The Connecting the Dots Initiative

A Comprehensive Approach to Increasing Health Workforce Diversity: Opportunities to Support CSU Students and Programs

CSU Health Leaders Meeting
Sept 5 and 12, 2008

Sponsored by The California Endowment
Presentation Overview

- National Efforts to Increase Health Workforce Diversity
- Momentum in California:
  - Connecting the Dots Findings and Recommendations
  - State-wide and Regional Initiatives
  - CSU Perspectives
- Implications and Opportunities for CSU
- Next Steps
National Efforts

- Institute of Medicine Study
- Sullivan Commission Hearings
- Sullivan Alliance
- Review of HP Accreditation Standards
- Diversity, Hospitals, and Community Benefit
Benefits of Increased HP Diversity

• UR providers more likely to serve minority and medically underserved communities

• Racial and ethnic minority patients report greater levels of satisfaction with care provided by UR providers

• UR providers reduce cultural and linguistic barriers and improve cultural competence among colleagues

• Diversity in higher education and health professions training settings produces better educational outcomes for all students
CTD : Comprehensive CA Strategy

• Establish an evidence base for change through multi-level inquiry
• Provide practical evidence to encourage and support replication
• Increase public understanding of scope and depth of issues involved
• Create environment that demands coordinated action
• Take action
Primary Health Professions Focus

- Medicine
- Nursing
- Dentistry
- Public Health
- Mental Health
- Allied Health (Medical Imaging, Pharmacist, RT, Medical Assistant/Support Staff)
Levels of Diversity

**Institutional Context**
Landscape of formal and informal policies and procedures that shape the distribution of opportunities, resources, responsibilities, and power.

**Structural Diversity**
Numerical and proportional representation of diverse population groups at all levels.

**Classroom Diversity**
Diversity-related content (incl. service learning) and pedagogy to promote shared learning and integration of skills & experiences.

**Informal Interactive Diversity**
The variety and effectiveness of interactions within and between groups and individuals.
CSU Participation in CTD Initiative

- Interviews with CSU Health Professions Leaders
- Special CSU Health Professions Advisors Convening
- Deans and Chancellor’s Meeting
- CSU participation in state-wide convening
- Statewide Advisory Committee
- Exemplary Practice Profiles
- Regional campus interviews in preparation for this meeting
CTD Initiative
Findings and Recommendations
### Racial/Ethnic Distribution and the CA Population 2005

<table>
<thead>
<tr>
<th>Race/ Ethnicity</th>
<th>Health Profession</th>
<th>CA Population</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Dentistry</td>
<td>Medicine</td>
</tr>
<tr>
<td></td>
<td>(RN degrees)</td>
<td>(PharmD degrees)</td>
</tr>
<tr>
<td></td>
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</tr>
<tr>
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<td>9%</td>
</tr>
<tr>
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<td>49%</td>
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<tr>
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<td>1%</td>
</tr>
<tr>
<td>Unknown</td>
<td>2%</td>
<td>1%</td>
</tr>
</tbody>
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Source: Center for the Health Professions, UCSF
Realities

• Some progress, programmatic success but a long way to go to produce meaningful and lasting impact

• National recommendations on target, but need greater specificity and implementation

• Compelling case and levers needed to increase urgency and importance relative to competing priorities

• Leadership commitment and will is essential. Need to focus on diverse boards and administration.
Realities

- Insufficient funding sources relative to needs
  - discretionary not institutionalized
  - federal funding cuts a major setback
  - short-term versus long-term thinking and investment
  - foundations carrying disproportionate load
  - soft money, time limited innovations

- Many positive forces converging
Many Innovative Efforts, but we found...

- Small scale
- Dependent on busy passionate champions
- Insufficient institutional commitment
- Lack adequate/sustainable funding & infrastructure
- Collaboration difficult without capacity and stability
- No well defined strategy or critical path
- No overall ownership, home or accountability
Perfect Workforce Storm

Demand:
- Successful health reform
- Aging baby boomers with increasing demand for health care
- Increasing multicultural population
- Increasing chronic disease and emerging public health issues
- Technological advances and CA bioscience leadership

Supply:
- Workforce shortages and maldistribution
- Aging health leaders, workforce approaching retirement
- Insufficient educational program capacity
- Reduced in-migration ability
- CA cost of living combined with price competition
- Continued labor cost increases
- Insufficient CA talent pool awareness and preparation
- Significant under-representation of growing population groups
Key Messages

• It Matters
• It is Possible
• Everyone has a role in the solutions
• Need for a deliberate, comprehensive approach
• “Growing our own” is essential to ensure future economic vitality in CA – demographic realities will yield diverse workforce
Levels of work

- State
- Regional/Community
- Institutional
- Profession
- Individual
California and Regional Initiatives

Vision
Focus
Strategic Priorities
Critical Path
Coordination
IMAP
Resources
Impact

Going in one direction
Staying aligned/stitched together as we go…
Health Workforce Pathway

Target Groups:
- Incumbent Workers
- High School and Community College Students
- Career Changers
- Displaced Workers
- Undergraduates
- Immigrant Health Professionals
- Residents

K-12 Education

Career Awareness Assessment Academic Preparation & Entry Support Financial & Logistic Feasibility Health Professions Training Program Access Training Program Retention Internships Hiring & Orientation Retention & Advancement Culturally Competent Enabling Conditions

Pre-Training Health Professions Education Workforce

Quality, Culturally Competent, Health Workforce
Managing Complex Change

- Vision
- Skills
- Incentives
- Resources
- Action Plan

- Change
- Confusion
- Anxiety
- Gradual Change
- Frustration
- False Starts

From American Productivity & Quality Center
Framework for Increasing Health Professions Workforce Diversity

Making the Case

Social Contract

Institutionalizing Commitment and Innovations

Expanding the Pool

Regional Planning and Partnerships

Shared Learning: Promising Practices, Forums

Overarching Strategy and Action Plan

Sustainable Resources and Infrastructure

Adapted from Prevention Institute, Spectrum of Prevention
Needed CSU Actions and Roles

- Expand the pool of CSU students entering and completing HP training
- Increase CSU participation in regional planning and partnerships
- Institutionalize and increase scale of promising CSU, CCC-CSU and CSU UC Programs
- Create mechanisms to share and link to promising CSU practices
- Develop long-term CSU plan linked to other CA plans
- Develop CSU system and campus level infrastructure and funding to support plans and programs
• “We continue to work on a programmatic level because there is no incentive to do otherwise.

There is a need for funders, be it state or private, to fund linkages, transitions and collaboration across the phases of the pipeline.

Right now there is no infrastructure that supports a network.”

-Program Administrator
CTD Team Support Role with CSU Project

- Collect data/info and develop draft recommendations
- Assist with meeting design and facilitation
- **Dot Connectors**- statewide, regional and local
- Assist in development of **formal links** within CSU and with key external partners
- Advocate for CSU students and programs
- Assist in developing solutions that **increase the scale, sustainability and impact of promising practices**
Draft Recommendations

Institutional Leadership / Commitment

• Develop regional memoranda of understanding
• Establish campus level metrics
• Establish central office pool of funds for high performing campuses
Draft Recommendations

Coordination Infrastructure

• Establish a CSU – UC Joint Health Sciences Committee
• Require collection of data on CSU graduates
• Develop and fund campus, regional and system level infrastructure for coordination and program development
Draft Recommendations

**Academic Pre-Health Advising/Preparation**

- Statewide conference for pre-health advisors
- Expand 21st century technology to connect with students.
- Engage UR health professions alumni as career mentors
- Develop health professions career preparatory courses
- Establish joint research initiatives between CSU and UC faculty that include paid summer internships for UR undergraduate students.
Draft Recommendations

Academic Remediation

• Establish summer college bridge programs for disadvantaged pre-health CSU students

• For UC-based post-baccalaureate programs, require formal partnerships with CSUs

• Remove obstacles to informal post-baccalaureate preparation at CSU campuses.
UC Outreach

• Require periodic site visits by UC senior administrators, faculty, and graduate students to CSU campuses

• Designate a formal campus level, inter-departmental liaison
Draft Recommendations

UC Admissions

• Designate admission slots and/or guaranteed interviews at UC HPEIs for a percentage of CSU students that meet a set of defined criteria

• Explicit tie in admissions criteria to role of UC HPEIs in addressing regional workforce needs
Draft Recommendations

CSU – UC Articulation

• Establish a formal process for curricular changes that involves proactive input and coordination with CSU system

• Review CSU health science course content to identify areas where greater alignment is needed to yield optimal results in application process
Draft Recommendations

Increase External Accountability

• Strategic engagement of CA legislators
Other Kinds of Links to Consider

- Health Career Connection promotion or partnership
- Public Health Outreach Conference promotion or partnerships
- California Health Professions Consortium Collaboration
Future CA Health Leaders and Professionals: HCC Nor Cal Interns
Health Career Connection (HCC)

- Started in 70's as “Fellowship Retention Program” by UC Berkeley SPH and local health executives
- Targets UR CSU, UC and other student
- Paid internships and links to employers, mentors and HPEIs
- Run by CSU alum since 1990 (6-10 students yr)
- Expanded to national program in 2000
- HPEI partners: UCB, UCLA, CSUF, Harvard & Columbia
- 2008--117 interns in 5 regions (Northern, Central and Southern CA, New England, New York/New Jersey)
Opportunity: Formal HCC Partnership for Increased CSU Student Opportunities

- 121 CSU applicants out of 2500 (45 from CSUF)
- 18 out of 117 Interns

Goals
- Systematic promotion to all CSU campus to increase applicants and interns
- Regional collaboration to increase internships and funding
- Increase connections to HCC alums and employers
- Develop other value added outreach and support
- Road Shows and web-based resources for CSU students
Public Health Outreach Conferences: Pacific Public Health Training Center

- UCLA, UCB, CSUSD, Loma Linda, CSUF, UC Davis
- 2008 day-long conferences at UCB, UCLA, CSUF
- 300 student participants; 30% from CSU. Advisors.
- Exposure to public health careers and education
- Links to professionals, grad schools, faculty and internships
- 2009- CSU Fresno (confirmed). San Diego, Inland Empire, Sacramento and Bay Area (funding required)

**Opportunity** - Expand partnerships with CSU, campuses, UCOP, PPHTC, Com College/RHORC, Health organizations, professional associations
CHPC Partnership Opportunities

- Training programs and tool kits for HP Advisors
- Promote connections and Web resource student links to CA Pipeline Programs and HP Training Programs
- Collaborate on multi-health profession conferences on CSU campuses
- Develop model advising and resource centers for individual campuses
- Partner with CSU on developing one-stop health profession “system” for exposure and support

Advocacy for CSU programs, funding, policy
Potential Next Steps with CSU

- Support CSU advisors and administration to explore and prioritize potential solutions
- Additional analysis and development
- Report dissemination
- Support final recommendations at 11/10 convening
- Pursue development of specific recommendations or partnership opportunities
- Explore potential linkages with CCC, UC and employers
For Further Information

- Access reports:
  http://www.calendow.org/Article.aspx?id=2290
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