



2022 – 2024

Healthcare Workforce Plan

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

**THE COLUMBIA-WILLAMETTE
WORKFORCE COLLABORATIVE**
Working together to support and develop
regional talent.



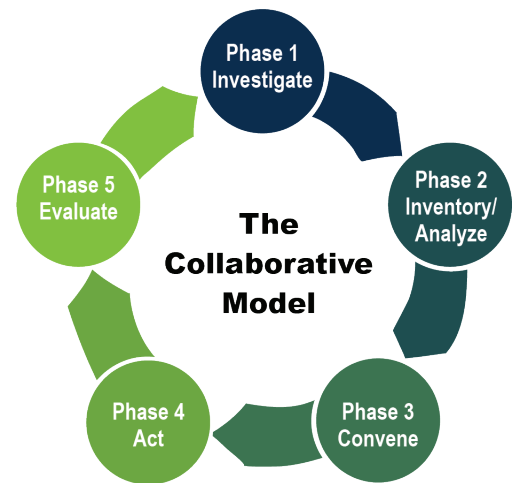
Why a Regional Plan?

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

The CWWC is leading an initiative to develop a Quality Jobs framework, whereby public workforce investments are centered on prioritizing careers that include characteristics of a quality job. The CWWC seeks to coordinate industry leaders, including healthcare employers, educators, training partners, associations, unions, etc. to create meaningful and sustained impact on the supply of well-trained healthcare workers.

Collaborative Model

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



Driven by the Industries We Serve

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

Healthcare has many high-paying job opportunities, with 70% of jobs in the industry paying \$20 or more an hour. With the increase in an aging population, retirements and the number of people needing access to healthcare, the industry is hard at work to meet its workforce capacity.

Although the COVID-19 pandemic has affected workforce across all industries, it has had the biggest impact on the healthcare industry. The pandemic has driven burnout among healthcare workers to crisis levels, driving many engaged

partners to call for systemic solutions to retain critical personnel while preparing a new generation to take the field. This is due to a rapidly retiring workforce, aging population, COVID fatigue, a diminished pipeline, and a growing need for access to healthcare. Additionally, as the labor force in the region becomes more diverse, healthcare employees will also need to reflect the demographics of the changing population.

In fall of 2021, the CWWC held several Healthcare Workforce Convenings to discuss these challenges by engaging employers and training providers in the development of the 2022-2024 Healthcare Workforce Plan. Creating a regional Healthcare Plan allows us to identify common industry workforce challenges, coalesce around shared goals, and align the efforts of the public workforce system to make a greater overall impact for the sector.

Plan Goals

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

1 Prioritize Diversity, Equity & Inclusion (DEI) in Healthcare

- Create trusted relationships with a wide variety of culturally specific community-based organizations as well as education and business partners, to promote success for diverse employees in healthcare
- Develop and allocate resources to support and sustain placement of historically excluded communities into well-paying healthcare occupations
- Incorporate best practices that elevate, educate, and integrate DEI vision into action

2 Recruit Healthcare Professionals

- Enhance industry engagement and partnerships (employers, educators, training providers, WorkSource, community-based organizations and associations)
- Build capacity for career pathways that sustain a skilled talent pipeline
- Develop and expand on apprenticeships and internships

3 Retain Healthcare Professionals

- Build an industry specific employee retention program
- Implement Quality Jobs framework strategies to improve employees retention
- Promote the development and improvement of existing employer funded training programs as a sustainable approach for employee retention



Healthcare Workforce Planning Partners

Brookdale Senior Living
Cascadia Behavioral Health
CDM Caregiving
Central City Concern
Clackamas Community College
Clark College
Coalition of Communities of Color
Community Home Health & Hospice
HCR ManorCare
Home Instead
Kaiser Permanente
Koelsch Senior Communities

Legacy Health
Lower Columbia College
Marquis
Mary's Woods
Metro West
Mt. Hood Community College
OHSU
Oregon Center for Nursing
Oregon Healthcare Interpreters Assoc.
Oregon Nurses Association
Outside In
PeaceHealth

Platinum Career Solutions
Portland Community College
Providence Health
Rainier Springs Behavioral Health
Rose Villa
SEIU-Joint Employer Education Fund
Sumner College
The Vancouver Clinic
University of Western States
Walgreens
Willamette View
WorkSource of Oregon & Washington

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



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