



2025 – 2027

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 led 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.

The Six Quality Jobs Standards



Driven by the Industries We Serve

Data shows the healthcare industry continues to be a cornerstone of our regional economy in the Portland-Southwest Washington area. Currently, healthcare makes up approximately 13% of the region's private sector employment and payroll and is projected to grow by at least 16% over the next ten years.

Healthcare has many career-focused, high-wage opportunities, with 74% of jobs in the industry paying \$22 or more per hour. With the increase in an aging population, retirements and the number of people needing access to healthcare, the industry is working hard to fill crucial positions.

Although the COVID-19 pandemic affected workforce across all industries, it continues to impact the healthcare workforce pipeline. The CWWC partners are working together to find systemic solutions to retain critical personnel while preparing a new generation to take the field.

Additionally, as the labor force in the region becomes more diverse, healthcare employees will also need to reflect the demographics of the changing population.

The CWWC held several Healthcare Workforce Convenings to discuss these challenges by engaging employers and training providers in the development of the 2025-2027 Healthcare Workforce Plan. Creating a regional Healthcare Plan allows us to identify common industry workforce challenges, collaborate 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 Connect youth and job seekers to education, training, and apprenticeships to occupations in healthcare

- Align industry professionals (employers, educators, training providers, WorkSource, community-based organizations and associations) to build capacity for career pathways that sustain a skilled talent pipeline (self-sufficiency wages)
- Inform career coaches/advisors, educators, culturally specific community-based organizations, and business partners to promote opportunities in healthcare
- Provide hands-on experiences and exploration through worksite externships and ambassador programs

2 Advance diversity, equity and inclusion within the Healthcare Industry

- Develop and allocate resources to support and sustain placement of historically excluded communities into well-paying healthcare occupations (self-sufficiency)
- Design and implement incumbent worker programs to promote career advancement within the healthcare workplace
- Align employers and community partners to ensure safe working conditions and worker engagement

3 Retain Healthcare Professionals

- Build a culture of inclusion through onboarding, training programs and work environment
- Provide resources to employers aimed at supporting a successful healthcare workforce
- Support worker wellbeing by promoting mental and physical health resources



Healthcare Workforce Planning Partners

4D Recovery	Legacy Health	Providence Health
Brookdale Senior Living	Lower Columbia College	Rainier Springs Behavioral Health
Cascadia Behavioral Health	Marquis	Rose Villa
CDM Caregiving	Mary's Woods	SEIU-Joint Employer Education Fund
Central City Concern	Metro West	Sumner College
Clackamas Community College	Mt. Hood Community College	Vancouver Clinic
Clark College	New Narrative	United We Heal
Coalition of Communities of Color	OHSU	University of Western States
Community Home Health & Hospice	Oregon Center for Nursing	Virginia Garcia
Cowlitz Family Health Centers	Oregon Nurses Association	Willamette Dental
Kaiser Permanente	Pacific NW Aging	Willamette View
Koelsch Senior Communities	PeaceHealth	WorkSource of Oregon & Washington
	Portland Community College	

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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