

SOUTHERN OREGON MEDICAL WORKFORCE CENTER PROJECT

PROJECT TEAM MEETING SUMMARY

Wednesday, September 30th, 2020

Virtual Meeting

Attendance

Co-conveners: Susan Morgan and Mike Bonetto

Project Team Members: Elena Andresen, Jana Bitton, Commissioner Chris Boice, KC Bolton, Greg Brigham, Alex Campbell, Ben Cannon, Dave Cimborra, Stuart Cowie, Brent Eichman, Kathleen Flanagan, Courtney Flathers, Debbie Fromdahl, Katie Harris, Dick Heard, Chris Hunter, Ruby Jason, Michael Lasher, Josh LeBombard, Representative Gary Leif, Steve Loosely, Molly McCarthy, Nikki Messenger, Kelly Morgan, Joanna Mott, President Nagi Naganathan, Mary Peterson, Linda Samek, Phil Scheuers, Maureen Short, President Deb Thatcher, Ryan Tribbett, Vicki Walker, Dan Whelan, Lisa Yop

Oregon Solutions Staff: Jamie Damon, Karmen Fore, Sarah Giles, Cathy Kaufmann

Welcome / Project Team Leads Introductions

Karmen Fore, Oregon Solutions Director, welcomed attendees, and thanked the co-conveners and Project Team for committing their time and efforts to this project. Oregon Solutions staff and project team members introduced themselves. Cathy Kaufmann and Jamie Damon will serve as co-project managers, and Sarah Giles will serve as a project coordinator.

Level setting

Umpqua Valley Development Corporation (UVDC) board members gave some history of development of the project over the past ten years and gave a few words of thanks and hopes from the UVDC board.

Project Team Introductions

Susan Morgan and Mike Bonetto, project Co-Conveners, shared their hopes for the project team. Susan shared that the project is close to her heart as it could help younger residents stay, receive an education and enjoy family wage jobs. Mike reiterated that what the community is trying to do is innovative and has his support.

Project Team members were then asked to introduce themselves and share what they hope to achieve through this Oregon Solutions process. Common themes included:

- Strong local support for this project and commitment to helping it succeed
- Commitment to addressing medical workforce needs of rural communities
- Developing a new kind of relationship between high education and community
- Achieving both goals of addressing regional workforce needs and supporting the local economy
- Developing a shared plan for project success

Additional Perspectives from Key Project Team Members:

- **City of Roseburg:** The City of Roseburg shared that it is important to give opportunities to people that Roseburg does not currently have. There is healthcare demand that needs to be

met, as well as a need to provide opportunities for young people to stay here and have careers that are family wage jobs and above.

- **George Fox University (GFU):** GFU representatives shared that it is important for GFU to live out its mission as a university with service. Many of the people at GFU have rural connections and many of the families of GFU students live in rural Oregon. The past year has been challenging for higher ed, but GFU is committed to the Oregon Solutions process.
- **Higher Education Coordinating Council (HECC):** HECC hasn't been involved significantly until now. HECC's role is to provide coordination and support for post-secondary ed and training in OR. Collect data on students and workforce needs. This is a way to significantly add to Oregon's education portfolio. They have some ability to help inform with data. HECC is particularly interested and has some responsibility where there's a question of state or public funding on either capitol or operating sides. When a private institution like GF decides to launch a program, HECC doesn't have a formal role, but they are interested in statewide coordination.
- **Oregon Center for Nursing (OCN):** OCN's vision is every Oregonian, no matter where they live, has access to a highly educated, professional nurse. OCN has been looking at the data and sees that there is a maldistribution of nurses in Oregon, particularly in rural communities. Nursing is just a piece of a very big puzzle. OCN hopes this process will make some of the connections between nursing and other healthcare professions and support the business planning.
- **Oregon State Board of Nursing (OSBN):** OSBN works to determine what kind of workforce issues there are in the state with nursing. It has legislative authority over approving nursing ed programs and certified nursing assistant certification. While any program can be created and offer degrees, unless the program is approved, the candidates can't sit for the national nursing exam, which is required by law before getting licensed. Having a conduit in a rural area will benefit everyone. The role of the Board is to make sure whatever is being planned aligns with regulations. OSBN will help make sure everyone is aware of regulatory issues that will come with building a new nursing education program.

Oregon Solutions Process

Karmen Fore provided an overview of the Oregon Solutions process. This particular project was launched at the direction of the Legislature when they approved \$10 million in state lottery bonds for the Southern Oregon Medical Workforce Center and stated partners must "successfully complete [an] Oregon Solutions process" before bonds can be issued. Bond approval has been withdrawn due to current economic forecasts but may be renewed in the upcoming session. The Governor's Office has convened this multidisciplinary project team of leaders and stakeholders and appointed our co-conveners. Oregon Solutions role is to provide project management support and high-level conveners who help hold a neutral space for this project team.

The Oregon Solutions project team will convene and facilitate team meetings and use a collaborative process to resolve conflict. Oregon Solutions will also lead external communications on behalf of the project team.

There are four phases to an Oregon Solutions process:

1. Conduct Assessment and Share Findings

2. Convene and Engage a Multi-Disciplinary Team
3. Develop Agreements and Commitments for Implementing the Project
4. Declaration of Cooperation Completed

The final outcome of the process is signed “Declarations of Cooperation” (DoC) from all the partners. The final Oregon Solutions DoCs will be delivered to the Legislature as demonstration of a successfully completed process.

Assessment Review

Cathy Kaufmann provided a review of the findings from the assessment that was conducted Nov 2019 – Jan 2020. The Oregon Solutions team interviewed over 30 individuals to learn about people’s interests in the project, resources needed and available, understand barriers, determine what kind of a collaborative process is needed. From these interviews, the following key themes emerged:

- There is strong community support for this project
- There is a high degree of commitment to Cross-Sector involvement to support this effort
- Stakeholders have questions about project governance, communication, and transparency
- There are questions about capacity and phasing of the project
- There are two competing priorities / values that have not yet been fully integrated: *academic vs. economic/workforce*

The following outstanding key decision points and/or needs were also identified in the assessment interviews:

- Program selection and clarification of program needs/ requirements
- Number of students and faculty (at launch and over time)
- Faculty recruitment and retention plan
- Local capacity for clinical rotations / field placements
- Alignment of the Southern Oregon workforce center with existing medical workforce education in the state
- Site selection
- A plan to mitigate regional infrastructure challenges
- Communication and partner engagement plan

Recommendations from Oregon Solutions

Based on these findings, Oregon Solutions recommends the following steps:

- **Develop Shared Understanding:** Increase Project Transparency, Communication, and Collaboration
- **Clarify Governance:** Governance should be clarified and expanded to allow for cross-sector partners to work effectively together and allow the project to benefit from collective wisdom / varied perspectives / additional resources.
- **Develop a Roadmap:** Identify what work needs to happen in what time frame, as well as who is accountable for completing tasks.
- **Finalize a Business Plan:** Finalize a robust, sustainable business plan that addresses financial and program viability and feasible implementation timelines.

The first three recommendations (Develop a shared understanding, clarify governance and develop a roadmap) are the focus of this Oregon Solutions engagement. The “Roadmap” is a plan for what work needs to happen in what time frame, as well as who the accountable people and organizations are for completing those tasks. Writing the business plan is outside the scope of the Oregon Solutions process; however, the roadmap will provide all the information needed for a business plan.

Proposed Structure and Timeline:

Cathy Kaufmann shared that the Oregon Solutions team proposes forming four workgroups under the project team.

- 1. Academic Programming (provide timeline for sequencing)
 - Program Selection and Clarification of Program Needs/ Requirements
 - Number of Students and Faculty (at launch and over time)
 - Faculty Recruitment and Retention Plan
 - Align Center with Existing Medical Workforce Education in the State
- 2. Community Partnerships
 - Communication and Partner Engagement Plan
 - Capacity for Clinical Rotations/ Field Placements
- 3. Infrastructure
 - Site Selection
 - Student and Faculty Housing
 - Plan to Mitigate Regional Infrastructure Challenges
- 4. Business Planning (inc. a financial pro forma)
 - Based on information and decisions accomplished in workgroups above

These workgroups would identify information needed for decision-making and come back to full Project Team for full group discussion and input. This information, with input from all key stakeholders and partners, would go to UVDC and George Fox University for decisions. The assumption is this work will take 5-6 full Project Team meetings with sub-workgroup meetings and work in between.

Small Group Discussion

Jamie Damon led everyone through a small group discussion. Participants were moved into four different groups based on their organizational focus. They were asked to discuss and share feedback on the proposed approach, structure and timeline. An Oregon Solutions team member was in each group to facilitate the discussion. After a 20-minute discussion and a brief break, the full group reconvened, and the small groups shared a brief report out as follows:

Group 1 (Healthcare Partners):

- Consider expanding governance for this project (for example, OIT should be included).
- Consider including behavioral health programs in initial program phase
- Look at offering something other than just B.S. degrees if the need is there
- The academic programming needs and demand should drive the timeline and sequencing
- There is an urgent need for community partnerships to be developed – clinical rotations must be set up.

- The group discussed the importance of getting some “quick wins” for the project, to build momentum and energy.
- Team members are coming in with different levels of information. Everyone should get access to the information / reports that have been developed to date.
- The business plan must get completed. A template to start plugging things into would be helpful.

Group 2 (Academic Partners):

- The workgroups and approach make sense as long as the work isn’t siloed.
- There is a high degree of uncertainty from the current financial climate and COVID-19 crisis. Both are having significant impacts on higher education in Oregon and across the country.
- The outstanding questions / decisions about academic programming must be resolved before any of the other workgroups can move forward.
- Because this is an academic project, the work of an academic programming sub-workgroup can’t be siloed from the other workgroups. Cross-sector involvement is important for all aspects of this project work.
- The Project Team will need to work collectively with academic partners to share/pool resources, identify appropriate academic programs for the participating academic partners (GFU, OIT etc.).
- There should be clarity and discussion about the long-term goals/ends. There are different ways to get where we want to be, including leveraging technology to do things differently.
- There should be a discussion about the project’s name, as the name has meaning and sets vision. The Southern Oregon Medical Workforce Center is not a college, but needs a better name as workforce development doesn’t capture it. Health education center could be a better name.

Group 3 (Community Partners):

- There is optimism about the Oregon Solutions process.
- There are outstanding concerns from the OSBN that should be acknowledged.
- There are other organizations with resources who want to help and should be engaged
- Everyone needs to understand the history and goals. Report/documents that have been developed to date should be shared out with all participants.
- The metrics for success for this project should be identified
- There needs to be a better understanding about the timeline set by DAS, as well as the City of Roseburg’s timeline and process for matching funds
- Agreements with academic partners need to be put in place

Group 4 (Infrastructure Partners):

- Participants in this group want to be helpful
- They will need to understand how infrastructure fits into the effort, which is determined by decisions about academic programming and the projected number of students.
- They can think through types of needs, which are important to consider, such as transportation, green building, zoning issues, etc.
- It would be helpful to know the options for the range of infrastructure needs.

- There may be opportunities for additional funding sources (EDA).
- In thinking about the site, consider both what size of facility is needed in the short-term, as well as the ability to expand over time.
- Will need to think through the diversity of housing needs (students, faculty, those with families).

Proposed Ground Rules

Jamie Damon provided an overview of the OS proposed ground rules for the Project Team's consideration. Participants were asked to review the ground rules and respond via a survey link to be sent out if they would like any changes or have suggested additions to the rules.

Additional Team Members

The OS team will follow up for additional suggestions on who might be missing from room. A question about this will be included in the survey.

Communications

Oregon Solutions will have a website for this project, on which all meeting notes, resources and any other project information will be shared. This address for this page is:

<https://orsolutions.org/osproject/southern-oregon-medical-workforce-center>