



Meeting of the Advisory Council

May 24, 2023



Agenda



CALL TO ORDER

Health Care Workforce Challenges in Massachusetts

Upcoming Meetings and Events

Advisory Council Membership



Dr. Christopher Andreoli, President, Atrius Health

Lisette Blondet, Executive Director, Massachusetts Association of Community Health Workers

Aimee Brewer, President and CEO, Sturdy Memorial Hospital

Michael Caljouw, Vice President of Government & Regulatory Affairs, Blue Cross Blue Shield of Massachusetts

Dr. Jeanette Callahan, Pediatrician, Cambridge Health Alliance; Medical Director-DYS Northeast Region Health Services, Justice Resource Institute

Christopher Carlozzi, State Director, National Federation of Independent Business (NFIB)

JD Chesloff, Executive Director, Massachusetts Business Roundtable

Dr. Cheryl Clark, Associate Chief, Division of General Internal Medicine and Primary Care, Brigham and Women's Hospital

Ed Coppinger, Head of Government Affairs, MassBio

Michael Curry, President and CEO, Massachusetts League of Community Health Centers

Dr. Ronald Dunlap, Cardiologist and Past President, Massachusetts Medical Society

Audrey Gasteier, Executive Director, Massachusetts Health Connector

Tara Gregorio, President and CEO, Mass Senior Care Association

Eric Gulko, President, Innovo Benefits; Legislative Chair and Vice President, National Association of Brokers and Insurance Professionals

Susan J. Hernandez, CNM, MSN, FACNM, Mass General Brigham, MA ACNM Legislative Co-Chair

Jon Hurst, President, Retailers Association of Massachusetts

Colin Killick, Executive Director, Disability Policy Consortium

Jake Krilovich, Executive Director, Home Care Alliance of Massachusetts

Ellen LaPointe, CEO, Fenway Health

Juan Fernando Lopera, Chief Diversity, Equity, and Inclusion Officer, Beth Israel Lahey Health

David Matteodo, Executive Director, Massachusetts Association of Behavioral Health Systems

Dr. Danna Mauch, President and CEO, Massachusetts Association for Mental Health

Patricia McMullin, Executive Director, Conference of Boston Teaching Hospitals

Nicole Obi, President and CEO, Black Economic Council of Massachusetts

Carlene Pavlos, Executive Director, Massachusetts Public Health Association

Krina Patel, Head of U.S. State & Local Government Affairs, Biogen

Lora Pellegrini, President and CEO, Massachusetts Association of Health Plans

Julie Pinkham, Executive Director, Massachusetts Nurses Association

Dr. Myisha Rodrigues, Executive Director, NAMI Massachusetts

Amy Rosenthal, Executive Director, Health Care For All

Christine Schuster, President and CEO, Emerson Hospital

Matthew Veno, Executive Director, Group Insurance Commission

Steven Walsh, President and CEO, Massachusetts Health and Hospital Association and previously Massachusetts Council of Community Hospitals

Elizabeth Wills-O'Gilvie, Chair, Springfield Food Policy Council

Call to Order



HEALTH CARE WORKFORCE CHALLENGES IN MASSACHUSETTS

- Summary of Recent HPC Report and Special Event (March 29, 2023)
- Potential Next Steps for the HPC

Upcoming Meetings and Events

Call to Order

Health Care Workforce Challenges in Massachusetts

➤ SUMMARY OF RECENT HPC REPORT AND SPECIAL EVENT (MARCH 29, 2023)

- Potential Next Steps for the HPC

Upcoming Meetings and Events

2023 HPC Action Plan



Bolster the HPC's Cost Containment Activities



Address Health Care Workforce Challenges and Identify Solutions



Advance Health Equity



Enhance Pharmaceutical Pricing Transparency and Accountability



Reduce Unnecessary Administrative Complexity

Health Care Workforce Trends and Challenges in the Era of COVID-19: Current Outlook and Policy Considerations for Massachusetts – Special Focus on Registered Nurses, Direct Care Workers, and Behavioral Health Providers



- This report takes a high-level perspective on **system-wide** trends and challenges **throughout the workforce life cycle**, as well as contextual factors such as cost of living.
- The report also examines three priority workforces who provide care in multiple sectors and settings of the health system, and which together make up about two-thirds of the Commonwealth’s health care workforce: **registered nurses, direct care workers, and behavioral health care providers.**
- Recognizing that there are important workforce pressures and trends in additional health care sectors, the HPC anticipates **future reports** that will more closely examine additional professions (**e.g., primary care providers**) and **settings of care (e.g., community health centers, ambulatory care).**

Elements explored for each stage of the workforce life cycle include:



**HEALTH CARE WORKFORCE
TRENDS AND CHALLENGES
IN THE ERA OF COVID-19**

- Given relatively **tight labor markets** today and in the future, **rebalancing health care worker supply and demand** will require adjustments that ultimately **enhance the attractiveness** of health care positions for which there are workforce gaps.
- **Job attractiveness must be considered relative to alternatives.** For example, hospital RNs may leave for non-hospital or non-patient care positions, while direct care workers may exit health care entirely in favor of comparably or higher paid positions in other sectors. Behavioral health settings often lose employees to better-resourced settings of care.
- **Targeted government investments** can help in certain cases such as reducing entry bottlenecks, seeding innovations and initiatives, and enhancing wages for under-resourced sectors.
- **Health care delivery organizations should invest in their workforce and implement care delivery innovations** to provide attractive schedules, improved work environments, and career advancement opportunities.
- **Clear and accessible career ladders** may help to support **increased health care workforce diversity.**
- **Reducing the burden of avoidable care** requires a broad multi-sector approach including investments in primary care and behavioral health care, care transitions, and payment reform in accordance with value.

SPECIAL EVENT

BUILDING A ROBUST HEALTH CARE WORKFORCE IN MASSACHUSETTS

FINDINGS, CHALLENGES, AND OPPORTUNITIES



MASSACHUSETTS
HEALTH POLICY COMMISSION

MARCH 29, 2023

PANEL 1 Reactions from the Frontline: Unique Challenges and Solutions Across Health Care Workforce Sectors



Moderator: HPC Commissioner Matilde Castiel

- Andrea Bresnahan, Executive Director, Nursing Council on Workforce Sustainability
- Dr. Carlos Cappas, Chief Behavioral Health Officer, Lynn Community Health Center
- Filaine Deronnette, Vice President at Large, 1199SEIU United Health Workers
- Tara Gregorio, President and CEO, Mass Senior Care Association
- Jake Krilovich, Executive Director, Home Care Alliance of Massachusetts
- Sharon Stemm, Associate Chief Nursing Officer for Professional Development, South Shore Health

PANEL 2

What Does the Future Hold for the Health Care Workforce? Recommendations to Promote Resiliency and Innovation



Moderator: HPC Commissioner Tim Foley

- Lydia Conley, President and CEO, Association for Behavioral Healthcare
- Michael Curry, President and CEO, Massachusetts League of Community Health Centers
- Julie Pinkham, Executive Director, Massachusetts Nurses Association
- Dr. Ellana Stinson, Emergency Medicine Physician, Massachusetts Medical Society
- Steve Walsh, President and CEO, Massachusetts Health and Hospital Association

Recurring Themes

- Urgent action needed to reduce labor shortages
- Use of contracted and temporary staff is disruptive and affects morale of employed staff
- Frontline essential workers must be included in the conversation
- Developing and supporting a diverse workforce must be prioritized – racially, culturally, and linguistically – at every level from front line workers to leadership
- Need for continued funding and investment, but also for re-evaluation of how funding is spent
- Collaboration and partnership across the care continuum
- Bold rethinking to break the cycle

Potential Solutions

- Boosting investment in workforce development and wages
- Developing enhanced mentoring and onboarding support
- Promoting innovations in scheduling and work environments
- Establishing clear and accessible career ladders
- Innovative policy changes to support essential workers' lives, needs, and sources of stress
- Enhanced data, evidence, and continuous research and reporting
- Both public and private solutions and cross-collaboration

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Health Care Workforce Challenges in Massachusetts

- Summary of Recent HPC Report and Special Event (March 29, 2023)

➤ POTENTIAL NEXT STEPS FOR THE HPC

Upcoming Meetings and Events

Potential Next Steps on Workforce Issues for the HPC

- Collaborate with CHIA on enhanced **data collection and analysis**, especially utilizing their new, upcoming *Massachusetts Healthcare Workforce Survey* to examine staffing, turnover, and workforce diversity.
- Examine other sectors of the health care workforce in future research, including **primary and specialty care, community health centers** and **physician burnout and shortages**.
- Collaborate with legislative, agency, and industry partners on ways to **strengthen existing workforce programs** and **streamline public resources** supporting training, recruitment, retention, and advancement for health care workers.
- Work to **address administrative burden** to alleviate workforce pressures.
- Hold future convenings to **continue discussions** and planning for policy solutions to support the health care workforce, including statewide health planning efforts.

Health Care Workforce Trends and Challenges – Starting Questions for Future Research on Primary Care

- What is the landscape of primary care in Massachusetts? Is there a mismatch between supply and patient demand for primary care? If so, why?
- What kinds of clinicians are providing primary care, and has that changed over time?
- What changes have we seen in the organization of primary care?
 - Where are patients getting care?
 - What is the role of private equity?
 - Appearance of virtual primary care startups
- What is the landscape of specialty care in Massachusetts? Are specialty physicians more available to some patients than others? What are incentives to go into specialty care?

How should the HPC leverage its four core strategies to identify and prioritize solutions to address health care workforce challenges?



MARKET MONITOR
Monitor and intervene when necessary to assure market performance

CONVENE
Bring together stakeholder community to influence their actions on a topic or problem



RESEARCH AND REPORT
Investigate, analyze, and report trends and insights

PARTNER
Engage with individuals, groups, and organizations to achieve mutual goals

More broadly, how should the Commonwealth identify and prioritize solutions to address health care workforce challenges?

- How would you recommend the state work with the health care system (including health plans and purchasers) to identify and implement aligned strategies?
- How would you balance the need for both immediate solutions and long-term reforms?
- Are there particular phases of the employment lifecycle that you would prioritize?



- How can the state work with health care organizations to support increased health care workforce diversity?
- Are there structural drivers of health care workforce challenges that need to be addressed (e.g. reforming payment incentives, reducing avoidable utilization, reducing unnecessary administrative complexity)?

Agenda



Call to Order

Health Care Workforce Challenges in Massachusetts



UPCOMING MEETINGS AND EVENTS

Schedule of Upcoming Meetings



BOARD

June 7

July 12

September 13

December 13



Mass.gov/HPC



POLICY COMMITTEES

July 10

October 4



HPC-info@mass.gov



ADVISORY COUNCIL

September 20

December 6



[@Mass_HPC](https://twitter.com/Mass_HPC)



SPECIAL EVENTS

November 8

Cost Trends Hearing



tinyurl.com/hpc-linkedin

2023

ANNUAL HEALTH CARE COST TRENDS HEARING



When:

Wednesday, November 8, 2023



Livestream:

tinyurl.com/hpc-video



Where:

Suffolk University Law School
120 Tremont Street, Boston



MASSACHUSETTS
HEALTH POLICY COMMISSION

2023 Public Meeting Calendar



- JANUARY -

S	M	T	W	T	F	S
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- FEBRUARY -

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- MARCH -

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- APRIL -

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- MAY -

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- JUNE -

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- JULY -

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- AUGUST -

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- SEPTEMBER -

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- OCTOBER -

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- NOVEMBER -

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- DECEMBER -

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BOARD MEETINGS

- Wednesday, January 25
- Wednesday, April 12
- Wednesday, June 7
- Wednesday, July 12
- Wednesday, September 13
- Wednesday, December 13

COMMITTEE MEETINGS

- Tuesday, January 24 (ANF, 2:00 PM)
- Wednesday, February 15
- Wednesday, May 10
- Monday, July 10 (ANF, 2:00 PM)
- Wednesday, October 4

ADVISORY COUNCIL

- Wednesday, February 8
- Wednesday, May 24
- Wednesday, September 20
- Wednesday, December 6

SPECIAL EVENTS

- Thursday, March 2 - OPP Regulation Hearing
- Wednesday, March 15 - Benchmark Hearing
- Wednesday, March 29 - Health Care Workforce Event
- Wednesday, November 8 - Cost Trends Hearing