



Aging and People with Disabilities Strategic Initiatives Unit

Rachel Currans-Henry

September 7, 2022

Public Service Announcement

- Why are we here?
- Who are we?
- What do we do?
- Why do we do it?
- How do we do it?
- Resilience and Well-being



Why new Strategic Initiatives Unit?



To build functionality that has not existed in APD that was identified as a gap during COVID-19 that needs dedicated focus to move us into COVID-19 Crisis Response to Recovery



Promote continuous quality improvement to ensure that we care for needs of our both our internal and external workforce team members and delivery systems



Support moving from reactive to proactive planning for policy and program administration to best serve our consumers

Who we are

We are very small and are slowly building capacity for two teams over the next year!

1. **Workforce Resilience & Well-Being**
2. **Population Health Quality Improvement**

Current staff:

- Administrator, Rachel Currans-Henry
- Project Lead, Regan Sheeley
- Workforce Resiliency Lead, Bhagavati (Adrienne Mullock)
- And many people across APD and ODHS working in matrix work models as teams: Nakeisha Knight-Coyle, Erica Miller, Jennifer Stallsworth, Elisa Williams, Cheryl Miller,



Rachel



Regan



Bhagavati

What we do: Mission

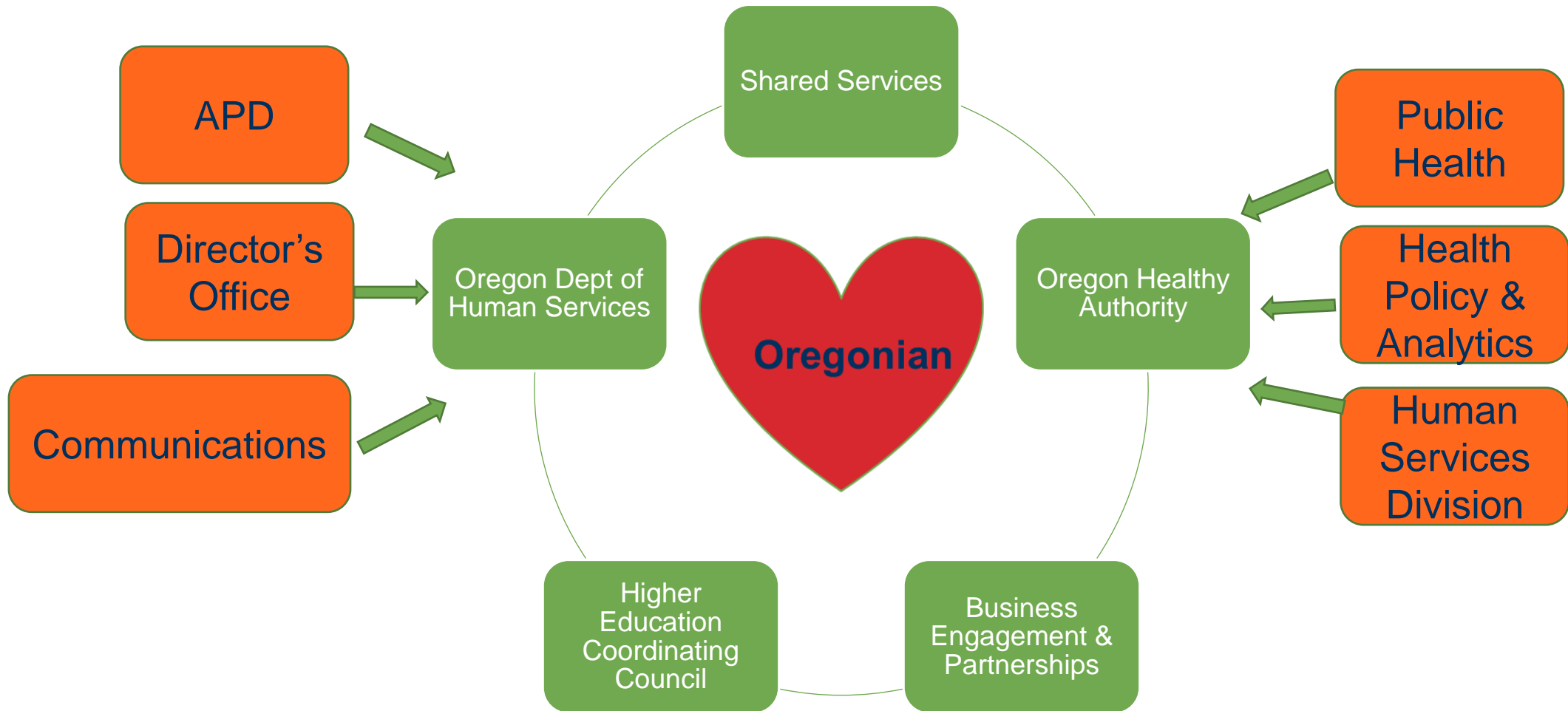
Fostering collaboration across and within agencies and teams to drive quality improvement initiatives that support workforce well-being and capacity building, systems change, equity and whole person care coordination for consumers and providers in our long-term care delivery systems.



Long term care in Oregon



How we do it: Fostering Collaboration



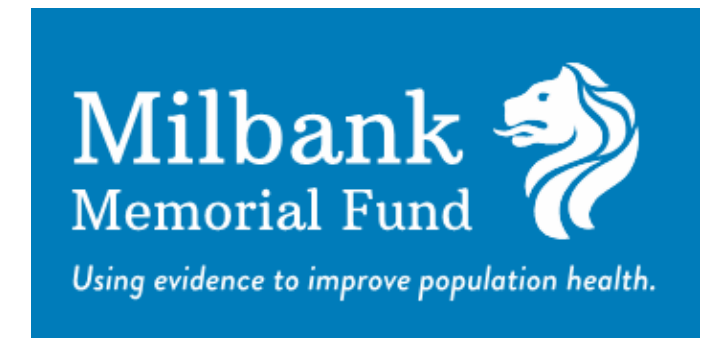
Why we do it: Challenges DCWs Face



- Racism and discrimination
- Low wages
- Lack of benefits
- Inadequate training
- Few opportunities for professional advancement
- Lack of respect and value



Link to the [Direct Care Workforce Policy and Action Guide](#)



PHI National

“Recognizing the urgency of the crisis in direct care, states are taking action—collaborating with diverse stakeholders to tackle entrenched workforce challenges in bold, innovative ways. To leverage this historic moment, PHI has compiled 24 specific policy strategies—with concrete examples—for improving direct care job quality and stabilizing the workforce. The strategies are organized according to the eight comprehensive solutions outlined in PHI’s signature report, *Caring for the Future: The Power and Potential of America’s Direct Care Workforce.*”



STATE POLICY STRATEGIES

FOR STRENGTHENING THE
DIRECT CARE WORKFORCE

- PHI identified 8 categories of sustainable solutions for leading quality of care and direct care workforce efforts.
- **APD’s Strategic Initiative Team is using PHI’s framework to begin mapping our direct care workforce quality improvement plan**

How we do it: PHI's Framework



SOLUTION 1: Reform Long-Term Care Financing

SOLUTION 2: Increase Compensation for Direct Care Workers

SOLUTION 3: Strengthen Training Standards and Delivery Systems for Direct Care Workers

SOLUTION 4: Fund, Implement, and Evaluate Direct Care Workforce Interventions

SOLUTION 5: Improve Direct Care Workforce Data Collection and Monitoring

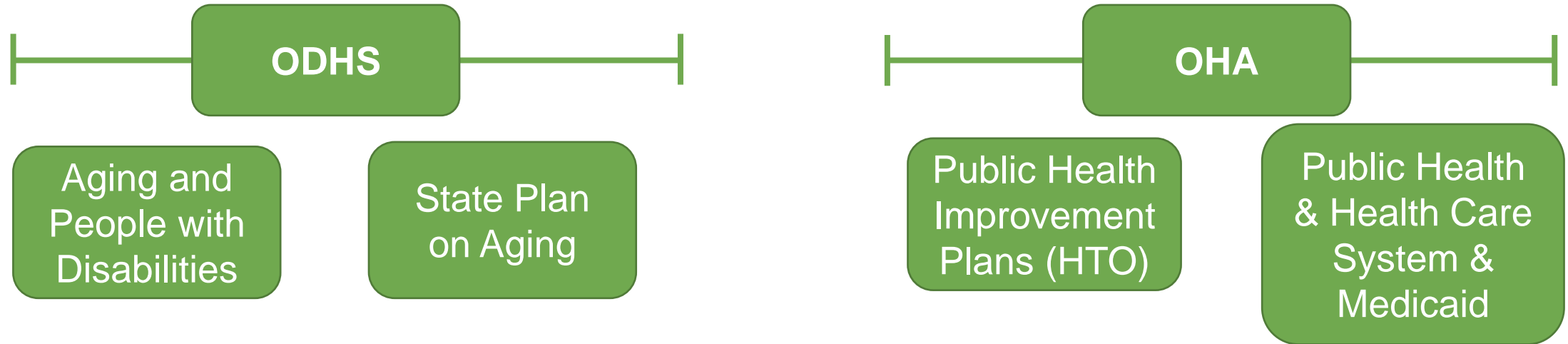
SOLUTION 6: Center Direct Care Workers in Leadership Roles and Public Policy

SOLUTION 7: Rectify Structural Gender, Racial, and Other Inequities for Direct Care Workers

SOLUTION 8: Shift the Public Narrative on Direct Care Workers

Master Plan on Aging

Big Picture Strategic Statewide Roadmap: All people, all systems



Rep. Prusak, Nosse, Williams Workgroup

Capacity across all long-term care systems: in-home, home health, facility, hospital. Rates/finance and statutory changes across systems focus

APD LTC Facility Provider Workforce Workgroup: Focused on LTCF focused planning

Workforce Workgroups: Healthcare Workforce Board Behavioral Health Workforce **OHA**



**LTCF Provider Workforce Recovery
Workgroup**

Workgroup Participants

Interested Parties

Long Term Care Trade Associations:

- Phil Bentley, CEO Oregon Health Care Association (OHCA)
- Nicolette Reilly, SVP of Quality Services, OHCA
- Kristen Milligan, CEO Leading Age Oregon
- Phil Warnock, Executive Director, Oregon Association of Area Agencies on Aging and Disabilities
- Stephanie Hooper, President, Age+

Consumer and Worker Partners:

- Tom Stenson, Disability Rights Oregon
- Melissa Unger, SEIU
- Fred Steele, Long Term Care Ombudsman
- Andrea Meyer, AARP
- Chris Madden, Alzheimer’s Association Oregon & SW Washington

Representatives from Facilities:

- Liz Burns, CMO, Avamere Family of Companies
- April Diaz, VP of Clinical Services, Marquis Companies
- Erin Cornell, Director of Health Services, Rose Villa
- Tom Rollins, Chief Clinical Officer, Prestige Care
- Steve Berning, Regional Director, Health Services, The Springs Living, LLC
- Kandice Alcorn, VP of Clinical Services, Frontier Management, LLC

Education & Training Representatives:

- Angie Neal, Oregon Care Partners
- Patsy Richards, Director, RISE
- Paula Carder, Institute on Aging/OHSU-PSU School of Public Health
- Cynthia McDaniel, CEO, Elderwise Inc

Workgroup Participants

State Attendees

Oregon Department of Human Services (ODHS)

Aging and People with Disabilities (APD) Division-

- Nakeshia Knight-Coyle – Interim Director
- Rachel Currans-Henry – Strategic Initiatives Administrator
- Cheryl Miller – Executive Director, Oregon Home Care Commission
- Jack Honey – Director, Safety, Oversight & Quality (SOQ)
- Lance Pugh – Deputy Director, SOQ
- Lynette Caldwell – Adult Foster Home Licensing
- Dave Allm – Licensing and Corrective Action Manager
- Genevieve M Sundet – APD Administration
- Regan Sheeley – APD Project Lead
- Bhagavati (Adrienne Mullock) – Workforce Resilience Analyst, APD
- Amber Rawson – Recovery, Stabilization and System Supports Lead, Office of Resilience and Emergency Management, ODHS
- Cindy Susee – CBC and NF Rate Setting Analyst

Oregon Health Authority (OHA)

- Becca Pierce – Senior Health Advisor for Long Term Care and HAI Director
- Heather Kaisner – Intervention Section Chief, Covid Response and Recovery Unit
- Craig Mosbaek – Health Economist – Health Policy and Analytics

Workforce Talent Board

- Kerry Thomas

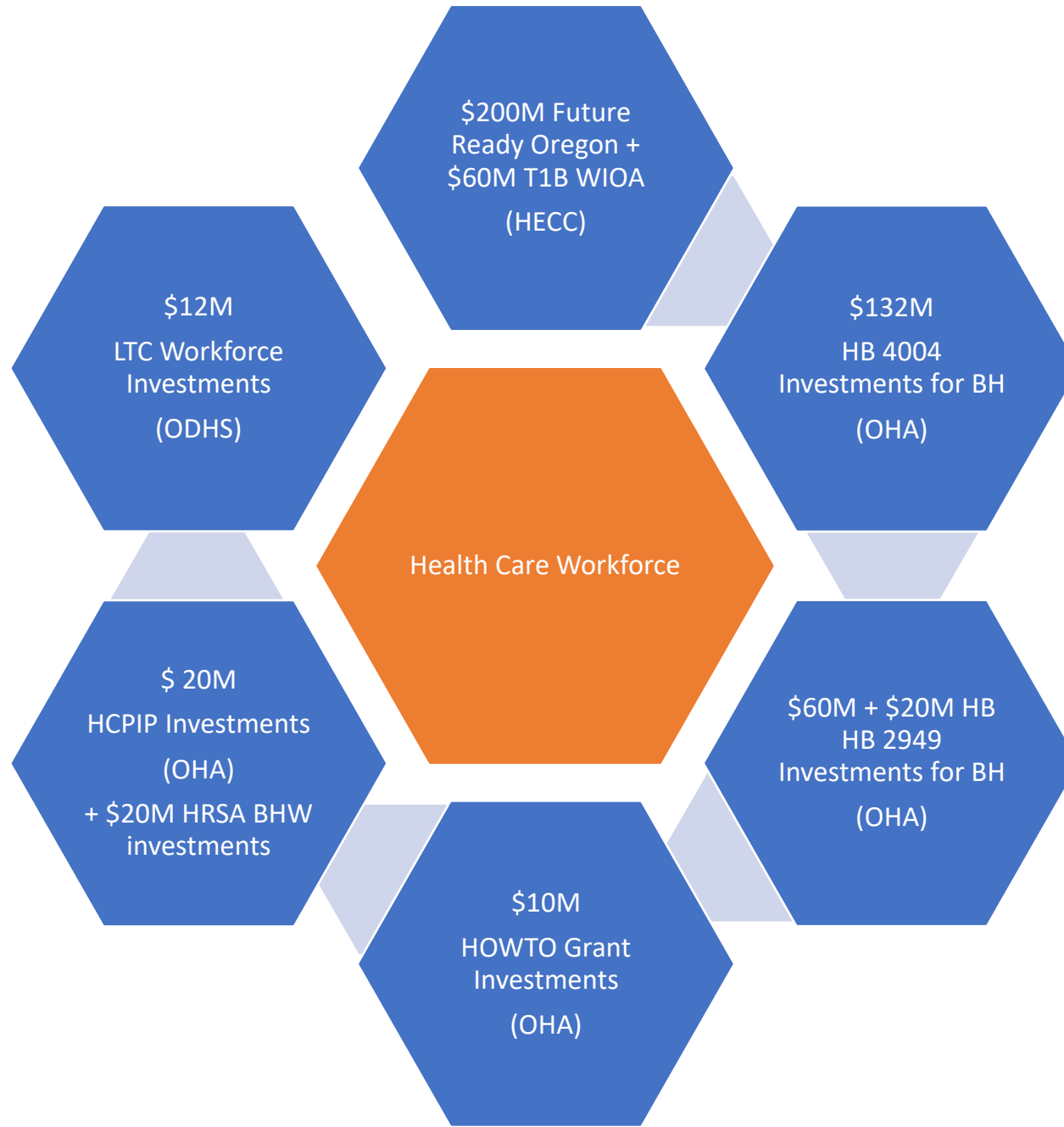
Consultants and Support Staff

- AC Disaster Consulting
- Deloitte Consulting
- Around the Clock Staffing



Current Initiatives

RESOURCE MAP FOR PUBLICLY FUNDED HEALTH CARE WORKFORCE INVESTMENTS



Long-Term Care Workforce Funding Streams



Wage and Cost Study SB 703

3 Sections:

Wages, Benefits and Related Costs of CBC Staff

Cost of Care to Consumers: Medicaid Reimbursement & Private Pay Charges

Staffing Challenges in CBC Communities

- Legislative focus on the long-term care workforce crisis (ODHS)
 - SB 703
- Contract with PSU (ODHS/OHA/APD)
 - Timeline
- PSU studies of community-based care for ODHS/APD since 2015 (PSU)
 - ODHS/APD team
 - OSU partnership (Jeff Luck, Julia Mendez-Luck)
 - Method and available data
 - Administrator turnover
 - Evaluation of LiveWell approach to quality improvement
 - Resident-View – developing a tool to assess person-centered care from resident and staff view
- Other PSU studies of CBC



Status

PSU General Council reviewing agreement >>
DOJ review

9/1 Effective Date

PHI Research



PHI is conducting a rapid scan of policies and programs concerning the direct care workforce in Oregon and **invites experts like you to share relevant reports, regulations, legislation, and other resources.**

PHI is researching policy developments in the following areas:

- Financing and compensation
- Training standards and delivery systems
- Workforce interventions
- Workforce data collection, monitoring, and reporting
- Direct care worker leadership roles
- Efforts to address structural inequities

PHI will present these evidence-informed recommendations to ODHS and community partners on **9/30 from 11a-12p**. If you are interested in attending this virtual presentation, please contact Bhagavati at adrienne.p.mullock@dhsosha.state.or.us to have your name added to the invitation list. This webinar will be recorded.



Status

On track to publish report by 9/30

Cost \$11,984

SB 5529 - Budget Note- \$12M

Develop or expand programs that will improve the skill level and training of workers in the long term care sector and create better pathways to continued education and professional advancement for workers (to be expended by July 2023).

\$5,000,000	SEIU Long Term CareWorks Workforce Trust	Expands RISE Partnership CNA Apprenticeship Training Model. Invests in workforce pipeline development by providing career coaching, wrap around services, stipends, and job placement and supports for newly trained CNAs.
\$1,475,000	Oregon Care Partners	Provides training, curriculum, and workforce navigator positions (\$10M total NTE-\$1.475M coming from Budget Note)
\$1,200,000	OHCA	Gerontological nursing certification scholarship program and expansion of LTCF clinical sites for University of Portland nursing student trainees (in development)
\$500,000	Oregon Center for Nursing	Mini grants to improve mental health & well-being (NF, CBC, AFH)
\$279,000	ECHO	Collaborative effort with Oregon Rural Practice-Based Research Network at OHSU to promote organizational change for employee well-being in long-term care facilities.
\$11,000	PHI	Policy research program related the direct care workforce in Oregon. Evidence-informed recommendations delivered to ODHS and community partners on 9/30.
\$3,500,000* (award TBD)	NurseLearn	Community health nurse training model - Phase 1 (*\$3.5M is the remaining balance of the \$12 million budget note. This agreement is not yet finalized, and funding award amount is still TBD.

RISE Partnership



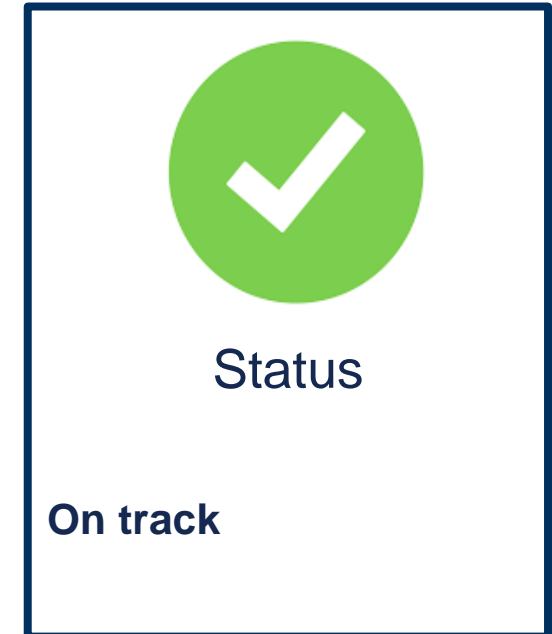
Essential Health Care Worker Trust

- Access to affordable healthcare for long-term care workers
- For participating employer, plan will launch in 2023

Long-Term Care Works

- Going to scale (DHS Grant)
- Training hubs (Eugene, Medford, Portland, & Salem)

RISE Partnership delivers outstanding training and benefits with a focus on equity and worker-employer collaboration. Together with unions and employers, we are proud to support over 80,000 Oregon care providers and state employees.



RN Well-Being Project

Goal:

Fund innovative solutions leading to powerful changes to elevate the wellbeing of our nursing workforce.

OCN will:

- Award mini-grants directly impacting a well-being challenge for nurses and their teams in community-based settings (home health, skilled nursing facilities, long term care) over a two-year period to implement evidence-based solutions.
- Focus grant activities on projects aimed to address root-cause to workforce shortages directly impacting community-based settings serving aging populations and persons with disabilities.
- Distribute research findings of systemic-level root-cause well-being challenges and share project outcomes and lessons learned that directly impact the retention and well-being efforts of direct care staff.



Status

Agreement being processed by APD contracts division

Project ECHO



Promoting Organizational Change for Employee Well-being in Long-term Care Learning Collaborative

Coordinating with **Oregon Rural Practice-Based Research Network** at Oregon Health & Science University to promote organizational change for employee well-being in long-term care facilities.

- **Intended audience:** Professionals from a variety of licensed long-term care residential settings including foster care, assisted living, residential care homes, and nursing facilities
- Opportunity to convene this workgroup to inform this learning collaborative.



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Potential Curriculum Topics

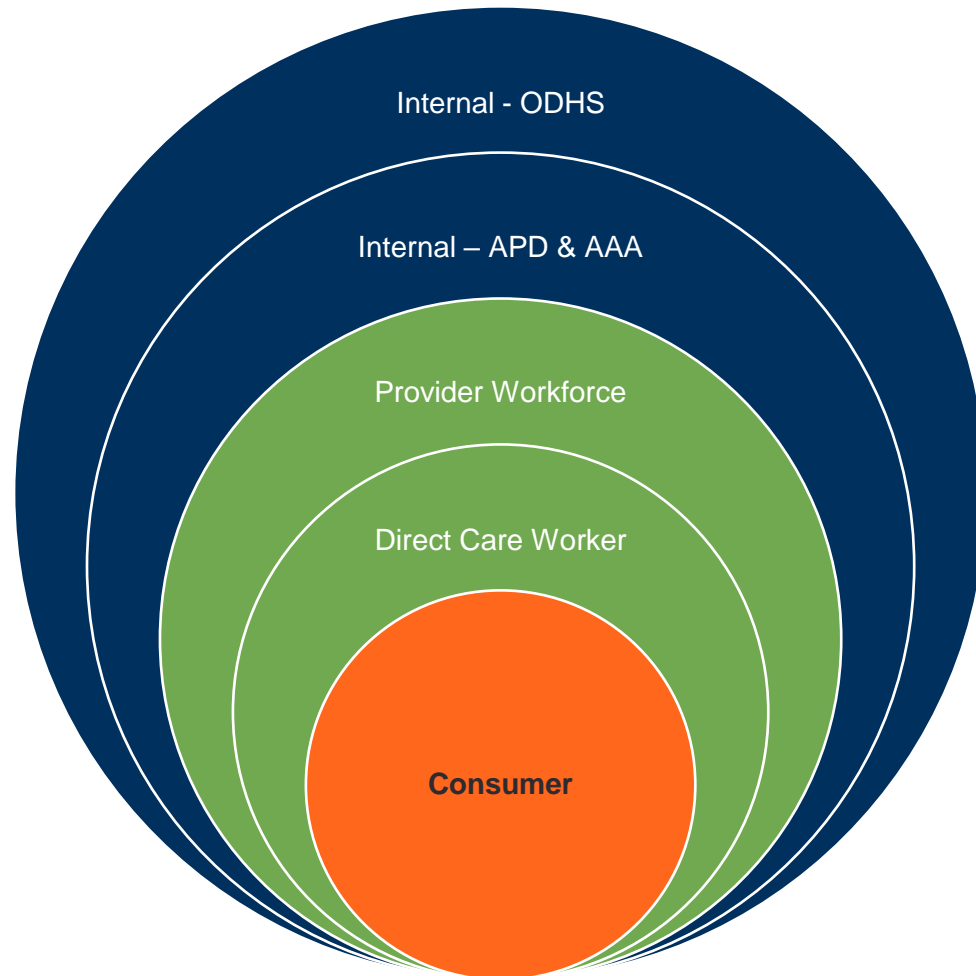
- Trauma informed leadership/resilient leadership
- Building well-being into workplace culture to ensure retention
- Supporting direct care workers from diverse communities
- Burnout prevention and self-care strategies
- Psychological First Aid
- Grief and loss
- Non-violent communication
- Coping with trauma
- Peer support of front-line staff, mentoring new staff
- Finding joy in work
- Self-care and self-compassion practices
- Staff recognition
- Connection between staff support and quality resident care





Workforce Resilience & Well-being

Resilience and well-being at all levels



“Too often, interventions to address burnout and well-being focus on single, individual-level factors instead of systemic and multi-pronged efforts, and therefore have limited long-term impact on preventing burnout and improving well-being.”

Source:

<https://www.hhs.gov/sites/default/files/health-worker-wellbeing-advisory.pdf>



The Oregon State Seal is a large, faint watermark in the background. It is circular and contains the text "STATE OF OREGON" around the top and "1859" at the bottom. The central image depicts an eagle with wings spread, perched on a globe. Below the eagle is a landscape with a sun rising over mountains, a river with a ship, and a plow pulled by a team of oxen. A banner at the bottom of the seal reads "THE UNION".

Thank you!

Rachel Currans-Henry

Pronouns: she/her/hers

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OREGON DEPARTMENT OF HUMAN SERVICES

Aging and People with Disabilities

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