

## Future Ready Oregon Healthcare Industry Consortium Charter

*Revised June 26<sup>th</sup>, 2024*

<b>Committee Name</b>	HECC Future Ready Oregon Healthcare Industry Consortium
<b>Committee Sponsor (Convener)</b>	<ul style="list-style-type: none"> <li>• Ben Cannon – Director, Higher Education Coordinating Commission</li> <li>• Sandy Rowe – Chair, Higher Education Coordinating Commission</li> <li>• Anne Mersereau – Chair, Workforce and Talent Development Board</li> </ul>
<b>Background</b>	<p>The State of Oregon has committed to supporting the education and training needs of Oregonians through the establishment of Future Ready Oregon, also known as SB 1545 (2022). Future Ready Oregon, is a comprehensive \$200M investment package that supports the education and training Oregonians need for family-wage careers, emphasizing priority populations. Priority populations include communities of color, women, low-income communities, veterans, persons with disabilities, incarcerated and formerly incarcerated individuals, members of Oregon’s tribes, older adults and individuals who identify as members of the LGBTQ+ community.</p> <p>Future Ready Oregon comprises several strategic initiatives. A summary of each can be found on the <a href="#">Future Ready Oregon website</a>.</p> <p>The Healthcare Industry Consortium is established by Section 10 of <a href="#">SB 1545</a>, a 2022 package of investments that work together to advance an equitable workforce system that supports people with the education, training, and resources they need to get into good paying jobs, in which sub-section (2)(a) declares that the Higher Education Coordinating Commission, in consultation with the State Workforce and Talent Development Board, shall establish a program to convene statewide Industry Consortia that represent the health care, manufacturing and technology industry sectors.</p>
<b>Committee Organizers (Convening and Facilitation)</b>	<ul style="list-style-type: none"> <li>• Jennifer Purcell – Future Ready Oregon Director, Higher Education Coordinating Commission</li> <li>• Maggie Foree – HECC Healthcare Industry Consortium Strategist</li> <li>• Todd Nell – Director, Oregon Workforce and Talent Development Board</li> </ul>
<b>Healthcare Consortium Executive Leadership Team</b>	<p>The Executive Leadership Team is responsible for acting as subject matter experts and innovative thinkers, as well as providers of practical guidance to Industry Consortium staff person(s) for specific deliverables and working group outcomes. The 5-member leadership team includes the following representatives:</p> <ul style="list-style-type: none"> <li>• Marin Arreola (Co-Chair)– President, Advanced Economic Solutions Inc. (<i>representing community-based organizations</i>)</li> <li>• Dr. Adrien Bennings – President, Portland Community College (<i>representing education</i>)</li> <li>• Janet Campbell – President, Oregon Health Leadership Council (<i>representing industry</i>)</li> <li>• Becky Hultberg (Co-Chair) – President, Oregon Hospital Association (<i>representing employers</i>)</li> <li>• Melissa Unger – President, SEIU local (<i>representing labor</i>)</li> </ul>
<b>Healthcare Industry Consortium Membership &amp; Structure</b>	<ol style="list-style-type: none"> <li>1) Consortium Members will include diverse perspectives and a balanced representation of executive-level healthcare industry leaders, community-based organizations, education institutions, and labor representatives. <ol style="list-style-type: none"> <li>a) To include the 5 members of the Executive Leadership Team (above)</li> </ol> </li> </ol>

	<p>b) To also include the following legislatively mandated partners: (A) One or more representatives from the State Workforce and Talent Development Board. (B) One or more representatives of the Racial Justice Council within the Office of the Governor. (C) One or more representatives of employers. (D) One or more representatives of labor organizations. (F) One or more representatives of local workforce development boards. (G) One or more representatives of economic developers.</p> <p>c) Total membership not to exceed 45.</p> <p>2) Working groups</p> <p>a) Consortium shall identify and operate working groups intended to convene Consortium members and additional experts and partners and advance consortium objectives. The Healthcare Industry Consortium Executive Leadership Team will determine the standing workgroup structure that best meets the needs and objectives of the Consortium.</p> <p>b) The Consortium can operate additional agile working groups on as-needed basis to address emerging issues and topics.</p>
<b>Membership Terms</b>	<p>Membership terms are as follows:</p> <ul style="list-style-type: none"> <li>• HECC staff will recommend members to the Executive Leadership Team for appointment or reappointment to a 3-year term.</li> <li>• No term limits will apply.</li> <li>• The HECC will apply staggered terms for originating members to ensure continuity of membership.</li> <li>• Membership in good standing requires attendance at a minimum of three meetings per year. Attendance at in person meetings is preferred, though virtual attendance is an option for members under extenuating circumstances.</li> </ul> <p>Engaged membership is essential to ensure equitable participation and decision-making of the Healthcare Industry Consortium. The purpose of sending an alternate is to ensure continuity of representation in extenuating circumstances and should represent the voting member not replace them. Members and their alternates are both invited to attend and participate in Consortium meetings and workgroups, while only voting members will participate in action items.</p>
<b>Purpose and Scope</b>	<p>The purpose of convening Industry Consortia is to:</p> <ul style="list-style-type: none"> <li>• Be a forum for identifying ways industry can engage in innovation, co-investment, and implementation of workforce and talent development strategies that center economic mobility and the needs of historically marginalized communities.</li> <li>• Be a mechanism for coordinated action and implementation by public, private, and community-based partners around shared issues and opportunities, including the curation of resources and investments that solve shared workforce and talent development problems.</li> <li>• Be a vehicle through which industry in Oregon can develop and demonstrate a shared commitment to equity, through talent development practices and investments supporting equitable recruitment, retention, and career advancement strategies that center the needs of historically marginalized communities.</li> <li>• Make strategic policy and funding recommendations to address gaps and opportunities in addressing the workforce needs of the healthcare ecosystem.</li> <li>• As the convenor of the Healthcare Industry Consortium the HECC is leveraging partnerships and resources to inform its sector specific workforce and talent development expertise.</li> </ul>
<b>Equity Statement, &amp; Group Agreements</b>	<p><b>Equity statement</b></p> <ul style="list-style-type: none"> <li>• The Industry Consortium will adapt and employ the HECC <a href="#">Equity Lens</a> to shape their work.</li> <li>• HECC's Equity Stance: <i>For the HECC, equity in postsecondary education and training will be achieved once one's community or characteristic—including but not limited to racial/ethnic identity, socio-economic background, dis/ability status, gender, parental status, veteran status, sexual orientation, and geographic origin or location—no longer predict inequitable</i></li> </ul>

	<p><i>access to and success in postsecondary education and training. We will work towards this by addressing the root historical causes of systemic racism and inequities, not just their manifestation. This work includes the intentional examination and elimination of policies, practices, attitudes, and cultural messages that perpetuate the stark inequities in postsecondary education and workforce training we see today.</i></p> <p><b>Group Agreements</b></p> <ul style="list-style-type: none"> <li>The Consortium will work collaboratively and honor the diversity of members and thinking. The Consortium will <a href="#">use group agreements</a> to support their work.</li> </ul>
<b>Timeline and Outcomes/Deliverables</b>	<ul style="list-style-type: none"> <li>Short-term (April 2023 – January 2024) <ul style="list-style-type: none"> <li>Consortia will inform HECC’s Future Ready Oregon funding opportunities, with significant effort focused on Workforce Ready Grants which comprise nearly half of the total Future Ready Oregon investment.</li> <li>The Healthcare Industry Consortium will reach consensus on a first set of recommendations that will inform criteria for future rounds of Workforce Ready Grant funding.</li> </ul> </li> <li>Medium-term (through December 2025) <ul style="list-style-type: none"> <li>The Healthcare Industry Consortium will continue to assess healthcare workforce needs, identify education and training assets and gaps, and recommend policy and funding strategies to address priority gaps and opportunities.</li> <li>The Healthcare Industry Consortium will establish a standing workgroup structure.</li> <li>The Healthcare Industry Consortium will establish success measures including Performance measures for the Healthcare workforce system and Collective impact measures that the Healthcare Industry Consortium will hold itself accountable to.</li> </ul> </li> <li>Long-term/persistent (2026 and beyond) – The Consortium will continue to assess statewide, industry-specific workforce needs, skills standards, and career advancement strategies, and recommend policy and funding strategies to address priority healthcare workforce gaps and opportunities.</li> <li>The Healthcare Industry Consortium is advisory to the Workforce and Talent Development Board and the Higher Education Coordinating Commission, making strategic policy and funding recommendations to address healthcare workforce and talent development gaps and opportunities.</li> </ul>
<b>Contributing Staff</b>	<p>In addition to Committee Organizers listed above, the Healthcare Industry Consortium will be supported by the following HECC staff:</p> <ul style="list-style-type: none"> <li>Rudyane Rivera-Lindstrom – Director of Diversity, Equity, and Inclusion, Higher Education Coordinating Commission</li> <li>Julia Steinberger – Director, HECC’s Office of Workforce Investments</li> <li>Kerry Thomas – HECC Future Ready Oregon Program Manager</li> <li>Heather Anderson – HECC Future Ready Oregon Workforce Ready Grant Healthcare Program Analyst</li> <li>Emily Zuber – HECC Future Ready Oregon Office Support Specialist</li> <li>Ronan FitzSimons-Brey – HECC Future Ready Oregon Administrative Specialist</li> <li>Shanda Haluapo – Senior Policy Analyst, HECC’s Office of Research and Data</li> <li>Alex Brunot – Senior Research &amp; Data Analyst, HECC’s Office of Research and Data</li> </ul>
<b>Meeting Schedule</b>	<ul style="list-style-type: none"> <li>The HECC will convene the Healthcare Industry Consortium quarterly. Three quarterly meetings will be held in person (location varies), and one quarterly meeting will be held virtually.</li> <li>The HECC will convene standing monthly working group meetings as workgroups are established.</li> </ul> <p>All meetings of the Future Ready Oregon Healthcare Industry Consortium are open to the public and will conform to Oregon public meeting laws. The HECC strives to host inclusive, accessible</p>

	events that enable all individuals, including individuals with disabilities, to engage fully. Where in person attendance is requested or required, particularly when no virtual option for participation is available, the HECC may be able to reimburse consortium members for travel.
<b>Decision Making &amp; Accountability</b>	<ul style="list-style-type: none"> <li>• Consortium shall serve as an integrated mechanism informing accountable, demonstrated, coordinated education and training and workforce policy and investments, including Future Ready Oregon during its tenure and other workforce-related funding streams across multiple state agencies and systems. <ul style="list-style-type: none"> <li>○ This can include blending, braiding, and aligning strategies and investments by using deliberate guidance that supports the following goal: investments working together to advance an equitable workforce system that supports people with the education, training, and resources they need to get into good paying jobs in the target industry.</li> </ul> </li> <li>• Executive Leadership Team will designate co-chairs who will provide leadership to the Industry Consortium and work with HECC staff to develop agendas and meeting content.</li> <li>• The Consortium will advance decisions by consensus. The Consortium will use consensus building tools to develop and evaluate proposals and recommendations. Discussion will allow for feedback and for members to voice concerns and offer suggestions for modifications that better meet member interests and the collective interests of the Consortium. The consensus process will center HECC's equity stance and the Consortium's group agreements.</li> <li>• If the Executive Leadership Team concludes that unanimous consensus is not possible, the Consortium decisions can be advanced by majority vote.</li> <li>• A quorum must be present for the consensus process and majority vote. Quorum will be achieved when a simple majority of the voting membership is present, in person or virtual. Alternates may vote on behalf of a voting member who is unable to attend under extenuating circumstances.</li> <li>• Industry Consortium are advisory to the Workforce and Talent Development Board and HECC staff and shall be responsible: <ul style="list-style-type: none"> <li>○ For informing and aligning with the WTDB acting in its capacity as a cross-system governance board to the Governor's Office; and</li> <li>○ To the HECC, acting in its capacity as the legislative point of accountability for Future Ready Oregon for the purposes of ensuring legislative requirements of the Industry Consortium are met.</li> </ul> </li> </ul>
<b>Conflict of Interest Statement</b>	Service on the Industry Consortia will not in any way prohibit consideration of an eligible organization associated with the committee member for award of Future Ready Oregon funds. Industry Consortia are advisory to the Workforce and Talent Development Board and HECC staff. Decisions related to Future Ready Oregon funds will be made by the Higher Education Coordinating Commission and its staff. Thus, no conflict of interest exists for Consortia members.