better in the state system.

Referrals

The most common method of entry into the field was stated to be referrals, either by family or friends who needed care, or by other workers. This was particularly evident in the surveys, where an overwhelming number of workers found the position through a referral.



Administrative Barriers

The most cited challenges to attracting or retaining workers were related to the administrative processes associated with employment.

Time Sheet & Payroll

The time sheet voucher system was one of the most frequently cited barriers. Issues ranged from comprehension of how to fill it out, to the unreliability of utilizing paper forms, and sometimes not receiving payment on time. Many stakeholders expressed the desire for this process to become electronic.

Background Screening

The background check backlog was also cited as a large obstacle. Workers may submit their applications and attend orientation, and then wait up to eight weeks to receive a background check clearance in order to start working. Many workers seek other work or lose the value of their orientation information during this waiting period.

Communication Processes

There was a significant amount of confusion around communication channels among stakeholders. Many did not know where they were supposed to go to have certain questions answered, and relied upon a case manager or other specific individual who they had found success with in the past. It seemed that informal referral and communication channels have been created in place of a real knowledge of where the help exists. As an example, local case managers spend a significant portion of time fielding questions from workers, even though they are not their primary point of contact. This puts an extra strain on capacity at the local level.

Language Barriers

Language barriers were a significantly cited obstacle both in communicating with consumer-employers and workers. It is difficult to find enough staff who can communicate with non-English speakers, and while some field offices do have Spanish or Russian speakers on staff, it is difficult to find other languages. It is also difficult for workers who do not speak English well to go through the application process and engage in training, due to the majority of materials only or primarily being available in English.

Trainings and Career Advancement Opportunities

Stakeholders stressed the importance of promoting high quality training that can be accessed by all workers. Both workers and staff identified several themes within the training category that could be addressed.

Orientation

The orientation information was said to be helpful, but is a lot to take in at once and often is completed long before the work begins. More trainings were desired in how to fill out vouchers, use the registry, or other aspects of the administrative side of the work. Some requests included splitting the orientation into two sessions, providing materials online for follow up, or also providing consumer-employer orientation/training.

Awareness of Career Advancement Opportunities

Workers were not fully aware of the career lattice or other opportunities available to them, though some had vague understanding that it existed. Across the board, workers were interested in career advancement opportunities, and saw it as an attraction to the occupation. Few knew thoroughly the requirements, and there was confusion among some individuals surrounding the multi-directional career lattice.

Accessibility of Classes

When discussing training classes, frequency and geographic location of the training classes was said to be limited. Many workers indicated that classes do not fit with their work schedules, and thus they are not able to attend often. Both field offices and workers felt that more classes should be offered in more locations, as well as potentially offering some training online for broader access.

Registry Usage

Consumer-employers, workers, and staff who were interviewed all indicated that the Registry can be difficult to navigate and use, and therefore is not used to its full capacity.

Inactivity or Inaccuracy

There is difficulty knowing which workers are truly available and looking for work. Some consumer-employers go through an entire list of workers recommended by the registry without finding someone. Because of this many are looking to other



methods for finding workers, including other online options like Craigslist. There was a perception among many administrative staff and workers that there may be infrequently active accounts simply kept in the system to prove they are job searching while receiving unemployment insurance, which causes confusion on who is actually available to work. The Registry does offer an option for consumer-employers to post “Help Wanted Ads” which can help with this issue, as available workers can respond to the ad.

Unreliable Information

The Registry is only as good as the information that is put into it, and with the confusion surrounding the interface, some profiles are either filled out incorrectly or are incomplete. Stakeholders on both sides of the hiring process indicated that information they have found in the Registry has not always been correct, with examples including confusion on the locations willing to work and the accuracy of previous experience indicated, as well as whether or not a worker is actually available. Inaccurate information can cause a disincentive in wanting to use it further.

Appendix B: Provider Survey Results

To gain insight into the many facets of the homecare and personal support worker occupations, TPMA distributed to more than 3,000 workers who are currently active on the OHCC Registry. More than 10% of those contacted participated in the survey with 351 responses. The survey contained 11 questions, each of which are outline below.

Question 1: What is your current occupation?

Responses: 348

Occupation	Percent of respondents
Homecare Worker	74.4%
Personal Support Worker	6.0%
Both	13.2%
Other (please specify)	6.3%

The majority of respondents, 74.4%, identified themselves as homecare workers, when presented the option of homecare worker, personal support worker, or both. 13.2% of respondents said they were both a homecare worker and a personal support worker, and 6% identified solely as a personal support worker. Several of the 'Other (please specify)' answers said they were either currently unemployed and looking for work, or both a homecare worker and personal support worker.



Question 2: What is your age?

Responses: 351

Age range	Percent of respondents
18-24	3.4%
25-39	19.4%
40-54	30.8%
55-64	34.5%
65 or older	12.0%

The largest portion of respondents were in the 55-64 age range, at 34.5%. Just over 30% were in the 40-54 category, meaning the aggregate 40-64 age range had 65.3% of responses. The age range with the lowest portion of respondents, was the 18-24 range with 3.4%.

Question 3: How long have you worked in this field?

Responses: 304

Length of experience	Percent of responses
I have been through orientation but have not yet worked for a consumer.	4.9%
0 - 3 Months	3.9%
3 Months - 1 Year	12.8%
1 - 5 Years	34.5%
5 + Years	43.8%

43.8% of respondents have worked in the field for five years or more, which was the most commonly selected answer. 78.3% of respondents have been working one year or more. Fewer workers with less experience responded to the survey with those working less than one year making up 16.7% of responses and another nearly 5% who had not yet worked after their orientations.

Question 4: How did you find out about the homecare field?

Responses: 301

Answer Options	Percent of respondents
Referral from another worker	50.5%
Online advertising	2.7%
Job fair	1.0%
Paper brochure	2.0%
Social media	2.3%
Other (please specify)	44.5%

Referral from another worker comprised over half of respondents with 50.5%. The next highest response was Other (please specify), which was primarily made up of two sets of answers: came to the field for an already-known consumer-employer that needed assistance, or being in adjacent positions (such as a Mental Health Counselor, or Case Manager).

Question 5: What are the primary reasons you chose to pursue work in the homecare field?

Responses: 294

Question 5 was an open-ended question. The over-arching theme communicated in the answers to this question were that respondents are drawn to this job because they like caring for others and find the work rewarding. The three categories in the table below covered a majority of the responses.

Theme	Response Count
Personal fulfillment	151
Flexibility, wages, and benefits	45
Relation or friend of a client	35



Example responses included:

- “I love working with people and I have a great deal of patience and caring attitude”
- “I love what I do. Helping someone live their life brings me satisfaction”
- “I enjoy caring for the elderly and making their life more enjoyable”
- “Work was flexible, great Insurance, I like that I can chose who I work for”
- “Flexibility”
- “Good pay and schedule able to work part time”
- “To take care of my sister-in-law who had dementia so my brother could have the help he needed”
- “I have a daughter with a disability. I saw the need”
- “Helping out a dear friend”
- “To help a friend and feel I contributed to life and health”

Question 6: Which of the following qualities of being an in-home care provider is the most important to you?

Responses: 302

Question 6 provided the following 10 options and allowed respondents to choose any that applied.

Qualities	Percent of responses
Personal fulfillment or the ability to help people/be of service to others	79.1%
Flexible schedule	66.2%
Competitive wages	49.0%
Free training	45.4%
Ability to acquire new skills	45.4%
Option to work part-time	43.4%
Health insurance benefits	38.1%
Opportunity for advancement within the healthcare field	27.2%
No previous experience necessary	12.9%
Other (please specify)	11.3%

The trend from question 5 carries over into question 6, where personal fulfillment was the most commonly chosen quality of the options with 79.1% of the responses. 66.2% of respondents found the flexible schedule to be one of the most important qualities. No previous experience and opportunity for advancement within the healthcare field were the lowest reported answers to this question.

The “Other (please specify)” response had 11.3% of respondents, and those responses were primarily made up of being your own boss, working close to home, and “All of the above”. Some of these responses include:

- “I can also work independently”
- “All of the above”
- “I dress down on my PSW days more so than my 2nd job in an office. It is not as stressful too”
- “Possibly being able to work close to home”

Question 7: How would you rate your overall satisfaction with your current position?

Responses: 295

Rating	Percentage of responses
(5) Excellent	28%
(4)	32%
(3) Average	31%
(2)	5%
(1) Poor	4%

91% of responses to this question ranged from ‘Average’ to ‘Excellent’. The option between ‘Average’ and ‘Excellent’ was the most popular answer among respondents with 32% of responses. The least common answer among respondents was ‘Poor’ with 4%.



Question 8: Do you have the information and training needed to succeed in your job?

Responses: 301

Answer Options	Percentage of responses
Yes	85%
No	15%
If no, what information is needed?	18%

A strong majority of respondents feel they have the information and training needed to succeed in their job (85%). Those who responded ‘no’ also indicated information needed in order to succeed. Most open responses focused on trainings and classes not being held in convenient enough locations and times, as well as concerns about the frequency with which these classes are taking place.

Some of these open responses include:

- ““Not enough local classes”
- “I still need to be able to take more classes. There are not enough available or frequent enough”.
- “More training on caring for quad and paraplegics”
- “Classes offered in Klamath Falls are very limited”
- “Would like to see more trainings occur more often in Lane County”

Question 9: Are you aware of career advancement opportunities available to you?

Responses: 302

Answer Options	Percentage of responses
Yes	46.0%
No	45.0%
Other (please specify)	8.9%

There was nearly an even split between those who are aware of career advancement opportunities (46%) and those that are not (45%). ‘Other (please specify)’ accounted for 8.9% of total respondents. Open responses ranged from needing more information about trainings, or workers just unsure of the criteria of advancing in their careers.

Some of the open responses include:

- “Please, I would like info on advancement opportunities”
- “Yes, But, the criteria keep changing. As soon as I achieve recognition, it is rescinded and there are new bench marks”.
- “I'm aware but unsure how to go about it, except taking training classes”
- “No but I would like to know what my opportunities are”
- My client qualifies for enhanced services, I applied a year ago, and was told I had to wait for classes. I've never been contacted with info on them”

Question 10: What suggestions would you make to attract others to work in this field?

Responses: 219

Theme	Response Count
Advertising	43
<i>General advertising</i>	(12)
<i>Advertising of flexibility, pay, and benefits</i>	(31)
Fulfillment & Job satisfaction	34
Increase frequency and benefits of training	26
Increasing pay and benefits	21
Referrals	9

Advertising was mentioned most often, with workers discussing advertising different facets of the job. Some respondents simply discussed advertising to attract workers, but often the advertising centered around the flexibility, pay, and benefits of the occupation. Another type of common response was advertisement of the fulfillment and job satisfaction of serving others. Increase in frequency and



benefits of training, a theme that was dissected in earlier questions, was a popular answer for attracting a larger workforce with 26 respondents indicating this. Increasing pay and benefits was mentioned 21 times. Referring friends and others, which was reported as the largest reason workers were introduced into the field, was also mentioned with some regularity, with nine responses.

Some of the open responses include:

- “More advertising locally and nationally of this wonderful program”
- “Advertise online/in newspapers/radio/flyers of the ability to become certified through senior and disabled offices. Also advertise some of the job perks: health care, flexible schedule, advancement opportunities”
- “The hours are flexible and the pay is good AND you can get health care if your part time if you have 40 or more hours a month”
- “The benefits should be an attractive incentive”
- “Enjoyment of helping someone”
- “If you love helping others, caring for them, then you will absolutely love this line of work! It is rewarding”
- “Good pay and gives us ability to acquire new and more skills”
- “Training opportunities!!”
- “More classes in Grants Pass”
- “Pay rate differential for those like me who hold a OSBN CNA License and work with more medically acute consumers. This will also attract more professional Homecare workers and not just those that need a job”
- “I tell them already it is growing field to get in to”
- “I suggest this work to others and usually talk about flexibility and how it's a real freeing experience to be in the company of a companion that you're making their life easier”

Question 11: If you could change one thing about your job to increase your satisfaction, what would it be?

Responses: 250

Theme	Response Count
Wages	36
Administrative Communication	33
Help finding employers	32
Improving payroll system	21
Introductory Training	12
Access to further training	11

The largest concentration of responses was around increasing the wages with 36 responses in this category. Administrative communication and assistance were nearly as popular with 33 and 32 respondents, respectively, indicating issues. Respondents were also suggested improving the payroll system and providing more access to training, including introductory training. They also mentioned instituting increased monetary compensation for trainings, as well as increasing the diversity of topics covered in the training sessions.

Some of the open responses include:

- “More money is always nice. But I feel the wage I make now is acceptable.”
- “More money”
- “Higher wages”
- “Case managers more timely, and focused on clients”
- “Case managers that would be more accessible”
- “I am currently without one. It would increase my satisfaction by finding a new client!”
- “More clients”
- “Having clients”
- “A "paycom.com" or "Portal" software available to record hours, mileage, notes, etc. THIS is an efficient faster more reliable way for all involved, client, case worker, payroll, etc.”



- “Not having so much trouble with the voucher system for time keeping and getting paid. It is horrible”
- “Better introductory Training”
- “Better access to "local" training, most classes fill too quickly and some of us have to resort to travelling outside our area to receive the desired training”
- “New classes and practical everyday application”
- “Paid training opportunities”

Appendix C: Senate Bill 774 Items Index

Senate Bill 774 was sponsored by the Committee on Human Services and Early Childhood to erect a statewide plan to increase the size and competency of the Oregon Homecare workforce. Key tasks given to the OHCC were pulled out of the comprehensive Senate Bill 774 to identify actionable items this strategic plan addresses.

Section 2

“(a) Increase participation in the home care registry maintained by the commission under ORS 410.604”

- a. Strategy 3.1
- b. Action Initiative 3.1.1

“(b) Increase the number of home care workers in this state in order to meet the need that will arise with the implementation of the Fair Labor Standards Act”

- a. Strategy 2.1 & 2.2
- b. Action Initiative 2.1.1
- c. Action Initiative 2.2.1
- d. Action Initiative 2.2.2
- e. Action Initiative 2.2.3
- f. Action Initiative 2.3.1

“(c) Continue the commission’s work to create a career ladder for home care workers so that they may become greater skilled and gain certifications from the commission to provide advanced or extensive medical or behavioral health services and support”

- a. Strategy 1.1
- b. Strategy 2.3
- c. Action Initiative 1.1.2
- d. Action Initiative 2.1.3
- e. Action Initiative 2.3.1

“(d) Continue in-person home care worker orientation sessions in each geographic region of this state”

- a. Action Initiative 1.3.1



b. Action Initiative 2.1.1

“(2) The plan must include an outreach and marketing strategy to recruit home care workers to provide home care services and support to individuals who require higher levels of services and support”

a. Strategy 2.2

b. Action Initiative 2.2.1

c. Action Initiative 2.2.3

“(3) The commission shall contract with a public or private entity with appropriate expertise to recommend the design for the statewide plan described in this section”

a. OHCC Workforce Development Report

Section 4

“(a) Implement a single online application for all home care workers, as defined in ORS 410.600, to apply to be included on the registry maintained by the Home Care Commission under ORS 410.604”

a. Strategy 2.1

b. Action Initiative 2.1.1

“(b) Assign a universal provider number to each home care worker who is providing home care services in this state, regardless of whether the recipient of the services: Has a physical disability, a mental illness or a developmental disability, or is an elderly person, an adult or a child”

a. Action Initiative 2.1.3

b. Action Initiative 3.1.1

Section 7

“(1) The Home Care Commission shall ensure the quality of home care services by:”

“(a) Establishing qualifications for home care workers, with the advice and consent of the Department of Human Services, to ensure the effective delivery of home care services by a qualified, committed, experienced and well-trained home care workforce”

- a. Strategy 1.1
- b. Action Initiative 1.1.1
- c. Action Initiative 1.1.2

“[(b)] (c) Establishing training requirements for home care workers, including personal support workers, as the commission deems appropriate, and providing training opportunities for home care workers and elderly persons and persons with disabilities who employ home care workers or personal support workers”

- a. Action Initiative 1.1.1
- b. Action Initiative 1.1.2
- c. Action Initiative 1.2.1
- d. Action Initiative 1.2.2

“[(c)] (d) Establishing the home care registry and maintaining the registry with qualified home care workers”

- a. Strategy 3.1
- b. Action Initiative 3.1.1
- c. Action Initiative 3.1.2

“[(d)] (e) Providing routine, emergency and respite referrals of home care workers”

Not directly addressed in this plan.

“[(e)] (f) Entering into contracts with public and private organizations and individuals for the purpose of obtaining or developing training materials and curriculum or other services as may be needed by the commission”

- a. Action Initiative 1.2.1

“[(f)] (g) Establishing occupational health and safety standards for home care workers, in accordance with ORS 654.003 (3), and informing home care workers of the standards”

Not directly addressed in this plan.



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<http://nmdcc.org/who-we-are/ndwa-credential>

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ⁱⁱⁱ Center for Postsecondary and Economic Success at CLASP, *Scaling “Stackable Credentials”*. <http://files.eric.ed.gov/fulltext/ED561777.pdf>

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^v Jobs for the Future, *Portable, Stackable Credentials: A New Education Model for Industry-Specific Career Pathways*. <http://www.jff.org/sites/default/files/publications/materials/Portable%20Stackable%20Credentials.pdf>

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^{xv} *Rogue Valley Healthcare Workforce.* https://www.oregon.gov/owib/SP/Documents/Healthcare_State_of_the_Labor_Market.pdf

^{xvi} *Use of Communication Technologies to Cost-Effectively Increase the Availability of Interpretation Services in Healthcare Settings.* <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2992399/pdf/tmj.2009.0186.pdf>

^{xvii} State of Washington, Carina. <https://www.carinacare.com/>

^{xviii} State of West Virginia, In-Home Care Worker Registry. <http://www.inhomecare.wv.gov/Pages/default.aspx>